

## Request for Proposals (RFP) For Customisation & Implementation of ERP – Odoo Enterprise

### Introduction

PIA Holding Company Limited (“PIAHCL”) has acquired annual subscription of Odoo Enterprise as its core ERP platform for its various functions / modules i.e. accounting & finance, human resources, property management and related operational functions.

PIAHCL now invites proposals from professional firms, preferably Odoo Official Partners, for ERP implementation and customization services, including but not limited to:

1. Design and configuration of Odoo Enterprise for PIAHCL;
2. Migration of legacy financial, pension, property, HR and other related data;
3. Implementation of Finance, Consolidation, Pension, HR/Payroll, Property/Real Estate, Procurement, and all other required modules;
4. Post-go-live support, user training and knowledge transfer.

Selected firm (“Consultant”) shall work closely with PIAHCL’s relevant sections for efficient working.

### Submission of Bid

#### A. INSTRUCTIONS FOR SUBMISSION OF BID

1. **Bidding Procedure:**  
Bidding shall be conducted under the Single Stage, Two Envelope Procedure in accordance with Public Procurement Rules 2004.
2. **Bidding Documents:**  
Bidding documents/notice are available electronically and may be downloaded from:
  - a. PIAHCL website: [www.piahcl.com.pk](http://www.piahcl.com.pk)
  - b. PPRA website: [www.ppra.org.pk](http://www.ppra.org.pk)
  - c. PPRA E-PADS portal: <https://eprocure.gov.pk/#/auth/login>
3. **Submission of Bids**  
Bidders must be registered on PPRA E-PADS and shall submit their bids electronically through the E-PADS Portal. In addition to the electronic submission, bidders may also submit a hard copy of the bid at the office of **General Manager Finance & Accounts**, PIAHCL, 4th Floor, PIA Building, AK Fazal-e-Haq Road, Blue Area, Islamabad, no later than **06-01-2026** at 03:00 PM.  
Hard copies submitted without the corresponding electronic submission on E-PADS shall not be accepted.
4. **Opening of Bids:**  
Bids will be opened on the same day at **03:30 PM** in the presence of bidders who opt to attend.
5. **Late Bids:**  
Bids received after the stipulated date and time shall **not** be considered.
6. **E-PADS Requirement:**  
Submission of bids through **PPRA E-PADS is Mandatory**. Hard copy submission **alone** shall not be accepted under any circumstances.
7. **Submission by Registered Post:**  
A bid may also be sent through registered mail to the address mentioned in section 3, provided it reaches before the closing date and time.
8. **Incorporation Certificate and Tax Registration Requirements:**  
Bidder shall provide incorporation/registration certificate. The bidder shall be registered with the FBR

and shall provide Tax Registration Certificate (NTN). and Sales Tax Registration Number (STRN). Bidder should be on active tax-payers list.

**9. Minimum Technical Qualification Score**

In line with the Quality and Cost Based Selection, a bidder must obtain a **minimum of seventy percent (70%) of the Technical Evaluation score (70 Marks) i.e 49 marks out of 70**. Financial proposal of the bidders securing 49 marks or above shall be opened, whereas, bidders scoring less than **49 marks** in the Technical Evaluation shall be declared **Non-Responsive**, and their Financial Proposals shall be returned unopened in accordance with the applicable PPRA Rules.

**10. Acknowledgement of Attached Documents:**

The bidder shall acknowledge and accept the **Draft Agreement Customisation & Implementation of ERP Software - Odoo Enterprise (Annexure I)** and the **Draft Integrity Pact (Annexure II)** as part of the bidding documents. Submission of a bid mean bidder's acceptance of these annexures in principle, subject to execution upon award.

**B. OPENING OF BID**

1. **"Technical Proposal"** will be opened on the stipulated date & time.
2. After Evaluation of the submitted Technical Proposals, Financial Proposals will be opened at the date, time & venue to be announced in the presence of the bidders or their representatives who may choose to be present.
3. Financial Proposals shall be opened only of those bidders who are declared technically acceptable. Financial Proposals of all other bidders shall not be opened and shall be returned unopened after the completion of bid process.

**C. PREPARATION OF BID**

Bid shall comprise of a single-stage two sealed envelopes; each envelope shall be marked **"TECHNICAL PROPOSAL"** and **"FINANCIAL PROPOSAL"**.

**1. TECHNICAL PROPOSAL:**

- I. Technical Proposal shall be enclosed in a sealed, signed, and stamped envelope.
- II. Envelope shall clearly mention Technical Proposal and Bid Title, duly addressed to General Manager (A&F) , 4th Floor, PIA Building, AK Fazal-e-Haq Road, Blue Area, Islamabad.
- III. Technical Proposal shall include the profile of the firm and relevant experience/credentials.
- IV. Proposal shall include profiles of the engagement team lead and key personnel to be deployed with PIAHCL.
- V. Written confirmation of availability to commence work immediately upon award must be provided.
- VI. Technical Proposals will be evaluated strictly in accordance with the Evaluation Criteria provided in this RFP.

**2. FINANCIAL PROPOSAL**

- I. Financial Proposal shall be enclosed in a sealed, signed, and stamped envelope.
- II. Envelope shall clearly mention Financial Proposal and Bid Title, duly addressed to the **General Manager (Accounts & Finance)** PIA Holding Company Limited (PIAHCL), 4th Floor, PIA Building, AK Fazal-e-Haq Road, Blue Area, Islamabad.
- III. The envelope must contain the Financial Bid, duly quoted, signed, and stamped.
- IV. The price quoted in the Financial Proposal shall be treated as firm and final until completion of the Contract/Purchase Order.
- V. The Bid amount must be stated in both words and figures.
- VI. The Financial Proposal shall be inclusive of all applicable taxes. No price adjustment shall be allowed.
- VII. The Financial Bid validity must remain valid for 60 days.

#### **D. DURATION OF CONTRACT**

This Agreement shall remain in force for a defined period extendable as per mutual agreement in writing unless terminated earlier by either party with thirty (30) days' prior written notice.

#### **E. ATTACHED DOCUMENTS**

1. Draft Agreement for **Draft Agreement Customisation & Implementation of ERP Software - Odoo Enterprise** – Annexure I
2. Draft Integrity Pact – Annexure II.

#### **Important Note:**

- **The contract will be awarded to the most advantageous bidder.**
- **Manual submission of bids without electronic submission on E-PADS shall not be accepted. Bidders are required to submit their bids electronically on E-PADS and submit a hard copy to the address specified, within the stipulated timelines.**
- **In case of any grievance filed by an aggrieved bidder at any stage, a fee of PKR 15,000/ must be submitted as a pay order in the name of *PIA Holding Company Limited*, along with the grievance letter/request. The fee shall be refundable only if the grievance is found tenable; if declared untenable, no refund shall be made.**
- **PIAHCL reserves the right to accept or reject any bid, or all bids, or cancel the bidding process prior to acceptance of bid in accordance with PPRA Rules.**

For any correspondence, clarification or inquiries, please use the following phone number, mailing address, or email address:

#### **General Manager (Accounts & Finance)**

PIA Holding Company Limited (PIAHCL)

Email: [gm.finance@piahcl.com.pk](mailto:gm.finance@piahcl.com.pk)

Tel: +92-51-9059370

## TERMS OF REFERENCE

### Terms of Reference (Scope of Work)

#### 1. Historic transactional data migration:

- Import of opening balances as at 30th April 2024
- Gather all relevant financial transactional data for the period: 1 May 2024 up until 31 Dec 2025
- Preparation of Odoo Import Templates
- Historical Transaction Import Execution, including opening balances, periodic transactions, reconciliation and linkage
- Validation and reconciliation between raw data and system data
- User Review and Sign off
- Migration to the production environment including following General Ledger & Multi-Company, Accounts Payable (AP), Accounts Receivable (AR), Banking & Treasury, Budgeting & Commitments, Financial Reporting & Compliance

#### 2. Quarterly Financial Reporting:

- Transaction Finalization & Cut-Off
- Reconciliations
- Adjusting Journal Entries
- Finalization of Quarterly Financial Statements as per IFRS, SECP, PSX and other regulatory authorities
- Supporting Notes, Schedules & Documentation
- Closing & Roll Forward

#### 3. HR & Payroll implementation & PIAC Pensioners Data Migration:

- Data cleaning and validation
- Data mapping
- Bulk import into the system
- Validation and testing for accuracy
- Final Migration and Sign off HR Implementation
- Payroll Structure Setup
- Pensioners & Beneficiaries (Post-Retirement)
- Medical Benefits & Insurance Tracking
- Rules and Calculation Configuration
- Payroll Schedules
- Integration with the accounting module and mapping with the COA
- Testing and Validation

#### 4. Implementing of Real Estate Management:

- Add and configure properties.
- Track property status (vacant, rented, etc.).
- Manage rental contracts with start/end dates.
- Rental invoicing.
- Track payments, overdue rents, and security deposits.
- Tenant management (documents, history, profile).

#### 5. Procurement Implementation:

- Requirements Gathering & Process Mapping
- Vendor (Supplier) Management Setup
- Product/Services Configuration
- Purchase Workflow Implementation
- Approval Rules & Authorization Matrix
- Automation & Advanced Features (if required)
- Testing (UAT) & Validation
- Data Migration (Vendor's Data)

**6. Essential Customizations + Reports & Dashboards + UAT & Go-Live:**

- System Configurations & UI Adjustments
- Business Logic & Functional Enhancements
- Integration Customizations (if required)
- Design and development of business-critical reports based on department needs.
- Creation of interactive dashboards for decision-makers and operational teams.
- End-to-end testing to ensure the system works as expected.
- Go-Live Preparation & Support

## EVALUATION CRITERIA

DESCRIPTION		WEIGHTAGE
<b>Firm Credentials</b>	<b>Marks</b>	
<b>Firm Official Odoo Partner Status</b> Marks will be allocated as follows: 1- Odoo Official Partner - Gold – 30 Marks 2- Odoo Official Partner – Silver – 25 Marks 3- Odoo Official Partner – Ready – 10 Marks Bidders are required to provide official certificate.	30	
<b>Firm Experience / Credentials for Implementation of Odoo Enterprise ERP</b> <ul style="list-style-type: none"> <li>• Minimum <b>three (3)</b> completed Odoo Enterprise implementations in the last <b>five (5)</b> years</li> <li>• At least <b>one (1)</b> Odoo implementation for a SOE or Regulated entity</li> </ul>	10	
<b>Team Relevant Experience for Implementation of Odoo Enterprise ERP</b> <ul style="list-style-type: none"> <li>• Team Lead Profile &amp; Relevant Experience</li> <li>• Profile and Experience of at least five (05) Odoo certified consultants dedicated for PIA-HCL including one finance functional lead and one technical/integration lead;</li> <li>• Depth of finance, HR/pension, and technical/integration specialists offered.</li> </ul>	15	<b>70%</b>
<b>Implementation Approach &amp; Understanding of Scope</b> <ul style="list-style-type: none"> <li>• Understanding of PIAHCL Requirements and Alignment of methodology for customisation of Odoo ERP for PIAHCL</li> <li>• Approach for implementing Odoo Enterprise including configuration/CoA, etc;</li> <li>• Data migration strategy and risk mitigation;</li> <li>• Training and handover approach.</li> </ul>	15	
<b>Financial Proposal</b>	30	<b>30%</b>
<b>TOTAL</b>		<b>100%</b>

**FINANCIAL PROPOSAL**

S. No.	Description	SERVICES FEES (PKR)
1		
<i>Amount in Words:</i>		

\_\_\_\_\_  
Signature of Authorized Person

Name: \_\_\_\_\_  
M/s: \_\_\_\_\_  
Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Sr No	Deliverable / Milestone	Fee As Percentage	Completion Time Period
1	Historic transactional data migration Implementation of Financial Module Including Blue Print Document + UAT	15%	Week 03
2	Quarterly financial Statements in accordance with IFRS, SECP, PSX and other Regulatory Authority	15%	Week 04
3	Implementation of HR/Payroll module Including Blue Print Document + UAT Migration of pensioners and dependents data (26,000) into the system, including internal payroll configuration	15%	Week 05
4	Implementation of the Real Estate module within the system. Including Blue Print Document + UAT	15%	Week 06
5	Implementation of the Procurement module Including Blue Print Document + UAT	15%	Week 07
6	Essential customizations, including required reports & dashboards + UAT & Go-Live	25%	Week 10

**ANNEXURE I**

**DRAFT AGREEMENT FOR PROVISION OF PROFESSIONAL SERVICES FOR CUSTOMISATION & IMPLEMENTATION OF ERP SOFTWARE – ODOO ENTERPRISE**

This Agreement for **Customisation & Implementation of ERP Software – Odoo Enterprise** is made on this [day] of [month] [year].

By and Between

- a. PIA Holding Company Limited, a company incorporated under the Companies Act, 2017, having its registered office at 4th Floor, PIA Building, 49-AKM Fazal-e-Haq Road, Blue Area, Islamabad (hereinafter referred to as “PIAHCL”), and
- b. **[Insert Name of Consultant]**, an Odoo implementation partner having its principal office at [Insert Address] (hereinafter referred to as the “Consultant”).

**1. Scope of Services**

Consultant shall provide implementation, configuration, customisation, migration, testing, training and support services for Odoo Enterprise ERP for PIAHCL. The scope includes, but is not limited to:

**Historic transactional data migration:**

- Import of opening balances as of 30th April 2024
- Gather all relevant financial transactional data from the previous systems for the period: 1 May 2024 up until 31 Dec 2025
- Preparation of Odoo Import Templates
- Historical Transaction Import Execution, including opening balances, periodic transactions, reconciliation and linking
- Validation and reconciliation between raw data and system data
- User Review and Sign off
- Migration to the production environment.
- Including following General Ledger & Multi-Company, Accounts Payable (AP), Accounts Receivable (AR), Banking & Treasury, Budgeting & Commitments, Financial Reporting & Compliance

**Quarterly Financial Closing:**

- Transaction Finalization & Cut-Off
- Reconciliations
- Adjusting Journal Entries
- Finalization of Quarterly Financial Statements
- Supporting Schedules & Documentation

**HR & Payroll implementation & Pensioners Data Migration:**

- Data cleaning and validation
- Data mapping
- Bulk import into the system
- Validation and testing for accuracy
- Final Migration and Sign off HR Implementation
- Payroll Structure Setup
- Pensioners & Beneficiaries (Post-Retirement)
- Medical Benefits & Insurance Tracking
- Rules and Calculation Configuration
- Payroll Schedules
- Integration with the accounting module and mapping with the COA

- Testing and Validation

**Implementing & accommodating Real Estate:**

- Add and configure properties.
- Track property status (vacant, rented, etc.).
- Manage rental contracts with start/end dates.
- Rental invoicing.
- Track payments, overdue rents, and security deposits.
- Tenant management (documents, history, profile).

**Procurement Implementation:**

- Requirements Gathering & Process Mapping
- Vendor (Supplier) Management Setup
- Product/Services Configuration
- Purchase Workflow Implementation
- Approval Rules & Authorization Matrix
- Automation & Advanced Features (if required)
- Testing (UAT) & Validation
- Data Migration (Vendor's Data)

**Essential Customizations + Reports & Dashboards + UAT & Go-Live:**

- System Configurations & UI Adjustments
- Business Logic & Functional Enhancements
- Integration Customizations (if required)
- Design and development of business-critical reports based on department needs.
- Creation of interactive dashboards for decision-makers and operational teams.
- End-to-end testing to ensure the system works as expected.
- Go-Live Preparation & Support

## 2. Term and Termination

This Agreement shall be effective from **[Effective Date]** and shall remain in force until completion of all milestones, unless terminated earlier:

- (a) by either Party with **thirty (30) days' written notice**;
- (b) by PIAHCL for Consultant's failure to perform material obligations;
- (c) immediately in case of fraud, misrepresentation, insolvency or breach of confidentiality.

Upon termination, the Consultant shall hand over all work-in-progress, documentation, source files, configurations, and materials developed for PIAHCL.

## 3. Fees and Payment Terms

- a) The total contract value shall be PKR [Insert Amount], exclusive of Odoo licences and hosting costs.
- b) Payments shall be made **milestone-wise** as provided in Financial Proposal.
- c) All invoices shall be submitted after milestone acceptance and will be payable within **thirty (30) days** subject to verification.
- d) Prices are inclusive of all applicable taxes; mandatory withholding taxes shall be deducted by PIAHCL.
- e) No additional or out-of-pocket expenses shall be claimable unless specifically approved in writing by PIAHCL.

#### 4. Data Migration, Confidentiality & Security

- (a) The Consultant shall ensure proper migration of data and maintain integrity of all financial and HR records.
- (b) The Consultant shall maintain strict confidentiality of all PIAHCL information. No data shall be shared, transferred, or used for any purpose other than implementation.
- (c) Confidentiality obligations survive termination of this Agreement.
- (d) The Consultant shall comply with all applicable laws, including SECP, SBP and FBR requirements where relevant.

#### 5. Change Requests

Any additional functionality or customization beyond the agreed scope shall be processed as a formal Change Request (CR) with:

- Written request by PIAHCL;
- Time and cost impact assessment by the Consultant;
- Written approval by PIAHCL before commencement.

#### 6. Warranties

The Consultant warrants that:

- a) the services will be provided with due professional skill, care and diligence;
- b) configurations and developments will be compatible with Odoo Enterprise standards;
- c) no third-party rights will be infringed;
- d) all deployed resources shall be competent and qualified Odoo professionals.

#### 7. Liability

- a) The Consultant shall be liable for losses arising from errors, omissions, negligence or misconduct.
- b) The Consultant's aggregate liability shall not exceed twice the contract value, except in cases of fraud or willful misconduct where liability shall be unlimited.
- c) The Consultant shall indemnify PIAHCL for losses arising from breach of confidentiality, data leakage, IP violations or unauthorized disclosures.
- d) PIAHCL may require professional liability insurance.

#### 8. Intellectual Property Rights

All configurations, customizations, scripts, workflows, reports, dashboards and deliverables developed specifically for PIAHCL under this Agreement shall be the exclusive intellectual property of PIAHCL, except for standard Odoo modules which remain governed by Odoo licensing terms.

#### 9. Governing Law and Jurisdiction

This Agreement shall be governed by the laws of Pakistan. Any disputes shall be subject to the exclusive jurisdiction of the courts at Islamabad. The Consultant agrees that it shall not seek injunctive or equitable relief to halt project operations; monetary damages shall be the exclusive remedy for disputes.

**10. Representation Restrictions (Conflict of Interest)**

- a) The Consultant warrants that it is not presently engaged in any assignment that creates a direct conflict of interest with the services to be performed for PIAHCL under this Agreement.
- b) The Consultant shall immediately disclose to PIAHCL any potential or actual conflict of interest that arises during the term of this Agreement, including situations where:
  - I. The Consultant is engaged by another client whose ERP implementation may materially interfere with PIAHCL’s project;
  - II. The Consultant’s personnel have access to competing or sensitive information that may compromise confidentiality;
  - III. Any relationship, financial interest, or external engagement could reasonably be perceived to influence the Consultant’s independence.
- c) Upon disclosure, PIAHCL may decide whether the Consultant may continue with the assignment and may prescribe appropriate safeguards.
- d) Failure to disclose a conflict of interest, or misrepresentation thereof, shall constitute a material breach of this Agreement.

**11. Entire Agreement**

This Agreement constitutes the entire understanding between the Parties and supersedes all previous communications.

**IN WITNESS WHEREOF**, the parties have executed this Agreement as of the date first written above.

For PIA Holding Company Limited

Signature: \_\_\_\_\_  
Name: \_\_\_\_\_  
Designation: \_\_\_\_\_

For [Consultant]

Signature: \_\_\_\_\_  
Name: \_\_\_\_\_  
Designation: \_\_\_\_\_

Witness -1  
Signature \_\_\_\_\_  
Name \_\_\_\_\_  
CNIC No \_\_\_\_\_

Witness - 2  
Signature \_\_\_\_\_  
Name \_\_\_\_\_  
CNIC No \_\_\_\_\_

**ANNEXURE II**

**DRAFT INTEGRITY PACT**

Agreement Number: \_\_\_\_\_

Dated: \_\_\_\_\_

Agreement Value: \_\_\_\_\_

Agreement Title: \_\_\_\_\_

(Consultant) hereby declares that it has not obtained or induced the procurement of any contract, right, interest, privilege or other obligation or benefit from PIAHCL or any employee or consultant thereof any other entity owned or controlled by PIAHCL or the Federal Government through any corrupt business practice.

Without limiting the generality of the foregoing, Consultant represents and warrants that it has fully declared the brokerage, commission, fees etc. paid or payable to anyone and not given or agreed to give and shall not give or agree to give to anyone within or outside Pakistan either directly or indirectly through any natural or juridical person, including its affiliate, agent, associate, broker, consultant, director, promoter, shareholder, sponsor or subsidiary, any commission, gratification, bribe, finder's fee or kickback, whether described as consultation fee or otherwise, with the object of obtaining or inducing the procurement of a contract, right, interest, privilege or other obligation or benefit in whatsoever form from PIAHCL, except that which has been expressly declared pursuant hereto.

Consultant certifies that it has made and will make full disclosure of all agreement and arrangements with all persons in respect of or related to the transaction with PIAHCL and has not taken any action or will not take any action to circumvent the above declaration, representation or warranty.

Consultant accepts full responsibility and strict liability for making any false declaration, not making full disclosure, misrepresenting facts or talking any action likely to defeat the purpose of this declaration, representation and warranty. It agrees that any contract, right, interest, privilege or other obligation or benefit obtained or procured as aforesaid shall, without prejudice to any other right and remedies available to PIAHCL under any law, contract or other instrument, be voidable at the option of PIAHCL.

Notwithstanding any rights and remedies exercised by PIAHCL in this regard, Consultant agrees to indemnify PIAHCL for any loss or damage incurred by the PIAHCL on account of corrupt business practice of Consultant and further pay compensation to PIAHL in an amount equivalent to ten times the sum of any commission, gratification, bribe, finder's fee or kickback given by Consultant as aforesaid for the purpose of obtaining or inducing the procurement of any contract, right, interest, privilege or other obligation or benefit in whatsoever form from PIAHCL.

\_\_\_\_\_  
PIAHCL

\_\_\_\_\_  
Consultant