

Expression of Interest

Enterprise Digital Transformation Consultancy & Project Management
Office (PMO) Services
(Consultancy Services)

National

Single Stage-Two Envelope



September 16, 2026

*IT Branch, Headquarters Pakistan Airports Authority (Pakistan Airports Authority (PAA)), Additional Director I.T
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INVITATION FOR PRE-QUALIFICATION

PROCUREMENT OF CONSULTANCY SERVICES

1. The **IT Branch, Headquarters Pakistan Airports Authority (Pakistan Airports Authority (PAA))** has reserved Funds for the procurement planned for FY **2026-27**. The **IT Branch, Headquarters Pakistan Airports Authority (Pakistan Airports Authority (PAA))** intends to apply part of the proceeds of this Fund to cover eligible payments under the contract for the "**Enterprise Digital Transformation Consultancy & Project Management Office (PMO) Services**" with the reference of "**P114271**"

2. The **IT Branch, Headquarters Pakistan Airports Authority (Pakistan Airports Authority (PAA))** intends to pre-qualify consulting firms / consultants for subsequent issuance of Request for Proposals (RFP), and sign the contract agreement(s) with the selected consultant(s) following the selection process.

3. The objective of the intended pre-qualification is the provision of "**Enterprise Digital Transformation Consultancy & Project Management Office (PMO) Services**" through engagement of qualified consultants, and the purpose of this Pre-qualification Notice is to provide basic information to enable potential applicants to decide whether or not to respond to this Pre-qualification Notice.

4. Only the pre-qualified applicants shall be invited to participate in the Request for Proposals (RFP) process, and it is expected that the RFP will be issued to the Pre-qualified Applicants.

5. The pre-qualification process is open to all **National** Applicants subject to fulfilling the eligibility requirements mentioned in the respective Pre-qualification Documents. Interested Applicants may obtain further information from the IT Branch, Headquarters Pakistan Airports Authority (Pakistan Airports Authority (PAA)) through **EPADS v2.0** during office hours. A complete set of Pre-qualification Documents may be accessed by interested Applicants through **EPADS v2.0** at **<https://epads.gov.pk/opportunities/federal/procurements/114271>**.

6. The application, prepared in accordance with the instructions in the Pre-qualification Documents, must be submitted through **EPADS v2.0** on or before **Wednesday, October 7, 2026 11:00 AM**. E-applications will be opened using **EPADS v2.0** on the same day at **Wednesday, October 7, 2026 11:30 AM**. Manual submission of applications shall not be entertained. Applicants who have not yet registered on the new version of **EPADS v2.0** may register themselves at <https://vendors.epads.gov.pk/>. A tutorial to explain the registration process is available at <https://www.youtube.com/watch?v=MNW6T38v7tc>.

In terms of Rule 48 of Public Procurement Rules, 2004, a Grievance Redressal Committee (GRC) is notified for the subject procurement and the notification copy is available on the procuring agency's website and on Authority's website at (www.ppra.org.pk).

IT Branch, Headquarters Pakistan Airports Authority (Pakistan Airports Authority (PAA)), Additional Director I.T

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Instructions to Applicants

A. General

B. Contents of the Prequalification Documents

Sections of Prequalification Documents

1. **Scope of Application**

1.1. In connection with the “**Invitation for Prequalification**”, the Procuring Agency, as defined in Section II (Prequalification Data Sheet abbreviated as PDS), issues this set of Prequalification Documents (PD) to prospective applicants (also hereinafter referred as Applicants) interested in submitting applications (also hereinafter referred as Applications) to determine the capacity and capability of the Applicant(s) for supply of Goods and Related Services incidental thereto as specified in Section VII (Schedule of Requirements).

2. **Source of Funds**

2.1. Source of funds is same as referred in Invitation for Pre-qualification.

3. **Fraud and Corruption**

3.1. The Procuring Agency requires that the Applicants /Bidders/ Suppliers/Contractors under Government financed contracts, observe the highest standard of ethics during the procurement and execution of such agreements and contracts.

3.2. The Applicants/Bidders shall permit and shall cause their agents (whether declared or not), sub-contractors, sub-consultants, service providers, suppliers, and their personnel, to permit the Procuring Agency to inspect all accounts, records and other documents relating to any, Application/Bid submission, Secondary Procurement process, and to have them audited by auditors appointed by the Procuring Agency.

3.3. Any communications between the Applicant and the Procuring Agency related to matters of alleged corrupt and fraudulent practices must be made in writing or in electronic forms that provide record of the content of

communication.

3.4. Procuring Agency will reject an application or bid or proposal, if it is established that the Applicant or the Bidder or Prosper was engaged in corrupt and fraudulent practices in competing for the contract.

3.5. Procuring Agency will also declare the Applicant as blacklisted in accordance with rules and predefined standard mechanism.

4. Eligible Applicants

4.1. An Applicant may be a private entity, a state-owned enterprise or institution subject to ITB 4.6, or any combination of such entities in the form of a joint venture (JV) under an existing JV agreement or with the intent to enter into such an agreement supported by a letter of intent.

In case of single (private or state-owned entity), it shall be liable for execution of all the provisions of the Contract Agreement.

In the case of a joint venture, all members shall be jointly and severally liable for the execution of all the provisions of the Contract Agreement (if signed b/w the Procuring Agency and the JV), in accordance with the Contract conditions that apply.

The JV shall nominate a Representative who shall have the authority to conduct all business for and on behalf of any and all the members of the JV during the Prequalification process, Bidding process (in the event the prequalified JV submits a Bid) and during the period of contract agreement and contract execution (in the event the JV is awarded the Contract). Unless specified in the PDS, there is no limit on the number of members in a JV.

4.2. An Applicant may apply for Prequalification both individually, and as part of a joint venture, or participate as a subcontractor. If prequalified as a JV only, it will not be permitted to bid for the same contract as an individual entity. Bids submitted in violation of this provision will be rejected.

4.3. An Applicant and any of its affiliates (that directly or indirectly control, are controlled by or are under common control with that entity) may submit its Application for Prequalification either individually, as joint venture or as a sub-contractor among them for the same contract. However, if prequalified only one prequalified Applicant will be allowed to bid for the same contract.

All Bids submitted in violation of this provision will be rejected.

4.4. Applicants shall be considered to have a conflict of interest, if they participated as a consultant in the preparation of the design or technical specifications or have been hired or proposed to be hired by the Procuring Agency for execution of subsequent Contract Agreement. In addition, Applicants may be considered to have a conflict of interest if they have a close business or family relationship with such professional staff of the Procuring Agency (or a recipient of a part of the funds) who:

4.4.1. are directly or indirectly involved in the preparation of the Prequalification Documents or Bidding Documents or specifications of Contract and/or the Prequalification or Bid evaluation process of such Contract; or

4.4.2. would be involved in the implementation or supervision of such Agreement t, unless the conflict stemming from such relationship has been resolved throughout the Procurement Process, Bidding.

4.5. An Applicant that has been declared debarred or blacklisted shall be ineligible to be prequalified to bid for such period of time and for such type of procurement for which he has been declared debarred or blacklisted. The list of debarred firms and individuals is available at PPRA's website.

4.6. An Applicant shall provide such documentary evidence for determining the eligibility of the Applicant to the reasonable satisfaction of the Procuring Agency.

5. Eligibility (in terms of Nationality)

5.1. Applicants may be ineligible if they are nationals of ineligible countries as indicated in Section V.

B. Contents of the Prequalification Documents

6. Sections of Prequalification Documents

6.1. This set of Prequalification Documents consists of Parts 1 and 2 which comprise all the sections indicated below, and which should be read in conjunction with any Addendum issued in accordance with ITA 8.

PART 1 Prequalification Procedures PART 2 Supply Requirements

6.2. Section I - Instructions to Applicants (ITA)

6.3. Section II - Prequalification Data Sheet (PDS)

6.4. Section III - Qualification Criteria and Requirements

6.5. Section IV - Application Forms

6.6. Section V - Eligible Countries

6.7. Section VI - Fraud and Corruption

6.8. Section VII – Schedule of Requirements

6.9. The Procuring Agency accepts no responsibility for the completeness of the Prequalification documents, responses to requests for clarification, the minutes of the pre-Application meeting (if any), or Addenda to the Prequalification documents in accordance with ITA 8. In case of any discrepancies, documents issued directly through ePADS shall prevail.

6.10. The Applicant is expected to examine all instructions, forms, and terms in the Prequalification Documents and to furnish with its Application all information or documentation as is required by the Prequalification Documents.

7. Clarification of Pre-qualification Documents and Pre-Application Meeting

7.1. An Applicant requiring any clarification of the Pre-qualification Documents shall contact the Procuring Agency in writing through ePADS as. The Procuring Agency will respond in writing through ePADS to any request for clarification provided that such request is received no later than three (03) days prior to the deadline for submission of the Applications. The Procuring Agency shall forward a copy of its response to all prospective

Applicants through ePADS who have obtained the Prequalification Documents from ePADS, including a description of the inquiry but without identifying its source. If so indicated in the PDS, the Procuring Agency shall also promptly publish its response through ePADS. Should the Procuring Agency deem it necessary to amend the Prequalification Documents as a result of a clarification, it shall do so in accordance with the provisions of ITA 16.2.

7.2. If indicated in the PDS, the Applicant's designated representative is invited at the Applicant's cost to attend a pre-Application meeting through online platform / **EPADS v2.0** as per date and time mentioned in the PDS. During this Pre-Application meeting, prospective Applicants may request clarification of the schedule of requirement, the qualification criteria or any other aspects of the Pre-qualification Documents.

7.3. Minutes of the Pre-Application meeting, if applicable, including the text of the questions asked by Applicants, including those during the meeting (without identifying the source) and the responses given, together with any responses prepared after the meeting will be transmitted promptly through ePADS to all prospective Applicants who have obtained the Pre-qualification Documents. Any modification to the Pre-qualification Documents that may become necessary as a result of the pre-Application meeting shall be made by the Procuring Agency exclusively through the use of an Addendum pursuant to ITA 8 and through **EPADS v2.0**. Non-attendance at the pre-Application meeting will not be a cause for disqualification of an Applicant.

8. Amendment of Prequalification Documents

8.1. At any time prior to the deadline for submission of Applications, the Procuring Agency may amend the Prequalification Documents by issuing an Addendum through **EPADS v2.0**.

8.2. Any Addendum issued shall be part of the Prequalification Document and shall be communicated in writing through ePADS to all Applicants who have obtained the Prequalification Documents from the Procuring Agency. The Procuring Agency shall promptly publish the Addendum at the Procuring Agency's web page and **EPADS v2.0**.

Provided that an Applicant who had already submitted their Applications

prior to the issuance of any such addendum shall have the right to withdraw his already submitted Application and submit the revised Application prior to the original or extended Application submission deadline through **EPADS v2.0**.

8.3. To give Applicants reasonable time to take an Addendum into account in preparing their Applications, the Procuring Agency may at its discretion, extend the deadline for the submission of Applications in accordance with ITA 16.2:

Provided that the Procuring Agency shall extend the deadline for submission of Applications, if such an addendum is issued within last three (03) days of the Application submission deadline.

C. Preparation of Applications

9. Cost of Applications

9.1. The Applicant shall bear all costs associated with the preparation and submission of its Application. The Procuring Agency will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the Pre-qualification process.

10. Language of Application

10.1. The Application as well as all correspondence and documents relating to the Pre-qualification exchanged by the Applicant and the Procuring Agency, shall be written in the language specified in the PDS. Supporting documents and printed literature that are part of the Application may be in another language, provided they are accompanied by an accurate translation of the relevant passages in the language specified in the PDS, in which case, for purposes of interpretation of the Application, the translation shall govern.

11. Documents Comprising the Application

11.1. The Application shall comprise the following:

11.1.1. **Application Submission Letter**, in accordance with ITA 12.1;

11.1.2. **Eligibility**: documentary evidence establishing the Applicant's eligibility, in accordance with ITA 13.1;

11.1.3. **Qualifications**: documentary evidence establishing the Applicant's qualifications, in accordance with ITA 14; and

11.1.4. any other document required as specified in the PDS.

11.2. **Application Submission Letter**

11.2.1. The Applicant shall complete an Application Submission Letter as provided in Section IV (Application Forms). This Form must be completed without any alteration to its format.

11.3. **Documents Establishing the Eligibility of the Applicant**

11.3.1. To establish its eligibility in accordance with ITA 4, the Applicant shall complete the eligibility declarations in the Application Submission Letter and Form ELI-1.1 (eligibility), included in Section IV (Application Forms).

11.4. **Documents Establishing the Qualifications of the Applicant**

11.4.1. To establish its qualifications to perform the contract(s) in accordance with Section III (**Qualification Criteria and Requirements**), the Applicant shall provide the information requested in the corresponding Information Sheets included in **Section IV (Application Forms)**.

11.4.2. Wherever an Application Form requires an Applicant to state a monetary amount, Applicants should indicate the Pak Rupee equivalent using the rate of exchange determined as follows:

11.4.2.1. for turnover or financial data required for each year - Exchange rate prevailing on the last day of the respective calendar year (in which the amounts for that year is to be converted).

11.4.2.2. value of single contract - Exchange rate prevailing on the date of the contract.

11.4.3. Exchange rates shall be taken from the publicly available source identified in the PDS. Any error in determining the exchange rates in the Application may be corrected by the Procuring Agency.

11.4.4. The documentary evidence of the Applicant's qualifications to conclude a contract Agreement, shall establish to the Procuring Agency's satisfaction:

11.4.4.1. that, if required in the BDS, an Applicant that does not manufacture or produce the Goods it offers to supply shall submit the Manufacturer's Authorization using the form included in Section IV A (Bidding Forms) to demonstrate that it has been duly authorized by the manufacturer or producer of the Goods to supply these Goods in the Procuring Agency's Country;

11.4.4.2. that, if required in the BDS, in case of an Applicant not doing business within Islamic Republic of Pakistan (or the country where the procurement is being made), the Applicant is, or will be, (if awarded the call off contract) represented by an Agent in the country, equipped and able to carry out the Supplier's maintenance, repair, and spare parts stocking obligations in respect of the Goods.

D. Submission of Applications

15. Submission of the Applications through EPADS v2.0

15.1. The Bidder shall prepare and submit Bid with due diligence after carefully reading all the terms and condition before submission through ePADS in accordance with the procedures specified in the PDS.

15.2. In case the Applicant is a JV, the Application shall submit an authorized representative of the JV on behalf of the JV and so as to be legally binding on all the members as evidenced by a power of attorney signed by their legally

authorized signatories.

16. **Deadline for Submission of Applications**

16.1. Applicants shall be submitted through ePADS no later than the deadline indicated in the PDS.

16.2. If required in accordance with the provisions of ITA 8.3, the Procuring Agency will extend the deadline for the submission of Applications, in which case all rights and obligations of the Procuring Agency and the Applicants subject to the previous deadline shall thereafter be subject to the deadline as extended.

16.3. The deadline will be extended in the same manner as that of original Invitation for Prequalification (or the advertisement) through **EPADS v2.0**.

17. **Opening of Applications**

17.1. The Procuring Agency shall open all Applications on the date and time specified in the PDS through **EPADS v2.0**. Late Applications shall be treated in accordance with ITA 16.1.

E. Procedures for Evaluation of Applications

18. **Confidentiality**

18.1. Information relating to the Applications, their evaluation and results of the Prequalification shall not be disclosed to Applicants or any other persons not officially concerned with the Prequalification process until the notification of Prequalification results is made to all Applicants in accordance with ITA 26 through **EPADS v2.0**.

18.2. From the deadline for submission of Applications to the time of notification of the results of the Prequalification in accordance with ITA 26, any Applicant that wishes to contact the Procuring Agency on any matter related to the Prequalification process may do so only in writing through **EPADS v2.0**

19. **Clarification of Applications**

19.1. To assist in the evaluation of Applications, the Procuring Agency may, ask an Applicant for a clarification (including missing documents) of its Application, to be submitted within a stated reasonable period of time. Any request for clarification from the Procuring Agency and all clarifications from the Applicant shall be in writing through **EPADS v2.0**

19.2. If an Applicant does not provide clarifications and/or documents requested by the date and time set in the Procuring Agency's request for clarification, its Application shall be evaluated based on the information and documents available at the time of evaluation of the Application.

20. Responsiveness of Applications

20.1. The Procuring Agency may reject any Application which is not responsive to the requirements of the Prequalification Documents. In case the information furnished by the Applicant is incomplete or otherwise requires clarification as per ITA 19.1, and the Applicant fails to provide satisfactory clarification and/or missing information within prescribed time, it may result in disqualification of the Applicant.

21. Margin of Preference

21.1. Unless otherwise specified in the PDS, a margin of preference shall not apply in the Bidding process resulting from this Pre-qualification.

22. Sub-contractors

22.1. Subcontractors' qualification and experience will not be considered for evaluation of the Applicant. The Applicant on its own (without taking into account the qualification and experience of the Subcontractor) should meet the qualification criteria.

F. Evaluation of Applications and Prequalification of Applicants

23. Evaluation of Applications

23.1. The Procuring Agency shall use the factors, methods, criteria, and requirements defined in Section III, Qualification Criteria and Requirements, to evaluate the qualifications of the Applicants, and no other methods, criteria, or requirements shall be used. The Procuring Agency reserves the right to waive minor deviations from the qualification criteria if they do not materially affect the technical capability and financial resources of an Applicant to perform the contract, however subject to the provisions of ITA 25.

23.2. Subcontractors proposed by the Applicant shall be fully qualified for their parts of the Scope of Supply of the Goods and Allied Services.

23.3. In case of multiple contracts, Applicants should indicate in their Applications the individual contract or combination of contracts in which they are interested. The Procuring Agency shall prequalify each Applicant for the maximum combination of contracts for which the Applicant has thereby indicated its interest and for which the Applicant meets the appropriate aggregate requirements. The Qualification Criteria and Requirements are mentioned in Section III.

Only the qualifications of the Applicant shall be considered. The qualifications of other related entities such as the Applicant's subsidiaries, parent entities, affiliates, subcontractors or any other firm(s) different from the Applicant shall not be taken into consideration in determining the qualifications of the Applicant.

24. Procuring Agency's Right to Accept or Reject Applications

24.1. The Procuring Agency reserves the right to accept or reject all the Applications, and to annul the Prequalification process at any time, without thereby incurring any liability to the Applicants. However, the procuring agency shall record its reasons and justifications on **EPADS v2.0**, duly approved by the Principal Accounting Officer or Head of Organization.

25. Pre-qualification of Applicants

25.1. All Applicants whose Applications substantially meet or exceed the specified qualification requirements will be prequalified by the Procuring

Agency.

25.2. An Applicant may be “conditionally prequalified,” that is, qualified subject to the Applicant submitting or correcting certain specified nonmaterial documents or deficiencies to the satisfaction of the Procuring Agency.

25.3. Applicants that are conditionally prequalified will be so informed along with the statement of the condition(s) which must be met to the satisfaction of the Procuring Agency before or at the time of submitting their Bids.

26. Notification of Prequalification

26.1. The Procuring Agency shall notify all Applicants in writing through **EPADS v2.0** indicating the names of those Applicants who have been prequalified or conditionally prequalified. In addition, those Applicants who have been disqualified will be informed separately through **EPADS v2.0**.

26.2. The procuring agency shall communicate to those suppliers or contractors who have not been pre-qualified the reasons for not pre-qualifying them through **EPADS v2.0**

27. Request for Bids

27.1. Promptly after the notification of the results of the Prequalification, the Procuring Agency will invite the Bids from all the Applicants that have been prequalified through **EPADS v2.0**.

28. Changes in Qualifications of Applicants

28.1. Any change in the structure or formation of an Applicant after being prequalified in accordance with ITA 25 and invited to bid (including, in the case of a JV, any change in the structure or formation of any member thereto) shall be subject to the written approval of the Procuring Agency prior to the deadline for submission of Bids. Such approval shall be denied if:

28.1.1. a prequalified Applicant proposes to associate with a disqualified Applicant or in case of a disqualified joint venture, any of its members;

28.1.2. as a consequence of the change, the Applicant no longer substantially meets the qualification criteria set forth in Section III, Qualification Criteria and Requirements; or

28.1.3. in the opinion of the Procuring Agency, the change may result in a substantial reduction in competition.

28.2. Any such change should be submitted to the Procuring Agency before the date of “Invitation to Bids”.

29. Redressal of Grievances

29.1. Procuring agency shall constitute a Grievance Redressal Committee (GRC) and proceed in accordance with the procedure and mechanism defined under Rule-48 of Public Procurement Rules, 2004.

29.2. The GRC shall not have any of the members of Procurement Evaluation Committee. The committee must have one subject specialist depending on the nature of the procurement.

30. Mechanism of Blacklisting

30.1. The procuring agency shall initiate blacklisting or debarment proceedings against any bidder, supplier or contractor in accordance with the mechanism prescribed under Rule-19 of Public Procurement Rules, 2004 read with “Mechanism for Blacklisting Regulations, 2024”.



Pre-qualification Data Sheet

Prequalification Data Sheet (PDS)

The following specific data for the Prequalification of Applicants shall complement, supplement, or amend the provisions in the Instructions to Applicants (ITA). Whenever there is a conflict, the provisions herein shall prevail over those in ITA.

PDS Clause Number

ITA Number

Amendments of, and Supplements to, Clauses in the Instructions to Applicants

A. General

PDS Clause Number 1

ITA Number 1.1

Identification Number of the Invitation for Prequalification: **P114271**

The Procuring Agency is: **IT Branch, Headquarters Pakistan Airports Authority (Pakistan Airports Authority (PAA))**

List of Service Contracts:

See section services and Lots

PDS Clause Number 2

ITA Number 2.1

The name of Procuring Agency is: **IT Branch, Headquarters Pakistan Airports Authority (Pakistan Airports Authority (PAA))**

The name of Project / Procurement is: **Enterprise Digital Transformation Consultancy & Project Management Office (PMO) Services**

PDS Clause Number 3

ITA Number 4.2

Maximum number of members in a Joint Venture (JV): **4**

PDS Clause Number 4

ITA Number 4.5

A list of debarred firms and individuals is available on PPRA website: **<https://ppra.gov.pk>**

B. Contents of the Prequalification Document

PDS Clause Number 5

ITA Number 7.1

For clarification, the Applicant shall seek clarifications through: **EPADS v2.0**

PDS Clause Number 6

ITA Number 7.1 & 8.2

Information related to Prequalification shall be published on: **EPADS v2.0**

PDS Clause Number 7

ITA Number 7.2

Pre-Application Meeting: **Clarification Date: Thursday, October 1, 2026**

C. Preparation of Applications

PDS Clause Number 8

ITA Number 10.1

This Prequalification Document has been issued in the language: **English**

PDS Clause Number 9

ITA Number 11.1(d)

Additional documents to be submitted through EPADS v2.0:

No

PDS Clause Number 10

ITA Number 14.2

Source for determining exchange rates: **Not Applicable**

D. Submission of Applications

PDS Clause Number 11

ITA Number 16.1

Deadline for Application Submission:

Day: **Wednesday**

Date: **Wednesday, October 7, 2026**

Time: **11:00 AM**

PDS Clause Number 12

ITA Number 17.1

Opening of Applications shall be conducted through: **EPADS v2.0**

Day: **Wednesday**

Date: **Wednesday, October 7, 2026**

Time: **11:30 AM**

Virtual participation link: **<https://vendors.epads.gov.pk/>**

E. Procedures for Evaluation of Applications

PDS Clause Number 13

ITA Number 21.1

Margin of Domestic Preference: **Not Applicable**

(Applicable only if authorized in Procurement Plan)

PDS Clause Number 14

ITA Number 29.1

Prequalification-related complaints / grievances shall be submitted in writing through: **EPADS v2.0**

A complaint may challenge:

- The terms of the Prequalification Documents
- The Procuring Agency's decision not to prequalify an Applicant

Eligibility & Qualification Criteria

Bidder's Type	Required Registration
Any	None

Eligibility Criteria	Document
Valid legal registration / incorporation of Applicant and each JV member, as applicable. (Please attach evidence as required).	Yes
FBR Active Taxpayer / applicable tax registration evidence for local Applicant/JV member(s), and equivalent registration for foreign member(s).(Attach NTN, Sales tax & active ATL for current date).	Yes
Minimum five (05) years ICT consulting experience - company profile / incorporation history / assignments. (Please attach evidence as required)	Yes
Audited financial statements for the last three (03) completed financial years for Applicant/JV member(s). (Please attach evidence as required)	Yes
Office presence in Pakistan (Please attach evidence as required).	Yes
JV Agreement or Letter of Intent (LOI), where applicable, signed by all JV members and identifying the Lead Member. (Please attach evidence as required)	Yes
Power of Attorney authorizing the representative to sign and submit the EOI. (Please attach evidence as required)	Yes
Letter of Application (Annexure A), duly signed by the authorized representative. (Please attach evidence as required)	Yes

Affidavit / undertaking regarding non-blacklisting / debarment. (Please attach evidence as required).	Yes
Affidavit / undertaking confirming that all documents / particulars / information submitted with the EOI are true, complete and correct. (Please attach evidence as required)	Yes
Affidavit / undertaking regarding absence of corrupt, fraudulent or collusive practices. (Please attach evidence as required)	Yes
Declaration regarding actual or potential conflict of interest. (Please attach evidence as required)	Yes

Evaluation Criteria

Quality Based Selection (QBS)

Weightage (Without Financial Criteria)

Technical Evaluation %
100

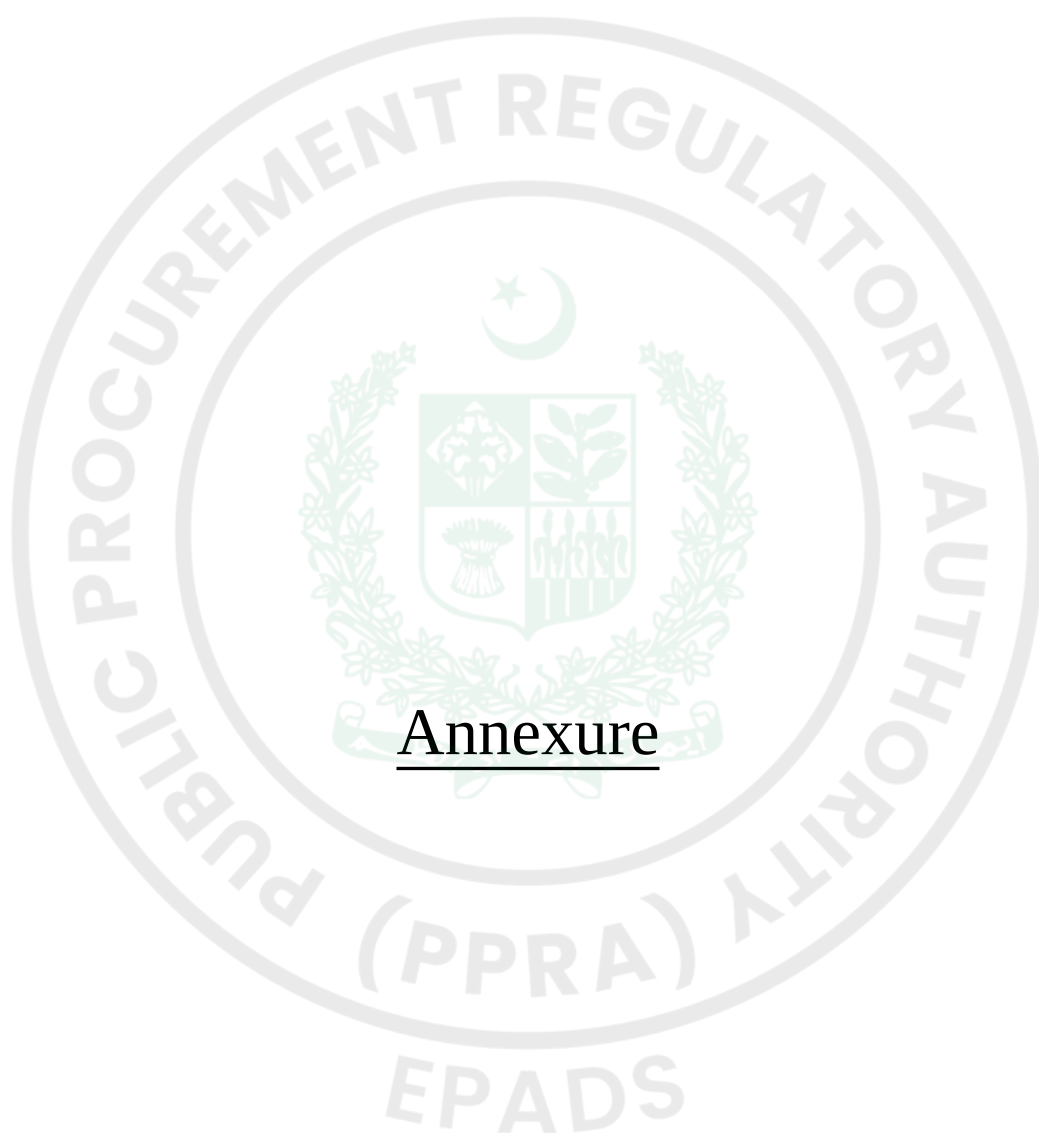
Technical Marks	100
Passing Marks	70
Financial Soundness (10 Marks)	
Average Annual Turnover of the Applicant Average Annual Turnover for the last three (03) completed financial years based on audited financial statements. Full 05 marks for PKR 100 million or above. Pro-rata marks below PKR 100 million, subject to the minimum category threshold. (Qualitative)(Doc Required)	5

Average Annual Working Capital Average Annual Working Capital for the last three (03) completed financial years based on audited financial statements. Full 05 marks for PKR 50 million or above. Pro-rata marks below PKR 50 million, subject to the minimum category threshold. (Qualitative)(Doc Required)	5
Specific / Similar Experience (50 Marks)	
Enterprise IT Infrastructure Assessment / Transformation Projects: 02 marks per qualifying project (maximum 08). (Qualitative)(Doc Required)	8
WAN / Multi-Site Network Assessment / SD-WAN / MPLS Projects involving at least seven (07) sites: 02 marks per qualifying project (maximum 06). (Qualitative)(Doc Required)	6
Cybersecurity Assessment / SOC / SIEM / Risk Assessment Projects: 02 marks per qualifying project (maximum 06). (Qualitative)(Doc Required)	6
Procurement Documentation / PC-I / PC-II / RFP Preparation / Tender Evaluation Support: 02 marks per qualifying project (maximum 06). (Qualitative)(Doc Required)	6
IT Governance / Operating Model / Organizational Design / RACI / Policy / KPI Framework: 02 marks per qualifying assignment (maximum 06). (Qualitative)(Doc Required)	6
ICT Manpower Sizing / Workforce Planning / Capacity Assessment / Restructuring: 02 marks per qualifying project (maximum 06). (Qualitative)(Doc Required)	6
Data Center audit / certification / risk / peer review / sustainability / operations readiness aligned with TIA-942-C, EN 50600, ISO/IEC 22237 or comparable: assessment of comprehensiveness, methodology and demonstrated expertise (maximum 06). (Qualitative)(Doc Required)	6
PMO Setup / IT Project Management / PM tools implementation: 02 marks per qualifying project (maximum 06). (Qualitative)(Doc Required)	6
Personnel (40 Marks)	

Project Director: Bachelor's degree in IT / Computer Science / Engineering / Management or related discipline. PMP / PgMP or equivalent professional certification preferred. Minimum 15 years general experience in enterprise ICT consulting / management. Minimum 10 years relevant experience in enterprise transformation, governance and PMO leadership. (Qualitative)(Doc Required)	5
Project Planning & Coordination Specialist: Bachelor's degree in Management / Engineering / IT or related discipline. PMP / project-planning tools certification preferred. Minimum 10 years general experience in project planning and coordination. Minimum 07 years relevant experience in integrated schedules, milestones, reporting, dependencies and project controls. (Qualitative)(Doc Required)	4
Enterprise Infrastructure Specialist: Bachelor's degree in IT / Computer Science / Engineering or related discipline. Minimum 10 years general experience in enterprise infrastructure. Minimum 07 years relevant experience in compute, storage, virtualization, backup, disaster recovery and systems management. (Qualitative)(Doc Required)	3
Network / WAN Architect: Bachelor's degree in IT / Computer Science / Telecommunication / Engineering or related discipline. Relevant professional certification preferred. Minimum 10 years general experience in enterprise networks. Minimum 07 years relevant experience in MPLS, SD-WAN, routing, QoS, segmentation and multi-site WAN design/assessment. (Qualitative)(Doc Required)	5
Cybersecurity Specialist: Bachelor's degree in IT / Computer Science / Engineering or related discipline; CISSP/CISM or equivalent preferred. Minimum 10 years general experience in cybersecurity. Minimum 07 years relevant experience in cybersecurity assessment, architecture, risk, SIEM/SOC, IAM and security controls. (Qualitative)(Doc Required)	4
ITSM / Operations Specialist: Bachelor's degree in IT / Computer Science / Management or related discipline. ITIL certification preferred. Minimum 10 years general experience in IT operations / service management. Minimum 07 years relevant experience in service desk, incident/problem/change, SLA/KPI and ITSM operating-model design. (Qualitative) (Doc Required)	3

Procurement & PPRA Specialist: Bachelor's degree in Management / Finance / Engineering / IT / Law or related discipline. Relevant procurement / project-management qualification preferred. Minimum 10 years general experience in public procurement. Minimum 07 years relevant experience in PC-I/PC-II, RFP/tender documentation, evaluation and contract-support assignments. (Qualitative)(Doc Required)	3
Data Center / DR Specialist: Bachelor's degree in IT / Computer Science / Electrical / Mechanical Engineering or related discipline. Relevant data-center / DR professional certification preferred. Minimum 10 years general experience in data-center / infrastructure services. Minimum 07 years relevant experience in data-center resilience, audit, operations readiness, backup and disaster-recovery planning. (Qualitative)(Doc Required)	4
IT Governance & Organization Design Expert: Bachelor's degree in IT / Management / Business / Engineering or related discipline. Minimum 10 years general experience in IT governance / organization design. Minimum 07 years relevant experience in operating models, RACI, policy frameworks, decision rights, KPI/KRI and assurance. (Qualitative)(Doc Required)	3
ICT Manpower Sizing / HR Transformation Expert: Bachelor's degree in HR / Management / Engineering / IT or related discipline. Relevant HR/workforce planning qualification preferred. Minimum 10 years general experience in workforce / organization planning. Minimum 07 years relevant experience in ICT manpower sizing, skills matrices, role catalogues and restructuring. (Qualitative)(Doc Required)	2
PMO Manager: Bachelor's degree in Management / Engineering / IT or related discipline. PMP / PRINCE2 or equivalent preferred. Minimum 10 years general experience in project / program management. Minimum 07 years relevant experience in PMO setup, governance reporting, schedule/risk/dependency/change management. (Qualitative)(Doc Required)	4





Annexure

Scope of Services

The Annexure attached hereto shall constitute an integral, essential, and binding part of the EOI Documents. The Applicant shall download the aforesaid Annexures, duly sign and stamp each page thereof, and upload the complete scanned copy as an integral part of its submission. Failure to comply with this requirement may render the application non-responsive, in accordance with the applicable procurement rules and the provisions of the EOI Documents

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Scope of Services** (page number: 36)

Evaluation Criteria

The Annexure attached hereto shall constitute an integral, essential, and binding part of the EOI Documents. The Applicant shall download the aforesaid Annexures, duly sign and stamp each page thereof, and upload the complete scanned copy as an integral part of its submission. Failure to comply with this requirement may render the application non-responsive, in accordance with the applicable procurement rules and the provisions of the EOI Documents

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Evaluation Criteria** (page number: 41)

Letter of Application

The application forms attached as annexure shall be duly completed/filled, signed and stamped, together with all supporting documents required therein and the applicant shall upload the complete scanned copy as an integral part of its submission. Failure to comply with this requirement may render the application nonresponsive, in accordance with the applicable procurement rules and the provisions of the EOI Documents.

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Letter of Application** (page number: 48)

Form A1

The application forms attached as annexure shall be duly completed/filled, signed and stamped, together with all supporting documents required therein and the applicant shall upload the complete scanned copy as an integral part of its submission. Failure to comply with this requirement may render the application nonresponsive, in accordance with the applicable procurement rules and the provisions of the EOI Documents.

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Form A1** (page number: 51)

Form A2

The application forms attached as annexure shall be duly completed/filled, signed and stamped, together with all supporting documents required therein and the applicant shall upload the complete scanned copy as an integral part of its submission. Failure to comply with this requirement may render the application nonresponsive, in accordance with the applicable procurement rules and the provisions of the EOI Documents.

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Form A2** (page number: 52)

Form A3

The application forms attached as annexure shall be duly completed/filled, signed and stamped, together with all supporting documents required therein and the applicant shall upload the complete scanned copy as an integral part of its submission. Failure to comply with this requirement may render the application nonresponsive, in accordance with the applicable procurement rules and the provisions of the EOI Documents.

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Form A3** (page number: 53)

Form A4

The application forms attached as annexure shall be duly completed/filled, signed and stamped, together with all supporting documents required therein and the applicant shall upload the complete scanned copy as an integral part of its submission. Failure to comply with this requirement may render the application

nonresponsive, in accordance with the applicable procurement rules and the provisions of the EOI Documents.

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Form A4** (page number: 54)

Form A5

The application forms attached as annexure shall be duly completed/filled, signed and stamped, together with all supporting documents required therein and the applicant shall upload the complete scanned copy as an integral part of its submission. Failure to comply with this requirement may render the application nonresponsive, in accordance with the applicable procurement rules and the provisions of the EOI Documents.

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Form A5** (page number: 55)

Form A6

The application forms attached as annexure shall be duly completed/filled, signed and stamped, together with all supporting documents required therein and the applicant shall upload the complete scanned copy as an integral part of its submission. Failure to comply with this requirement may render the application nonresponsive, in accordance with the applicable procurement rules and the provisions of the EOI Documents.

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Form A6** (page number: 56)

Form A7

The application forms attached as annexure shall be duly completed/filled, signed and stamped, together with all supporting documents required therein and the applicant shall upload the complete scanned copy as an integral part of its submission. Failure to comply with this requirement may render the application nonresponsive, in accordance with the applicable procurement rules and the provisions of the EOI Documents.

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Form A7** (page number: 57)

Form A8

The application forms attached as annexure shall be duly completed/filled, signed and stamped, together with all supporting documents required therein and the applicant shall upload the complete scanned copy as an integral part of its submission. Failure to comply with this requirement may render the application nonresponsive, in accordance with the applicable procurement rules and the provisions of the EOI Documents.

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Form A8** (page number: 58)

Form A9

The application forms attached as annexure shall be duly completed/filled, signed and stamped, together with all supporting documents required therein and the applicant shall upload the complete scanned copy as an integral part of its submission. Failure to comply with this requirement may render the application nonresponsive, in accordance with the applicable procurement rules and the provisions of the EOI Documents.

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Form A9** (page number: 59)



Procurement Forms







Additional Forms and Documents

INSTRUCTIONS TO APPLICANTS

1. Scope of Services

- 1.1. The Pakistan Airports Authority (PAA) (hereinafter referred to as "the Employer") intends to engage qualified consultancy services for the assignment namely "Enterprise Digital Transformation Consultancy & Project Management Office (PMO) Services Framework."
- 1.2. The assignment is intended to provide an enterprise-wide assessment of PAA ICT infrastructure, networks, cybersecurity posture, IT operations, governance, organization and manpower; define the target-state architecture and phased transformation roadmap; prepare procurement- and approval-ready documentation; and establish Project Management Office (PMO) governance and delivery support for prioritized initiatives. The Consultant shall perform evidence-based discovery, analysis and validation while ensuring that all recommendations remain technology-neutral, implementable, secure and aligned with PAA operational requirements.
- 1.3. The Consultant shall provide comprehensive consultancy services for PAA's Enterprise Digital Transformation and PMO Services Framework, including but not limited to the following:
 - 1.3.1. Mobilization & Baseline Planning: Conduct kickoff, confirm stakeholders, governance, focal persons and security/access protocols; prepare assessment plan, data request pack, document-control approach, site-visit/workshop plan and critical services/assets register.
 - 1.3.2. Infrastructure Assessment: Assess Tier-1 data center/server-room facilities, compute, storage, virtualization, backup, disaster recovery, directory services, DNS/DHCP, endpoint/patch management, monitoring, configuration management and asset/CMDB maturity.
 - 1.3.3. Network & WAN Assessment: Document WAN topology, routing, segmentation, carrier arrangements and inter-site security; analyze performance/SLA evidence; assess resilience, path diversity, failover, LAN/WLAN, NAC readiness, QoS, guest isolation and management-plane protection.
 - 1.3.4. Cybersecurity Posture: Review cybersecurity governance, policies, risk management, IAM/MFA/privileged access, endpoint controls, firewall/IDS/IPS, segmentation, secure remote access, SIEM/logging, SOC operating model, vulnerability management, incident-response readiness, third-party access and data classification.
 - 1.3.5. Critical Applications & Dependencies: Identify critical business and operational applications, availability requirements, hosting/network/integration dependencies and single points of failure; identify infrastructure, WAN and security constraints affecting application performance and resilience.
 - 1.3.6. IT Operations Maturity / ITSM: Assess service desk, incident/problem/change management, monitoring/NOC practices, escalation, runbooks, change/configuration governance, patching, releases, maintenance windows and vendor management; recommend an ITIL-aligned service catalogue, SLA and KPI operating model.
 - 1.3.7. Manpower & Organization: Baseline sanctioned/deployed staffing, workload and role clarity; develop skills matrix, 24/7 workload/on-call/shift model, target organization, role catalogue, RACI, training/certification plan and build-buy-partner strategy.
 - 1.3.8. IT Governance & Standards: Define governance forums, decision rights,



policies, standards, architecture/security/change controls, KPI/KRI, assurance mechanisms and baseline AI-governance readiness for acceptable use, data boundaries and oversight.

- 1.3.9. Procurement Strategy & Bid Documentation: Translate approved priorities into procurement packages/lots/tranches and prepare procurement strategy, market/qualification approach, neutral output-based RFP/tender documents, technical specifications, pricing schedules, evaluation criteria, SLAs, acceptance criteria and draft contract conditions.
- 1.3.10. Appraisal & Approval Documentation: Prepare PC-I/PC-II, working papers, concept/summary papers, cost summaries, implementation schedules, benefit statements, risk analyses, approval annexures and DG/EC/Board/competent-forum briefing material, ensuring consistency with the approved roadmap and procurement packages.
- 1.3.11. Bid Process & Evaluation Support: Support pre-bid activities, clarifications, corrigenda/addenda, responsiveness/evaluation matrices, due-diligence templates, comparative/evaluation/recommendation documentation and draft contract finalization. PAA shall retain all final evaluation, approval and award authority.
- 1.3.12. PMO, Governance & Reporting: Establish PMO structure, roles, escalation and interfaces; baseline and maintain the master project schedule; maintain risk/issue/assumption/decision/dependency/change registers; provide periodic steering reports and dashboards; facilitate governance meetings; monitor cross-workstream consistency; and prepare closure/knowledge-transfer records.
- 1.3.13. Site Coverage: The consultancy shall cover PAA's enterprise ICT footprint of forty-two (42) sites. Tier-1 coverage shall comprise onsite deep-dive technical discovery at HQPAA, JIAP, IIAP and AIIAP. Tier-2 coverage shall comprise remote discovery, standardized survey, WAN/link analytics and physical validation at a minimum of seven (07) PAA-nominated sites.

1.4. Assignment Phasing & Duration:

- Base Year – Twelve (12) Months: Mobilization and PMO activation; enterprise assessment and site discovery; As-Is documentation; gap/risk analysis; To-Be architecture; phased transformation roadmap; organization/manpower and governance model; procurement strategy; tender/RFP documentation; PC-I/PC-II and approval packs; and bid-process support for events occurring during the base year.
- Indicative Base-Year Deliverables: PMO Setup and Inception Report; Technical Assessment Plan; Tier-1 Site Survey Reports; As-Is Documentation Pack; Gap Analysis and Priority Risk Register; To-Be Architecture Pack; Phased Roadmap / Initiative Packages / Cost Bands; Manpower Sizing / Target Organization / Skills / Training Plan; IT Governance Model; Final Executive Report and Presentation; Procurement Strategy and Packaging Pack; Procurement/Tender Documents; PC-I/PC-II / Working Papers and Approval Pack; Tender Evaluation Toolkit; and Tender Evaluation / Award / Draft Contract Support as bid events occur.
- Optional Extension – Up to Twelve (12) Months: Subject to PAA requirement, satisfactory performance, availability of funds and competent approval, services may be extended for continued tender evaluation/award/contract-finalization support and project delivery PMO monitoring, quality assurance, dependency management, acceptance support, corrective-action tracking, closure and handover.
- The detailed Terms of Reference, deliverables, acceptance requirements, contract conditions and financial proposal requirements shall be issued at the Request for Proposals (RFP) stage to the shortlisted Applicants.

2. Submission of Applications

- 2.1. Pakistan Airports Authority (PAA) invites applications from eligible consulting firms / Joint Ventures of consultants (hereinafter referred to as "Applicant(s)") to undertake the "Enterprise Digital Transformation Consultancy & Project Management Office (PMO) Services Framework."
- 2.2. Applications for Expression of Interest must be prepared in accordance with the instructions provided herein and should be clearly labelled "Application for Expression of Interest – Enterprise Digital Transformation Consultancy & Project Management Office (PMO) Services Framework". Applications shall be submitted electronically through the EPADS V2.0 platform, in accordance with the Employer's instructions.
- 2.3. The Applicant is expected to examine all instructions, forms, and terms in the Shortlisting Documents and to furnish with its application all information or documentation as is required by the Shortlisting Documents.
- 2.4. All pages of the Shortlisting Documents should be sequentially numbered, stamped, and signed or initialed by an authorized representative.
- 2.5. The Application as well as all correspondence and documents relating to the Shortlisting exchanged by the Applicant and the Employer, shall be written in English language. Supporting documents and printed literature that are part of the Application may be in another language, provided they are accompanied by an accurate translation of the relevant passages in the English language, in which case, for purposes of interpretation of the Application, the translation shall govern.
- 2.6. Applicants are required to respond to all questions and provide complete information as specified in this document. Any false statements or omissions of essential information may result in the disqualification of the Applicant.
- 2.7. Applicants may request clarifications regarding the contents of the Shortlisting Documents in writing. Responses to such queries will be provided in writing within three working days, provided that the requests are received at least seven calendar days before the deadline for submission of the Shortlisting Documents.
- 2.8. The Employer reserves the right to amend the Shortlisting Documents at any time prior to the submission deadline by issuing addenda. Any such addenda shall become an integral part of the Shortlisting Documents and will be communicated in writing to all parties by uploading through the EPADS v2.0 platform.
- 2.9. The Employer may, at its sole discretion, extend the deadline for the submission of Expression of Interest applications either on its own initiative or in response to requests from prospective Applicants, by issuing a corrigendum.
- 2.10. To facilitate the evaluation process, the Employer may request clarifications of any submitted information. Such requests shall be made in writing, and responses must be provided within a reasonable period, not to exceed five days. If an Applicant fails to provide the requested clarifications by the specified date and time, the application will be evaluated based solely on the information originally submitted.
- 2.11. The Applicant shall bear all costs associated with the preparation and submission of its Application. The Employer will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the Shortlisting process.

3. Evaluation/ Expression of Interest Criteria

3.1. General

- 3.1.1. Applicants shall be evaluated for shortlisting based on the criteria set forth in Clauses 3.2 to 3.3, which pertain to the Applicant's Financial Soundness, Specific / Similar ICT Consultancy Experience and Personnel Capability, as demonstrated by the information provided in the Forms



included herein. The experience and resources of Sub-Consultants shall not be considered in assessing the Applicant's compliance with the qualifying criteria. In the case of a Joint Venture, the experience and resources of participating firms shall be evaluated in accordance with Clause 5 and the specific requirements stated herein.

- 3.1.2. The Employer reserves the right to verify or request clarification of any information submitted by Applicants. Any application containing false statements knowingly made by the Applicant, or any information provided in connection with the application that is incorrect in any respect and was intended to influence the Employer's decision on shortlisting, may be rejected. Additionally, the Employer will take appropriate action in accordance with the PPRA regulatory framework concerning corrupt and fraudulent practices.

3.2. **Mandatory Requirements**

- 3.2.1. All Applicants must fulfill the mandatory requirements specified below and provide the supporting documentation accordingly. The documents submitted shall be considered final, and no amendments or additional submissions will be accepted thereafter. Failure to comply with the mandatory requirements set forth below will result in the application being deemed non-compliant and may lead to the disqualification of the Applicant. The mandatory requirements are outlined as follows:

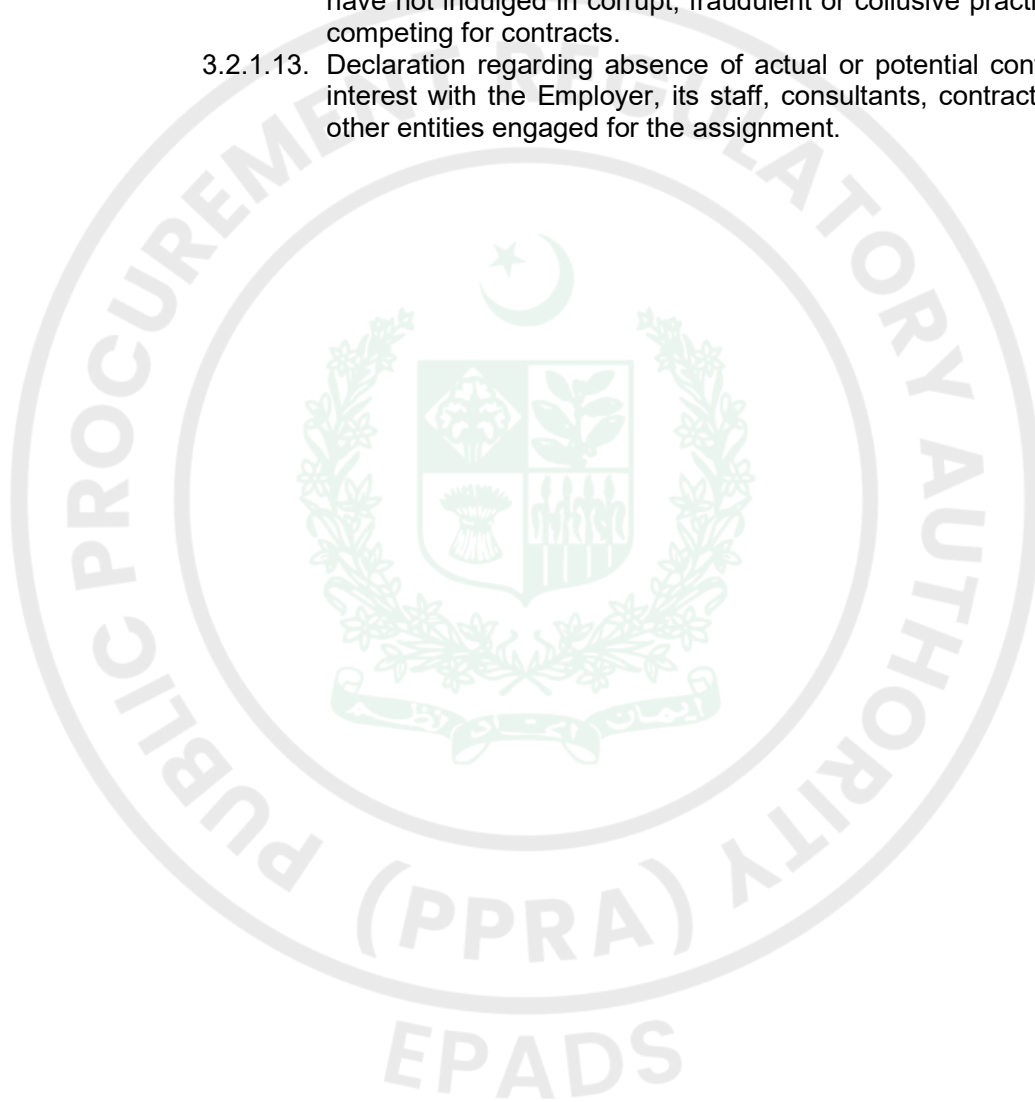
- 3.2.1.1. Applicant may be a single consulting firm or a Joint Venture (JV) of consulting firms, legally constituted / registered and eligible to provide the required consultancy services. The Lead Member shall be clearly identified in case of a JV.
- 3.2.1.2. Local Applicant/JV member(s) shall possess valid registration with the Securities & Exchange Commission of Pakistan (SECP), where applicable, or other legally equivalent registration. Foreign JV member(s) shall provide certificate of incorporation/registration in the country of origin.
- 3.2.1.3. Local Applicant/JV member(s) shall be registered with the Federal Board of Revenue (FBR) and shall be on the Active Taxpayers List, with applicable tax registration evidence. Foreign JV member(s) shall provide registration with the relevant authority in the jurisdiction of registration.
- 3.2.1.4. Applicant/JV shall demonstrate a minimum of five (05) years of ICT consulting experience through company profile, incorporation/registration history and assignment evidence.
- 3.2.1.5. Applicant/JV member(s) shall submit audited financial statements for the last three (03) completed financial years, duly certified by the statutory auditor / Chartered Accountant, in accordance with Form A-4.
- 3.2.1.6. Applicant/JV shall demonstrate office presence in Pakistan. In case of a foreign firm participating through a JV, the Pakistan office presence may be demonstrated through the local JV arrangement, subject to the requirements of the Shortlisting Documents.
- 3.2.1.7. Letter of Application (Annexure A), duly signed by the authorized representative of the Applicant.
- 3.2.1.8. JV Agreement or Letter of Intent (LOI) to form a JV, where applicable, duly signed by all participating members and clearly identifying the Lead Member and proposed participation of each member.



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- 3.2.1.9. Power of Attorney, on applicable non-judicial stamp paper, specifically authorizing the authorized representative to sign and submit the shortlisting application on behalf of the Applicant/JV.
- 3.2.1.10. Affidavit/undertaking of non-blacklisting/debarment and confirmation that the Applicant/JV members are not ineligible under the applicable procurement regulatory framework.
- 3.2.1.11. Affidavit/undertaking confirming that all documents, particulars and information submitted with the shortlisting application are true, complete and correct.
- 3.2.1.12. Affidavit/undertaking confirming that the Applicant/JV members have not indulged in corrupt, fraudulent or collusive practices in competing for contracts.
- 3.2.1.13. Declaration regarding absence of actual or potential conflict of interest with the Employer, its staff, consultants, contractors or other entities engaged for the assignment.



3.3. Detailed Evaluation

3.3.1. Evaluation Criteria:

The Applicants are required to qualify by meeting the minimum qualifying threshold in individual categories and overall qualification points as well. In the case of a Joint Venture (JV), the JV must collectively qualify the criteria as given hereunder:

Category	Points	
	Max. Points	Min. Qualifying Threshold
A. Financial Soundness	10	[60% of 10] = 06
B. Specific / Similar ICT Consultancy Experience	50	[60% of 50] = 30
C. Personnel Capability	40	[60% of 40] = 24
Total Points	100	[70% of 100] = 70

3.3.1.1. Financial Soundness:

The financial capacity and soundness of the Applicant shall be ascertained on the basis of audited financial statements duly certified by a Chartered Accounting Firm / statutory auditor submitted with Form A-4. The assessment shall consider the last three (03) completed financial years.

Marks shall be awarded on the basis of the following criteria:

Criteria / sub-criteria for assessment of Financial Soundness	Points
Average Annual Turnover of the Applicant Average Annual Turnover for the last three (03) completed financial years based on audited financial statements. • Full 05 marks for PKR 100 million or above. • Pro-rata marks below PKR 100 million, subject to the minimum category threshold.	05
Average Annual Working Capital Average Annual Working Capital for the last three (03) completed financial years based on audited financial statements. • Full 05 marks for PKR 50 million or above. • Pro-rata marks below PKR 50 million, subject to the minimum category threshold.	05
Total Points for this criterion – “A”	10

3.3.1.2. Marks shall be awarded based on the following criteria for evaluation of the Applicant's Specific / Similar ICT Consultancy Experience.

For the Applicant's experience, marks shall be awarded for completed or substantially completed relevant assignments supported by Project Completion Certificates, Contract Agreements, Work Orders, satisfactory client evidence or other



substantiating documents. A particular project may be claimed against only one of the experience sub-criteria below.

Criteria, sub-criteria for assessment of Specific / Similar ICT Consultancy Experience	Points
Enterprise IT Infrastructure Assessment / Transformation Projects: 02 marks per qualifying project (maximum 08).	08
WAN / Multi-Site Network Assessment / SD-WAN / MPLS Projects involving at least seven (07) sites: 02 marks per qualifying project (maximum 06).	06
Cybersecurity Assessment / SOC / SIEM / Risk Assessment Projects: 02 marks per qualifying project (maximum 06).	06
Procurement Documentation / PC-I / PC-II / RFP Preparation / Tender Evaluation Support: 02 marks per qualifying project (maximum 06).	06
IT Governance / Operating Model / Organizational Design / RACI / Policy / KPI Framework: 02 marks per qualifying assignment (maximum 06).	06
ICT Manpower Sizing / Workforce Planning / Capacity Assessment / Restructuring: 02 marks per qualifying project (maximum 06).	06
Data Center audit / certification / risk / peer review / sustainability / operations readiness aligned with TIA-942-C, EN 50600, ISO/IEC 22237 or comparable: assessment of comprehensiveness, methodology and demonstrated expertise (maximum 06).	06
PMO Setup / IT Project Management / PM tools implementation: 02 marks per qualifying project (maximum 06).	06
Total Points for this criterion – “B”	50

3.3.1.3. Key Personnel:

Marks shall be awarded on the basis of the qualification and relevant experience of the key experts listed below, subject to submission of Forms A-6 and A-7 and the required documentary evidence. Proposed Key Experts shall be current employees of the Applicant / JV member at the time of EOI submission. The same person shall not be proposed for more than one position.

Criteria, sub-criteria for assessment of Personnel Capabilities			
S.No.	Expert	Criteria	Marks
1	Project Director	Bachelor's degree in IT / Computer Science / Engineering / Management or related discipline. PMP / PgMP or equivalent professional certification preferred. Minimum 15 years general experience in enterprise ICT consulting / management. Minimum 10 years relevant experience in enterprise transformation, governance and	05



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		PMO leadership.	
2	Network / WAN Architect	Bachelor's degree in IT / Computer Science / Telecommunication / Engineering or related discipline.	05
		Relevant professional certification preferred.	
		Minimum 10 years general experience in enterprise networks.	
		Minimum 07 years relevant experience in MPLS, SD-WAN, routing, QoS, segmentation and multi-site WAN design/assessment.	
3	Cybersecurity Specialist	Bachelor's degree in IT / Computer Science / Engineering or related discipline; CISSP/CISM or equivalent preferred.	04
		Minimum 10 years general experience in cybersecurity.	
		Minimum 07 years relevant experience in cybersecurity assessment, architecture, risk, SIEM/SOC, IAM and security controls.	
4	Enterprise Infrastructure Specialist	Bachelor's degree in IT / Computer Science / Engineering or related discipline.	03
		Minimum 10 years general experience in enterprise infrastructure.	
		Minimum 07 years relevant experience in compute, storage, virtualization, backup, disaster recovery and systems management.	
5	Data Center / DR Specialist	Bachelor's degree in IT / Computer Science / Electrical / Mechanical Engineering or related discipline.	04
		Relevant data-center / DR professional certification preferred.	
		Minimum 10 years general experience in data-center / infrastructure services.	
		Minimum 07 years relevant experience in data-center resilience, audit, operations readiness, backup and disaster-recovery planning.	
6	ITSM / Operations Specialist	Bachelor's degree in IT / Computer Science / Management or related discipline.	03
		ITIL certification preferred.	
		Minimum 10 years general experience in IT operations / service management.	
		Minimum 07 years relevant experience in service desk,	



Expression of Interest (EOI)
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		incident/problem/change, SLA/KPI and ITSM operating-model design.	
7	Procurement & PPRA Specialist	Bachelor's degree in Management / Finance / Engineering / IT / Law or related discipline. Relevant procurement / project-management qualification preferred. Minimum 10 years general experience in public procurement. Minimum 07 years relevant experience in PC-I/PC-II, RFP/tender documentation, evaluation and contract-support assignments.	03
8	IT Governance & Organization Design Expert	Bachelor's degree in IT / Management / Business / Engineering or related discipline. Minimum 10 years general experience in IT governance / organization design. Minimum 07 years relevant experience in operating models, RACI, policy frameworks, decision rights, KPI/KRI and assurance.	03
9	ICT Manpower Sizing / HR Transformation Expert	Bachelor's degree in HR / Management / Engineering / IT or related discipline. Relevant HR/workforce planning qualification preferred. Minimum 10 years general experience in workforce / organization planning. Minimum 07 years relevant experience in ICT manpower sizing, skills matrices, role catalogues and restructuring.	02
10	PMO Manager	Bachelor's degree in Management / Engineering / IT or related discipline. PMP / PRINCE2 or equivalent preferred. Minimum 10 years general experience in project / program management. Minimum 07 years relevant experience in PMO setup, governance reporting, schedule/risk/dependency/change management.	04
11	Project Planning & Coordination Specialist	Bachelor's degree in Management / Engineering / IT or related discipline. PMP / project-planning tools certification preferred. Minimum 10 years general experience in project planning and coordination.	04



	Minimum 07 years relevant experience in integrated schedules, milestones, reporting, dependencies and project controls.	
Total Points for this criterion – “C”		40

For professional positions where registration with a statutory or professional body is applicable, the relevant valid registration/certification shall be submitted. Documentary evidence of employment and qualifications shall accompany the EOI application.

The points assigned to each position shall be determined considering the stated minimum qualification, professional certification (where applicable), general experience and relevant assignment experience.

Qualifications / Professional Certification: 20%
Relevant Experience: 80%

Total for the Three Criteria (A+B+C): [100 Points]

3.4. Litigation History (Form A-8)

3.4.1. The Applicant is required to provide accurate and complete information regarding any litigation and/or arbitration and/or appeal(s) under applicable procurement rules, involving their firm or Joint Venture member(s), during the last ten (10) years. Failure to disclose material litigation history may result in rejection of the Application.

4. Blacklisting & Other Affidavits (Form A-9)

- 4.1. The Applicant shall submit an undertaking or affidavit on non-judicial stamp paper of at least PKR 100, affirming the following:
- 4.1.1. The Applicant has never been blacklisted/debarred by any Government / Semi-Government organization, autonomous body or public-sector entity, except as expressly disclosed in the Application.
 - 4.1.2. All documents, particulars, and information provided in the Expression of Interest application are accurate and true to the best of their knowledge.
 - 4.1.3. The Applicant has never indulged in corrupt, fraudulent, or collusive practices in competing contracts.

5. Joint Venture (JV)

- 5.1. Joint Venture (JV) must comply with the following requirements:
- 5.1.1. The maximum number of members in a Joint Venture (JV) shall not exceed three (03) firms. Any Applicant consisting of a JV with more than three members shall be disqualified.
 - 5.1.2. They must collectively qualify the criteria given in Clause 3 heretofore, for which purpose the relevant figures for each of the partners shall be added together to arrive at their total capacity.
 - 5.1.3. If the Applicant is an existing or intended JV, submit a copy of the JV Agreement, or a letter of intent to enter into such an agreement in case of award of contract. The respective document shall be signed by all legally authorized signatories of all the parties to the existing or intended JV, as appropriate. All firms comprising the joint venture shall be legally constituted.



- 5.1.4. Each individual local firm in the JV must be registered with applicable tax authorities and must be on the Active Taxpayers List of the Federal Board of Revenue. Foreign firms participating in a JV shall provide registration with the relevant authority in the jurisdiction of registration.
- 5.1.5. Application submitted by an existing or intended JV shall include an undertaking signed by all parties (i) stating that all parties shall be jointly and severally liable, and (ii) nominating a Representative who shall have the authority to conduct all business for and on behalf of any and all the parties the JV during the bidding process and, in the event the JV is awarded the contract, during contract execution.
- 5.1.6. Each Applicant shall submit only one proposal either by himself, or as a partner in a joint venture. An Applicant who submits more than one proposal will be disqualified and proposals submitted by him shall not be considered for evaluation and award.
- 5.1.7. Any change in a shortlisted JV after shortlisting shall not be allowed by the Employer except where permitted under the applicable procurement framework and approved in writing by PAA. Consequently, the RFP may not be issued to, and proposals may not be accepted from, a materially changed JV without such approval.

6. Conflict of Interest

- 6.1. The Applicant, including all members of a Joint Venture (JV), shall disclose any actual or potential conflict of interest with the Employer, its staff, advisers, consultants, contractors or other entities engaged for the assignment. Any conflict that may impair professional objectivity or create an unfair competitive advantage may result in disqualification in accordance with the applicable procurement framework.

7. Updating Expression of Interest Information

- 7.1. Applicants shall be required to update the financial, personnel and any other pertinent information used for shortlisting at the time of submitting their proposals, to confirm their continued compliance with the qualification criteria and verification of the information provided at the time of shortlisting. A proposal shall be rejected if the Applicant's qualification thresholds are no longer met at the time of bidding.

8. Other Factors

- 8.1. Only Consultants/JVs that have been shortlisted under this procedure shall be invited to submit proposals. A qualified Consultant or member of a qualified JV shall participate only in one proposal for the Contract, unless otherwise permitted under the applicable procurement framework.
- 8.2. The Employer reserves the right to:-
 - 8.2.1. Amend the scope and value of any contract(s) for which proposals are to be solicited. In such an event, only those shortlisted consultants who meet the revised requirements of the contract(s) as amended shall be eligible to submit proposals.
 - 8.2.2. Reject or accept any or all applications in accordance with the provisions set forth herein.
 - 8.2.3. Cancel the Expression of Interest process and reject all applications.
- 8.3. The Employer shall neither be liable for any such actions nor be under any obligation to inform the Applicant of the grounds for rejection. However, the grounds for rejection may be communicated upon request.

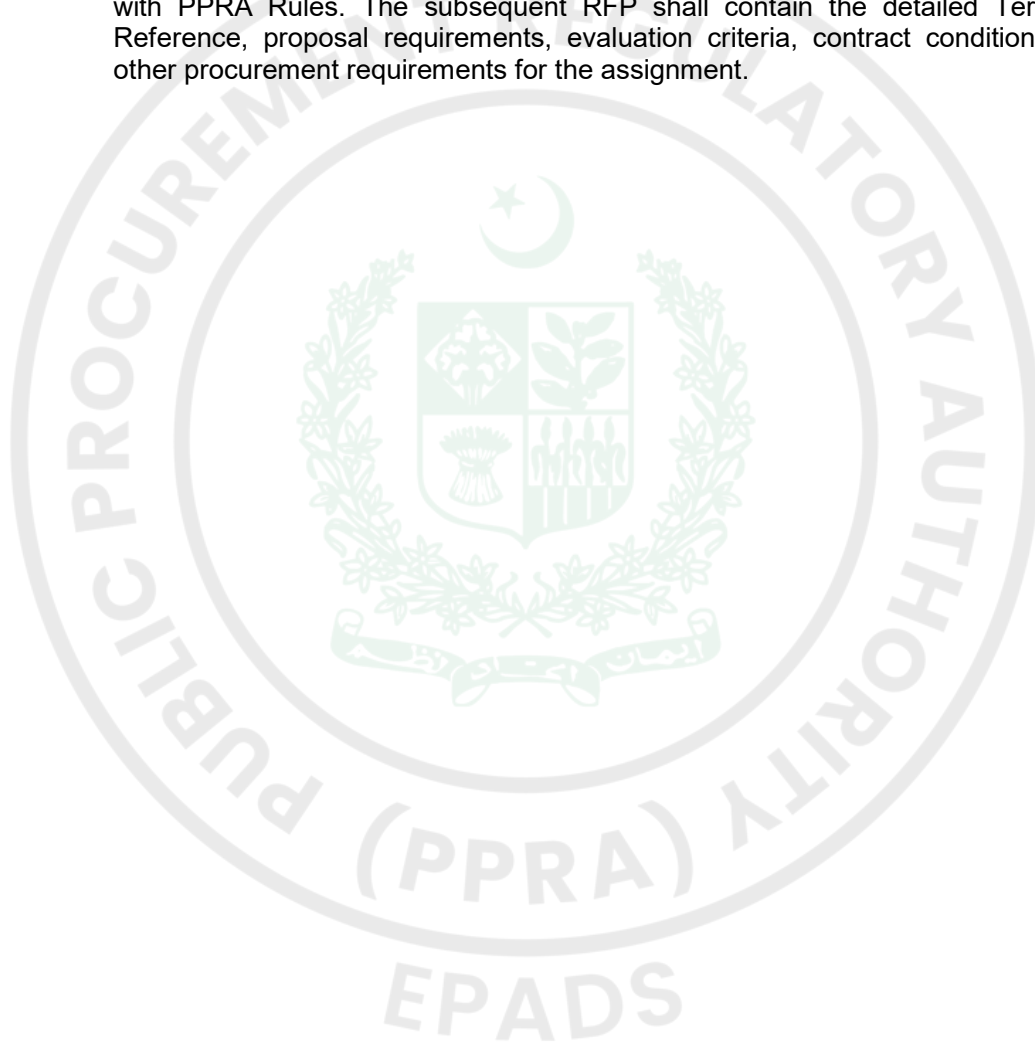


9. Notification of Shortlisting

- 9.1. The Employer shall notify all Applicants in writing of the names of those Applicants who have been shortlisted. The Shortlisting Result shall be uploaded to EPADS.

10. Request for Proposal

- 10.1. After notification of the results of the Shortlisting, the Procuring Agency will invite proposals from all Applicants that have been shortlisted and subsequent selection shall be carried out using Quality & Cost Based Selection (QCBS) in accordance with PPRA Rules. The subsequent RFP shall contain the detailed Terms of Reference, proposal requirements, evaluation criteria, contract conditions and other procurement requirements for the assignment.



Annexure-A

Letter of Application

[Letterhead paper of the Applicant, or partner responsible for a joint venture, including full postal address, telephone No. fax no., telex no., cable and e-mail address]

Date:.....

To: _____

_____.

Sirs,

1. Being duly authorized to represent and act on behalf of..... (hereinafter "the Applicant") and having reviewed and fully understood all the shortlisting information provided, the undersigned hereby apply to be shortlisted as a Consultant/JV for the assignment "Enterprise Digital Transformation Consultancy & Project Management Office (PMO) Services Framework."
2. Attached to this letter are copies of original documents defining¹:
 - (a) the Applicant's legal status;
 - (b) the principal place of business; and
 - (c) the place of incorporation (for Applicants who are corporations); OR
the place of registration and the nationality of the owners (for Applicants who are partnerships or individually-owned firms).
3. Your Organization and its authorized representatives are hereby authorized to conduct any inquiries or investigations to verify the statements, documents, and information submitted in connection with this application, and to seek clarification from our bankers and clients regarding any financial and technical aspects. This Letter of Application will also serve as authorization to any individual or authorized representative of any institution referred to in the supporting information, to provide such information deemed necessary and requested by yourselves or the authorized representative to verify statements and information provided in this application, or with regard to the resources, experience, and competence of the Applicant.

¹ For applications by joint ventures/consortiums/associations, all the information requested in the Expression of Interest documents is to be provided for each member/ partner separately. All members/ partners shall sign the letter



4. Your organization and its authorized representatives may contact the following persons for further information², if needed.

General and Managerial Inquiries	
Contact 1	Telephone
	Cell
	Fax
	Email
Contact 2	Telephone
	Cell
	Fax
	Email

Personnel Inquiries	
Contact 1	Telephone
	Cell
	Fax
	Email
Contact 2	Telephone
	Cell
	Fax
	Email

Technical Inquiries	
Contact 1	Telephone
	Cell
	Fax
	Email
Contact 2	Telephone
	Cell
	Fax
	Email

Financial Inquiries	
Contact 1	Telephone
	Cell
	Fax
	Email
Contact 2	Telephone
	Cell
	Fax
	Email

² Application by joint ventures/ consortium/ association should provide information on a separate sheet about each party to the application

5. This application is made with the full understanding that:
- (a) Proposals by shortlisted Applicants will be subjected to verification of all information submitted for Expression of Interest at the time of bidding;
 - (b) Your organization reserves the right to:
 - (i) amend the scope and value of any contract under this project; in such event proposal will only be called from shortlisted consultants who meet the revised requirements; and
 - (ii) reject or accept any application, cancel the Expression of Interest process, and reject applications; and
 - (c) Your Organization shall not be liable for any such actions and its consequences and under no obligation to inform the Applicant of the grounds for actions at 5 (b) here above.

Applicants who are not joint ventures/ consortium/ association should delete para 6 & 7 and initial the deletions.

6. Appended to this application, we give details of the participation of each party, including capital contribution and profit/loss agreements, to the joint venture/consortium/ association. We also specify the financial commitment in terms of the percentage of the value of the (each) Contract and the responsibilities for execution of the (each) Contract.
7. We confirm that in the event that we submit a proposal, that proposal as well as any resulting Contract will be.
- (a) signed so as to legally bind all partners, jointly and severally; and
 - (b) submitted with a Joint Venture/ consortium/ association agreement providing the joint and several liability of all partners in the event the contract is awarded to us.
8. We certify that the information provided in the Expression of Interest document is correct and final to the best of our knowledge and nothing contained herein, is contrary to the facts as available with the firm's official record and that Pakistan Airports Authority (PAA) (the Employer) has complete right to disregard our application should it fail to meet any of their Expression of Interest criteria.
9. The undersigned declare that the statements made and the information provided in the duly completed application are complete, true, and correct in every detail.

Signed	Signed
Name	Name
For and on behalf of (name of Applicant or lead/ authorized partner/ member of a joint venture, consortium or association)	For and on behalf of (name(s) of other authorized partner(s)/ member(s) of a joint venture, consortium or association)

Application Form A-1

General Information

All individual firms and each partner of a Joint Venture applying for Expression of Interest are requested to complete the information in this form. For a JV, the Lead Member and each participating member shall provide separate information.

Sub-consultants may be proposed at the RFP stage where permitted; however, their experience and resources shall not be considered for shortlisting unless specifically stated in this EOI document.

1.	Name of Firm	
2.	Head Office Address	
3.	Telephone	Contact Person: Name: Title:
4.	Fax	
5.	Email	Cell
6.	Place of Incorporation/Registration	Year of incorporation/registration

NAME AND NATIONALITY OF OWNERS		
	NAME	NATIONALITY
1.		
2.		
3.		
4.		
5.		



Application Form A-2

List of Specific / Similar ICT Consultancy Experience

Name of Applicant or partner of a joint venture

Complete the form below, listing qualifying assignments under the applicable experience categories stated in Clause 3.3.1.2. Each project will be evaluated against only one sub-criterion. For each project listed, a separate Form A-3 must be submitted with substantiating evidence.

For foreign currency amounts, conversion to PKR shall be made using the State Bank of Pakistan exchange rate seven (07) days prior to submission deadline for evaluation purposes.

[1] ENTERPRISE IT INFRASTRUCTURE / WAN / CYBERSECURITY / GOVERNANCE / MANPOWER / DATA CENTER / PROCUREMENT / PMO CONSULTANCY EXPERIENCE

Experience Category	Name of the Project	Employer	Date of Completion / Status	Contract Value (PKR / equivalent)
1				
2				
3				
4				
5				

[2] APPLICANTS SHALL IDENTIFY THE APPLICABLE EXPERIENCE CATEGORY (1 TO 8) AGAINST EACH PROJECT. DISTINCT PROJECTS SHOULD BE USED FOR DISTINCT CATEGORIES; DUPLICATE CLAIMING OF THE SAME PROJECT SHALL NOT RESULT IN DOUBLE SCORING.

Experience Category	Name of the Project	Employer	Date of Completion / Status	Contract Value (PKR / equivalent)
1				
2				

Application Form A-3

Detail of Specific / Similar ICT Consultancy Experience

Name of Applicant or partner of a joint venture

Use a separate sheet for each contract and attach a substantiating document with each sheet to facilitate evaluation. The experience claimed must satisfy the applicable category under Clause 3.3.1.2 and should clearly demonstrate the Applicant's role, scope, deliverables, contract value and completion/status.

For foreign currency amounts, conversion to PKR shall be made using the State Bank of Pakistan exchange rate seven (07) days prior to submission deadline for evaluation purposes

Assignment name / Experience Category:	Approx. value of the contract (PKR / equivalent):
Country / Location / No. of Sites:	Duration of assignment (months):
Name of Client:	Total staff-months / team size:
Client address / contact reference:	Approx. value of services provided by your firm under the contract:
Start date (month/year): Completion date / current status (month/year):	No. of professional staff-months provided by associated consultants / sub-consultants:
Name of associated consultants / JV members involved, if any:	Name and functions of senior professional staff involved in the assignment:
Experience Category claimed under Clause 3.3.1.2 [A project may be considered against only one sub-criterion]	Tick / state one applicable category: [1] Enterprise IT Infrastructure; [2] WAN / Multi-Site Network; [3] Cybersecurity / SOC / SIEM / Risk; [4] Procurement / PC-I / PC-II / RFP / Evaluation; [5] IT Governance / Operating Model / Organization Design; [6] ICT Manpower / Workforce Planning; [7] Data Center / DR Audit / Risk / Readiness; [8] PMO / IT Project Management.
Narrative description of project:	
Description of actual services provided by your firm / JV member within the assignment:	

Application Form A-4

Financial Capability

Name of Applicant or Partner of a Joint Venture

Applicants, including each partner of a Joint Venture, should provide financial information to demonstrate that they meet the requirements stated in the Instructions to Applicants. Each Applicant/partner shall fill in the financial data based on audited financial statements for the last three (03) completed financial years.

For foreign currency amounts, conversion to PKR shall be made using the State Bank of Pakistan exchange rate seven (07) days prior to submission deadline for evaluation purposes

Financial Information (PKR)	Historical information for the last three (03) completed financial years (PKR, in millions)		
	----	----	----
Information from Balance Sheet			
(1) Total Assets (TA)			
(2) Current Assets (CA)			
(3) Total Liabilities (TL)			
(4) Current Liabilities (CL)			
Information from Income Statement			
(5) Total Revenue (TR)			
(6) Profits before Taxes (PBT)			
Net Worth (1) – (3)			
Current Ratio (2) / (4)			
Working Capital (2) – (4)			



Application Form A-5

Joint Venture Summary (if applicable)

NAME OF ALL PARTNERS OF A JOINT VENTURE				
1. Lead Member				
2. JV Partner				
3. JV Partner				
4. JV Partner				

ANNUAL TURNOVER DATA (Equivalent in PKR, millions)				
Partner	Form A-4 Page No.	Year....	Year	Year
1. Lead Partner				
2. Partner				
3. Partner				
Total:				

ANNUAL WORKING CAPITAL (Equivalent in PKR, millions)				
Partner	Form A-4 Page No.	Year....	Year....	Year.....
1. Lead Partner				
2. Partner				
3. Partner				
Total:				



Application Form A-6

Personnel Capabilities

Name of Applicant or partner of a Joint Venture

For the positions essential to the assignment, Applicants should provide the names of Key Experts qualified to meet the specified requirements stated in Clause 3.3.1.3. The data on their experience should be supplied using Form A-7. Documentary evidence of current employment with the Applicant/JV member shall be attached.

The CVs of other Experts which are not specified in this FORM shall not be considered for evaluation

1.	Title of Position: Project Director
	Name of Prime Candidate
2.	Title of Position: Network / WAN Architect
	Name of Prime Candidate
3.	Title of Position: Cybersecurity Specialist
	Name of Prime Candidate
4.	Title of Position: Enterprise Infrastructure Specialist
	Name of Prime Candidate
5.	Title of Position: Data Center / DR Specialist
	Name of Prime Candidate
6.	Title of Position: ITSM / Operations Specialist
	Name of Prime Candidate
7.	Title of Position: Procurement & PPRA Specialist
	Name of Prime Candidate
8.	Title of Position: IT Governance & Organization Design Expert
	Name of Prime Candidate
9.	Title of Position: ICT Manpower Sizing / HR Transformation Expert
	Name of Prime Candidate
10.	Title of Position: PMO Manager
	Name of Prime Candidate
11.	Title of Position: Project Planning & Coordination Specialist
	Name of Prime Candidate



Application Form A-7

Candidate Summary

Name of Applicant or partner of a Joint Venture

Position		
Candidate information	Name of Candidate	Date of Birth
	Professional Qualification	
	PEC / PCATP Number:	
Present employment	Name of Employer:	
	Address of Employer:	
	Telephone	Contact (manager/personnel officer)
	Fax	Email
	Job title of candidate	Years with present employer

Summarize professional experience in reverse chronological order. Indicate particular technical and managerial experience relevant to the Project.

Month/Dates/Years		Company / Project / Position / Relevant technical and management experience
From	To	



Application Form A-8

Litigation History

Name of Applicant or Partner of a Joint Venture

Applicants, including each partner of a Joint Venture, should provide information on any history of litigation, arbitration, procurement appeal/review or material contractual dispute resulting from contracts executed or currently under execution during the last ten (10) years. If none, state NIL.

Year	Award FOR or AGAINST Applicant	Name of Client, cause of litigation / arbitration / review, and matter in dispute	Disputed amount (current PKR / equivalent)



Application Form A-9

Additional Information

Name of Applicant or partner of a joint venture:

Sr.	Description	Attached	Not Attached
		Tick only one	
1	Valid legal registration / incorporation of Applicant and each JV member, as applicable.		
2	FBR Active Taxpayer / applicable tax registration evidence for local Applicant/JV member(s), and equivalent registration for foreign member(s).		
3	Minimum five (05) years ICT consulting experience – company profile / incorporation history / assignment evidence.		
4	Audited financial statements for the last three (03) completed financial years for Applicant/JV member(s).		
5	Evidence of office presence in Pakistan.		
6	JV Agreement or Letter of Intent (LOI), where applicable, signed by all JV members and identifying the Lead Member.		
7	Power of Attorney authorizing the representative to sign and submit the EOI.		
8	Letter of Application (Annexure A), duly signed by the authorized representative.		
9	Affidavit / undertaking regarding non-blacklisting / debarment.		
10	Affidavit / undertaking confirming that all documents / particulars / information submitted with the EOI are true, complete and correct.		
11	Affidavit / undertaking regarding absence of corrupt, fraudulent or collusive practices.		
12	Declaration regarding actual or potential conflict of interest.		

Note: Any other pertinent information in support of this shortlisting should also be furnished and details mentioned below.

Sr.	Description	Remarks