

Expression of Interest

CONSULTANCY SERVICES FOR ORGANIZATIONAL TRANSFORMATION OF PAKISTAN AIRPORTS AUTHORITY (Consultancy Services)

National

Single Stage-Two Envelope



September 25, 2026

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INVITATION FOR PRE-QUALIFICATION

PROCUREMENT OF CONSULTANCY SERVICES

1. The **Pakistan Airports Authority (Planning & Development Directorate)** has reserved Funds for the procurement planned for FY **2026-27**. The **Pakistan Airports Authority (Planning & Development Directorate)** intends to apply part of the proceeds of this Fund to cover eligible payments under the contract for the "**CONSULTANCY SERVICES FOR ORGANIZATIONAL TRANSFORMATION OF PAKISTAN AIRPORTS AUTHORITY**" with the reference of "**P133834**"
2. The **Pakistan Airports Authority (Planning & Development Directorate)** 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 "**CONSULTANCY SERVICES FOR ORGANIZATIONAL TRANSFORMATION OF PAKISTAN AIRPORTS AUTHORITY**" 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 Pakistan Airports Authority (Planning & Development Directorate) 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/133834>**.
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 14, 2026 11:00 AM**. E-applications will be

opened using **EPADS v2.0** on the same day at **Wednesday, October 14, 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).

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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”.

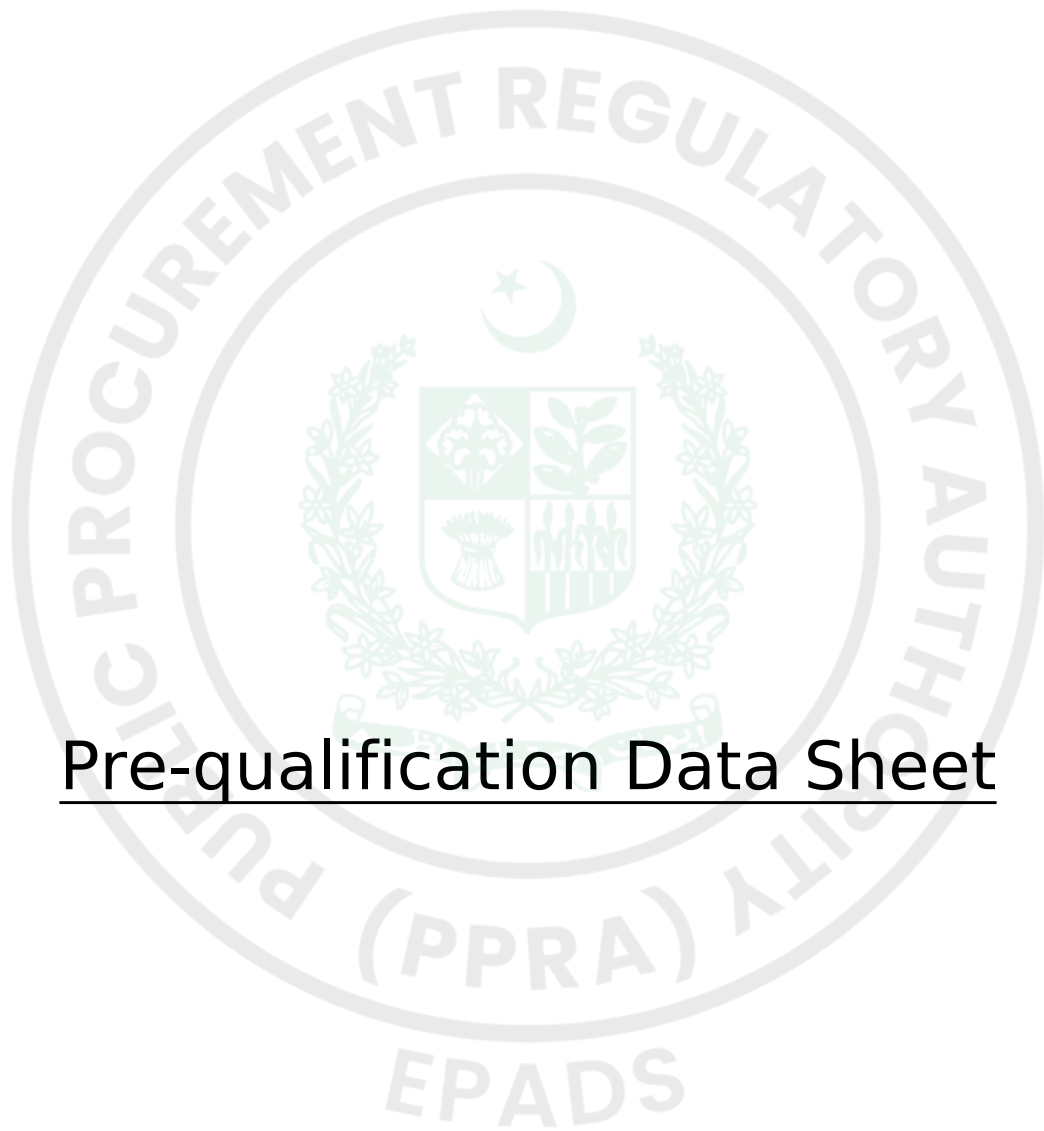
29. Redressal of Grievances

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: **P133834**

The Procuring Agency is: **Pakistan Airports Authority (Planning & Development Directorate)**

List of Service Contracts:

See section services and Lots

PDS Clause Number 2

ITA Number 2.1

The name of Procuring Agency is: **Pakistan Airports Authority (Planning & Development Directorate)**

The name of Project / Procurement is: **CONSULTANCY SERVICES FOR ORGANIZATIONAL TRANSFORMATION OF PAKISTAN AIRPORTS AUTHORITY**

PDS Clause Number 3

ITA Number 4.2

Maximum number of members in a Joint Venture (JV): **3**

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:**

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 14, 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 14, 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	FBR (NTN) SECP

Eligibility Criteria	Document
Evidence demonstrating minimum ten (10) years of consultancy experience	Yes
Evidence demonstrating operations in at least three (03) countries	Yes
JV Agreement or Letter of Intent (LOI) to form a JV, executed on the letterhead of each JV partner, confirming their mutual commitment to jointly pursue this assignment. (In case of JV) If this requirement does not pertain to you, attach a single pager stating this requirement as not applicable.	Yes
Certificate of registration (NTN) with FBR along with proof of Active Tax Payer in Pakistan or relevant authority in case of foreign firm in JV	Yes
Evidence of minimum average annual turnover of PKR 14 Billion or Equivalent during the last three (03) financial years from Audited Financial Statements.	Yes
Evidence of at least three (03) completed similar assignments for Airport Authorities, Airport Operators, ANSPs, aviation regulators or comparable aviation-sector organizations.	Yes
Evidence of organizational transformation, multidisciplinary aviation and HR transformation expertise	Yes

Valid Registration with Securities & Exchange Commission of Pakistan (SECP). In case of Foreign Consultants participating in JV, Certificate of Incorporation in the firm's Country of Origin	Yes
Power of Attorney (on non-judicial Stamp Paper valuing PKR 500) specifically authorizing the authorized representative to sign and submit the application for Shortlisting on behalf of the Applicant	Yes
Letter of Application (Annexure A), duly signed by an authorized representative of the Applicant.	Yes
Affidavit of non-Blacklisting on judicial stamp paper to the effect that the firm/ JV/ Consortium partner(s) has never been blacklisted with any Government Department/ Agency/ Authority	Yes
An affidavit to the effect that all documents / particulars / information given with this Shortlisting document are true	Yes
An affidavit to the effect that the Applicant has never indulged in corrupt, fraudulent or collusive practice in competing for contracts	Yes
An affidavit to the effect that the firm is not presently involved nor has been in the past in litigation with the Employer. Should this be otherwise the Applicant must provide such details in Form A-8 "Litigation History"	Yes

Evaluation Criteria

Quality Based Selection (QBS)

Weightage (Without Financial Criteria)

Technical Evaluation %	
100	
Technical Marks	100

Passing Marks		70
Firm Profile & Capability – Refer to Clause 3.3.1.1 of Evaluation Criteria Annexure		
Consulting Company's Years of Establishment. Evidence: Certificate of Incorporation/Registration (Qualitative)(Doc Required)		10
Above 21 Years (10)		
20 Years (9)		
19 Years (8)		
17 Years (7)		
15 Years (6)		
Consulting Company's Global Human Resource. Evidence shall be provided through company records/certification and supporting documentation (Qualitative)(Doc Required)		10
2,000 and above employees (10)		
1,500–1,999 employees (9)		
750–1,499 employees (8)		
501–749 employees (7)		
500 employees (6)		

Consulting Company's Global Turnover Average annual turnover during the last three financial years on the basis of audited financial statements duly certified by a Chartered Accounting Firm submitted with (Form A-4). Turnover = (Year 1 + Year 2 + Year 3) / 3. The State Bank's "Exchange Rates for Market-to-Market Revaluation by Authorized Dealers in Foreign Exchange - Ready" 14 days prior to the submission deadline shall be used for conversion of other currencies to PKR. (Qualitative)(Doc Required) above PKR 112 Billion (10) above PKR 84 Billion up to PKR 112 Billion (9) above PKR 56 Billion up to PKR 84 Billion (8) above PKR 28 Billion up to PKR 56 Billion (7) above PKR 14 Billion up to PKR 28 Billion (6) PKR 14 Billion (5)	10
General/Specific Experience – Refer to Clause 3.3.1.2 of Evaluation Criteria Annexure	
Aviation-Sector Organizational Transformation / Operating Model Experience: Completed assignments for Airport Authorities, Airport Operators and/or ANSPs involving organizational transformation, target operating model, organization design/restructuring and/or governance. For the Applicant's experience, either independent or as a member of JV, marks shall be awarded if the "Completion of Services" and any other relevant supporting document (clearly stating the date of completion of Services) of the respective project is submitted with Form A-2 and A-3. A particular project can only be claimed against one of the sub-criteria. Four (04) marks shall be awarded for each successfully completed project. Maximum 20 Marks shall be awarded if ≥ 5 successfully completed project (Qualitative)(Doc Required)	20

Large-Scale Enterprise Transformation & Implementation Experience: Completed assignments for large-scale organizations having annual turnover/revenue of at least PKR 280.00 Billion (or Equivalent in other currencies), involving enterprise/corporate transformation from strategy through implementation, including transformation roadmap, implementation governance, Transformation Office/TMO and change management. For the Applicant's experience, either independent or as a member of JV, marks shall be awarded if the "Completion of Services" and any other relevant supporting document (clearly stating the date of completion of Services) of the respective project is submitted with Form A-2 and A-3. A particular project can only be claimed against one of the sub-criteria. Four (04) marks shall be awarded for each successfully completed project. Maximum 20 Marks shall be awarded if ≥ 5 successfully completed project (Qualitative)(Doc Required)	20
Personnel – Refer to Clause 3.3.1.3 of Evaluation Criteria annexure	
Team Leader / Project Director - Minimum Academic Qualification: Master's degree or equivalent. Minimum Relevant Experience: 15 years; at least 2 comparable strategy/organizational transformation assignments as Team Lead for an Airport Authority/aviation sector client Form A6 and A7 shall be submitted for the proposed key expert. The Key Expert shall be current employees of the Foreign Firm. Documentary Evidence related to Qualification and Certifications shall be submitted for each Key Expert (Qualitative)(Doc Required)	6
Aviation Strategy / Operating Model Expert - Minimum Academic Qualification: Master's degree in Business Administration, Management, Economics, Aviation Management or related field. Minimum Relevant Experience: 15 years; comparable assignments in target operating model and/or organizational transformation. Form A6 and A7 shall be submitted for the proposed key expert. The Key Expert shall be current employees of the Foreign Firm. Documentary Evidence related to Qualification and Certifications shall be submitted for each Key Expert. (Qualitative) (Doc Required)	4

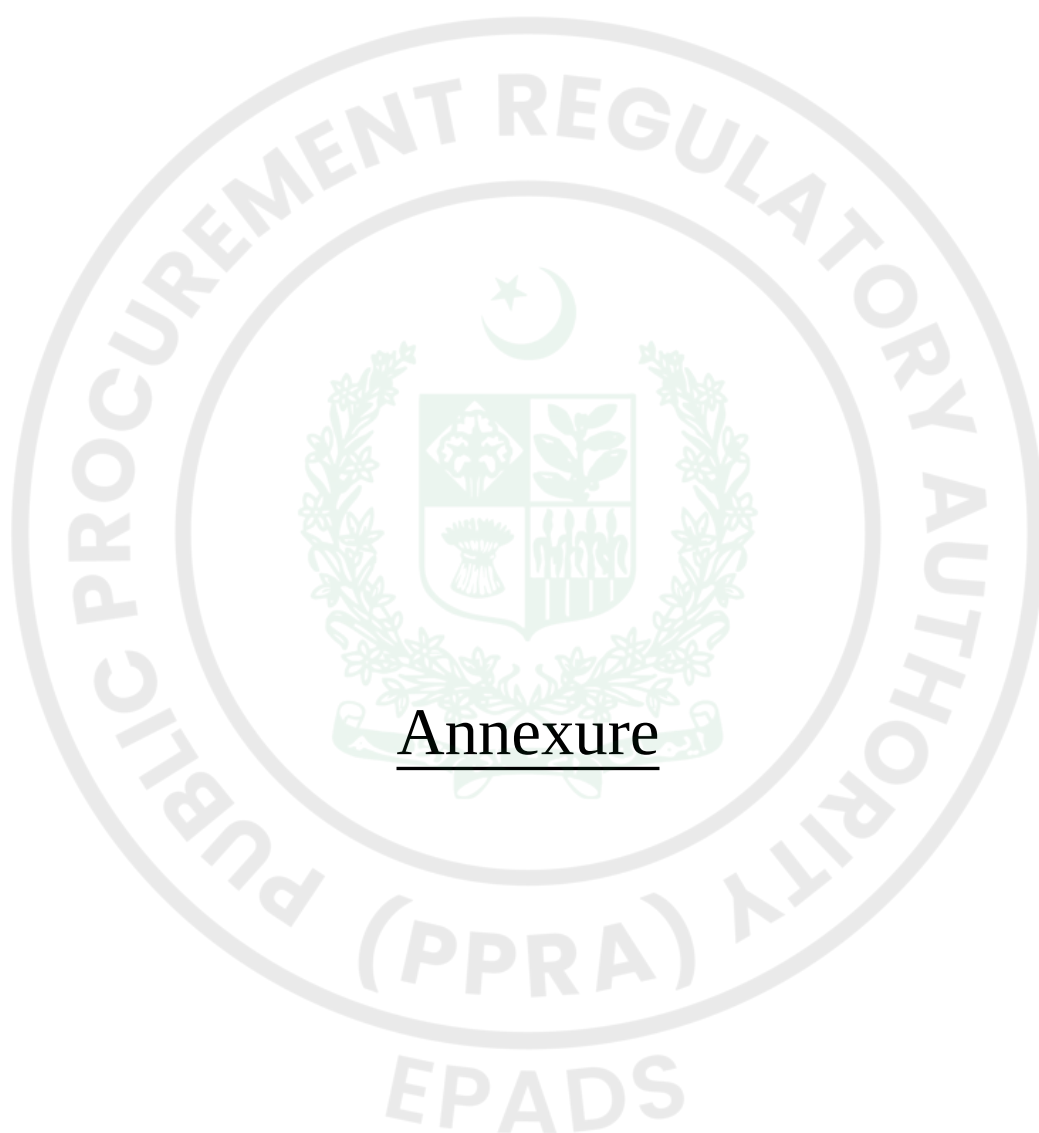
Organization Design & HR Expert - Minimum Academic Qualification: Master's Degree in Human Resources / Organizational Development / Business Administration / Management. Minimum Relevant Experience: 20 years; comparable assignments demonstrating organization design/operating model and HR/people transformation. Form A6 and A7 shall be submitted for the proposed key expert. The Key Expert shall be current employees of the Foreign Firm. Documentary Evidence related to Qualification and Certifications shall be submitted for each Key Expert (Qualitative) (Doc Required)	4
Finance Expert - Minimum Academic Qualification: Master's Degree in Finance / Economics / Accounting. Minimum Relevant Experience: 15 years; comparable assignments including financial modeling, investment requirements, funding scenarios and/or business case/value-at-stake development. Form A6 and A7 shall be submitted for the proposed key expert. The Key Expert shall be current employees of the Foreign Firm. Documentary Evidence related to Qualification and Certifications shall be submitted for each Key Expert (Qualitative)(Doc Required)	4
IT / Digital Expert - Minimum Academic Qualification: Master's Degree in Computer Science / Information Technology or related field Minimum Relevant Experience: 15 years; comparable assignments including digital transformation, digital enablement and/or automation. Form A6 and A7 shall be submitted for the proposed key expert. The Key Expert shall be current employees of the Foreign Firm. Documentary Evidence related to Qualification and Certifications shall be submitted for each Key Expert (Qualitative)(Doc Required)	4
Change Management & Transformation Expert - Minimum Academic Qualification: Master's Degree in Business Administration / Management / Organizational Development. Minimum Relevant experience: 15 years; comparable assignments including Transformation Office/TMO or equivalent transformation governance and implementation support. Form A6 and A7 shall be submitted for the proposed key expert. The Key Expert shall be current employees of the Foreign Firm. Documentary Evidence related to Qualification and Certifications shall be submitted for each Key Expert (Qualitative)(Doc Required)	4

Legal & Regulatory Expert - Minimum Academic Qualification: Master's/LLB (or equivalent) in Law, with preference for specialization in aviation, regulatory, corporate or public sector law. Minimum Relevant Experience: 15 years; comparable assignments including institutional/legal structure reform, economic regulation, PPP/concession contracting, or regulatory advisory for an airport authority, airport operator, ANSP or comparable public sector/aviation sector entity. Form A6 and A7 shall be submitted for the proposed key expert. The Key Expert shall be current employees of the Foreign Firm. Documentary Evidence related to Qualification and Certifications shall be submitted for each Key Expert (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: 37)

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 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: **Letter of Application** (page number: 50)

Form A-1

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 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: **Form A-1** (page number: 54)

Form A2-3

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 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: **Form A2-3** (page number: 56)

Form A-4

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 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: **Form A-4** (page number: 58)

Form A-5

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 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: **Form A-5** (page number: 59)

Form A6-7

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 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: **Form A6-7** (page number: 60)

Form A-8

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 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: **Form A-8** (page number: 62)

Form A-9

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 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: **Form A-9** (page number: 63)



Procurement Forms







Additional Forms and Documents



PAKISTAN AIRPORTS AUTHORITY

CONSULTANCY SERVICES FOR

CONSULTANCY SERVICES FOR ORGANIZATIONAL TRANSFORMATION OF PAKISTAN AIRPORTS AUTHORITY (PAA)

Expression of Interest

SEPTEMBER 2026



INSTRUCTIONS TO APPLICANTS

1. Scope of Services

- 1.1. The Pakistan Airports Authority (hereinafter referred to as "the Employer") intends to engage qualified consultancy services for the assignment namely "CONSULTANCY SERVICES FOR ORGANIZATIONAL TRANSFORMATION OF PAKISTAN AIRPORTS AUTHORITY (PAA)."
- 1.2. Pakistan Airports Authority (PAA) was established under the Pakistan Airports Authority Act 2023. PAA is the owner, developer, manager and operator of all Pakistani Airports (except Sialkot International Airport) as well as provides air navigation services across Pakistan's airspace.
- 1.3. The Consultant shall provide comprehensive advisory and implementation support services to Pakistan Airports Authority (PAA) for organization-wide transformation, benchmarked against leading international Airport Authorities, Airport Operators and/or Air Navigation Service Providers (ANSPs), broadly comprising the following:
 - 1.3.1. Organizational Diagnostic & Benchmarking: Undertake a comprehensive assessment of PAA's existing organizational, operational and service-delivery arrangements, including productivity, passenger experience, safety/quality, technology, commercial performance, sustainability and cost drivers, and benchmark performance against leading international airport organizations and ANSPs.
 - 1.3.2. Corporate Strategy Development: Develop a clear and actionable corporate strategy for PAA, including vision, strategic pillars, priorities, target outcomes and Key Performance Indicators (KPIs), supported by an integrated financial model covering baseline and strategic scenarios, investment requirements, funding options and high-level business case/value-at-stake.
 - 1.3.3. Target Operating Model & Organizational Transformation: Translate the corporate strategy into an appropriate target operating model, including assessment and proposed realignment of N-4 organizational structures, roles, responsibilities, governance, decision rights, key processes and organizational interfaces, with emphasis on clarity of accountability and elimination of overlaps/gaps.
 - 1.3.4. Performance Management & Human Resource Framework: Develop a strategy-linked performance management framework, including KPI cascade and performance review mechanisms, and assess the existing Compensation & Benefits structure and Reward & Recognition mechanisms, with recommendations for a fair, competitive and strategy-aligned framework within the applicable public-sector rules, regulations and financial constraints.
 - 1.3.5. Transformation & Implementation Roadmap: Translate strategic priorities into a comprehensive portfolio of initiatives/programmes, including initiative charters, ownership, milestones, dependencies, resource requirements, quick wins and foundational initiatives, and

develop a phased multi-year implementation roadmap with critical paths, benefits realization, risk management and change management arrangements.

- 1.3.6. Transformation Office (TO/TMO): Design and establish the Transformation Office, including its structure, roles, responsibilities, RACI, governance forums, Steering Committee arrangements, reporting and review cadence, escalation mechanisms and management systems/tools required for effective implementation of the transformation programme.
- 1.3.7. Digital & Technology Transformation: Assess existing IT/OT, data, systems and automation capabilities and identify priority digital modernization opportunities to support PAA's future operating model, service delivery, operational efficiency, data-driven decision-making and automation.
- 1.3.8. Commercial, Sustainability & Sourcing Transformation: Identify opportunities for enhancement and diversification of aeronautical and non-aeronautical revenues, optimization of core/non-core activities and appropriate outsourcing/partnership arrangements, while integrating sustainability, resilience and greener operational practices into PAA's strategic and investment priorities.
- 1.3.9. **Business Development & Revenue Enhancement:** Assess the feasibility and design of a dedicated Business Development Unit within PAA, mandated to periodically review and revise aeronautical and non-aeronautical charges and to identify avenues for enhancing and diversifying organizational revenue, informed by research and benchmarking of charging structures, tariff-setting methodologies, and revenue models adopted by leading international airports and airport operators. The Consultant shall recommend the unit's structure, mandate, governance and revision methodology, and its interface with PAA's Finance and Commercial functions.
- 1.3.10. PPP Cell Establishment: Assess the feasibility and design of a dedicated Public-Private Partnership (PPP) Cell within PAA, mandated to structure, implement, monitor and evaluate projects undertaken under PPP arrangements (including concessions, BOT/BOOT, and other private-participation models for airport infrastructure and services), benchmarked against practices of leading international airport authorities and operators. The Consultant shall recommend the cell's structure, mandate, governance, and interface with PAA's Commercial, Legal, Finance and Engineering functions, along with a framework for project appraisal, contract compliance monitoring, and performance evaluation of PPP-implemented projects.
- 1.3.11. Implementation Support & Transformation Management: Oversee and support initial implementation of the approved transformation programme, including initiative mobilization, problem-solving, dependency management, risk/issue resolution, performance monitoring and benefits realization, and provide regular progress reporting to PAA's leadership.
- 1.3.12. Capacity Building, Knowledge Transfer & Handover: Conduct workshops and capability-transfer sessions for PAA personnel and designated Transformation Office staff, provide implementation tools, templates and guidance, and undertake structured handover of the Transformation Office, systems, processes, tools and institutional knowledge to PAA upon completion of the initial implementation-support period.
- 1.3.13. Public-Sector & Regulatory Alignment: Ensure that all

recommendations, organizational changes, policies, frameworks and implementation measures are practical, implementable and compatible with Pakistan's applicable public-sector administrative, legal, regulatory and financial framework, while maintaining a lean, performance-oriented organization with clear accountability.



2. Submission of Applications

- 2.1. Pakistan Airports Authority (PAA) invites applications from qualified consultants or Joint Ventures of consultants (hereinafter referred to as "Applicant(s)) to undertake the "Consultancy Services for Organizational Transformation of Pakistan Airports Authority (PAA)."
- 2.2. Applications for Shortlisting must be prepared in accordance with the instructions provided herein and should be clearly labelled "Application for Shortlisting "Consultancy Services for Organizational Transformation of Pakistan Airports Authority (PAA)". **Applications shall only be submitted electronically through the EPADS V2.0 platform.**
- 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 Shortlisting 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/ Shortlisting 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 Firm Profile & Capability, Specific/Similar 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. However, in the case of Joint Ventures, the experience and resources of all participating firms will be evaluated in accordance with Clause 5.
- 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. Minimum ten (10) years of consultancy experience.
 - 3.2.1.2. Successful completion of at least (03) three completed *similar assignments for Airport Authorities, Airport Operators, ANSPs, aviation regulators or comparable aviation-sector organizations.
 - 3.2.1.3. The Applicant shall demonstrate operations in at least three (03) countries.
 - 3.2.1.4. Minimum average annual turnover of PKR 14 Billion or Equivalent during the last three (03) financial years.
 - 3.2.1.5. Demonstrated organizational transformation, multidisciplinary aviation and HR transformation expertise.
 - 3.2.1.6. Registration with the Federal Board of Revenue (FBR) as an active taxpayer. For foreign firms participating in a JV, registration with the relevant authority in the jurisdiction of their registration is required.
 - 3.2.1.7. Valid Registration with Securities & Exchange Commission of Pakistan (SECP). In case of Foreign Consultants participating in JV, Certificate of Incorporation in the firm's Country of Origin is required.
 - 3.2.1.8. Letter of Application (**Annexure A**), duly signed by an authorized representative of the Applicant.
 - 3.2.1.9. Joint Venture agreement or a letter of intent to form such an agreement, duly signed by all members (in the case of a Joint Venture).

3.2.1.10. Power of Attorney (on non-judicial Stamp Paper valuing PKR 500) specifically authorizing the authorized representative to sign and submit the application for Shortlisting on behalf of the Applicant.

3.2.1.11. Affidavit of non-Blacklisting on judicial stamp paper to the effect that the firm/ JV/ Consortium partner(s) has never been blacklisted with any Government Department/ Agency/ Authority

* Similar assignment means an assignment involving, in whole or substantial part, organizational transformation, corporate/enterprise strategy, target operating model, organizational restructuring, governance, performance management, HR transformation, digital transformation, commercial transformation, or implementation/change management for an airport authority, airport operator, ANSP, aviation regulator or comparable aviation-sector organization.

3.3. Detailed Evaluation

After the initial screening of all Applicants, a detailed evaluation shall be undertaken using the following criteria based on the scoring system as follows:

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. Firm Profile & Capability	30	[60% of 30] = 18
B. Specific / Similar Experience	40	[60% of 40] = 24
C. Personnel	30	[60% of 30] = 18
Total Points	100	[70% of 100] =70

3.3.1.1. Firm Profile & Capability:

The financial soundness of the Applicant shall be ascertained on the basis of audited financial statements duly certified by a Chartered Accounting Firm submitted with **(Form A-4)**.

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

Criteria, sub-criteria for assessment of Financial Soundness.	Points
(1) Consulting Company's Years of Establishment Company's establishment history: 15 years = 6 marks; 17 years = 7 marks; 19 years = 8 marks; 20 years = 9 marks; Above 21 years = 10 marks Evidence: Certificate of Incorporation/Registration.	10
(2) Consulting Company's Global Human Resource	10

Full-time global employees: 500 = 6 marks; 501–749 = 7 marks; 750–1,499 = 8 marks; 1,500–1,999 = 9 marks; 2,000 and above = 10 marks. Evidence shall be provided through company records/certification and supporting documentation.	
(3) Consulting Company's Global Turnover Average annual turnover during the last three financial years [Form A4 shall be filled in this regard]. Turnover = (Year 1 + Year 2 + Year 3) / 3 PKR 14 Billion = 5 marks; above PKR 14 Billion up to PKR 28 Billion = 6 marks; above PKR 28 Billion up to PKR 56 Billion = 7 marks; above PKR 56 Billion up to PKR 84 Billion = 8 marks; above PKR 84 Billion up to PKR 112 Billion = 9 marks; above PKR 112 Billion = 10 marks. The State Bank's "Exchange Rates for Market-to-Market Revaluation by Authorized Dealers in Foreign Exchange - Ready" 14 days prior to the submission deadline shall be used for conversion of other currencies to PKR.	10
Total Points for this criterion – 'A'	30

3.3.1.2. **General/Specific Experience:**

Marks shall be awarded based on the following criteria for evaluation of the experience of the Applicant.

Note: For the Applicant's experience, either independent or as a member of JV, marks shall be awarded if the "Completion of Services" and any other relevant supporting document (clearly stating the date of completion of Services) of the respective project is submitted with **Form A-2 and A-3**. A particular project can only be claimed against one of the sub-criteria below.

Criteria, sub-criteria for assessment of Experience	Points
[1] Aviation-Sector Organizational Transformation / Operating Model Experience Completed assignments for Airport Authorities, Airport Operators and/or ANSPs involving organizational transformation, target operating model, organization design/restructuring and/or governance. <i>Four (04) marks shall be awarded for each successfully completed project. Maximum 20 Marks shall be awarded if ≥ 5 successfully completed project.</i>	20

[2] Large-Scale Enterprise Transformation & Implementation Experience Completed assignments for large-scale organizations having annual turnover/revenue of at least PKR 280.00 Billion (or Equivalent in other currencies), involving enterprise/corporate transformation from strategy through implementation, including transformation roadmap, implementation governance, Transformation Office/TMO and change management <i>Four (04) marks shall be awarded for each successfully completed project. Maximum 20 Marks shall be awarded if ≥ 5 successfully completed project.</i>	20
Total Points for this criterion – ‘B’	40



3.3.1.3. Key Personnel:

Marks shall be awarded on the basis of the qualification and experience of the following key experts subject to submission of **Form A-6 and A-7** for each Key Experts

Criteria, sub-criteria for assessment of Personnel Capabilities			
Expert	Minimum Academic Qualification	Minimum Relevant Experience	Maximum Points
Team Leader / Project Director	Master's degree or equivalent	15 years; at least 2 comparable strategy/organizational transformation assignments as Team Lead for an Airport Authority/aviation-sector client	06
Aviation Strategy / Operating Model Expert	Master's degree in Business Administration, Management, Economics, Aviation Management or related field	15 years; comparable assignments in target operating model and/or organizational transformation	04
Organization Design & HR Expert	Master's Degree in Human Resources / Organizational Development / Business Administration / Management	20 years; comparable assignments demonstrating organization design/operating model and HR/people transformation	04
Finance Expert	Master's Degree in Finance / Economics / Accounting	15 years; comparable assignments including financial modelling, investment requirements, funding scenarios and/or business case/value-at-stake development	04
IT / Digital Expert	Master's Degree in Computer Science / Information Technology or related field	15 years; comparable assignments including digital transformation, digital enablement and/or automation	04

Criteria, sub-criteria for assessment of Personnel Capabilities			
Expert	Minimum Academic Qualification	Minimum Relevant Experience	Maximum Points
Change Management & Transformation Expert	Master's Degree in Business Administration / Management / Organizational Development	15 years; comparable assignments including Transformation Office/TMO or equivalent transformation governance and implementation support	04
Legal & Regulatory Expert	Master's/LLB (or equivalent) in Law, with preference for specialization in aviation, regulatory, corporate or public-sector law	15 years; comparable assignments including institutional/legal structure reform, economic regulation, PPP/concession contracting, or regulatory advisory for an airport authority, airport operator, ANSP or comparable public-sector/aviation-sector entity	04
Total Points for this criterion – 'C'			30

Note: The Key Experts shall be current employees of the Foreign Firm. Documentary Evidence related to Qualification and Certifications shall be submitted for each Key Expert.

The number of points to be assigned to each of the above positions shall be determined considering the following two sub-criteria and relevant percentage weights:

Qualifications: 30%

Relevant Experience: 70%

Total weight: 100%

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 involving their firm or Joint Venture (JV) that has arisen from contracts either completed or currently under execution.

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 the government /Semi government or any autonomous body.
 - 4.1.2. All documents, particulars, and information provided in the Shortlisting 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 (03) three 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 firm in the JV must be registered with income tax and sales tax departments and must be on the active taxpayers' list of the Federal Board of Revenue. For foreign firms participating in a JV, registration with the relevant authority in the jurisdiction of their registration is required.
 - 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. Consequently, the Request for Proposal (RFP) documents will not be issued, and proposals will not be accepted from any JV that has undergone changes following Shortlisting.

6. Conflict of Interest

- 6.1. The Applicant shall not have any actual, potential or perceived conflict of interest that may materially impair its independence or ability to perform the Services objectively. Applicants shall disclose any existing or prior engagement with PAA or entities associated with PAA that may give rise to such conflict.

7. Updating Shortlisting 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 and JVs that have been Shortlisted under this procedure shall be invited to submit proposals. A qualified Consultant or a member of a qualified Joint Venture (JV), Consortium or Association shall participate only in one proposal for the Contract. If a firm submits more than one proposal, singly or as a Joint Venture (JV), Consortium or Association, all proposals including that consultant will be rejected.
- 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 Shortlisting 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. In addition, those Applicants who have been disqualified will be informed separately. The Shortlisting Result shall also be uploaded to EPADS.

10. Request for Proposal

- 10.1. After the notification of the results of the Shortlisting, the Procuring Agency will invite the proposal on Quality and Cost Based Selection Method [QCBS] under PPRA Rules from all the Applicants that have been Shortlisted.



ANNEXURE-A

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 for assignment for the **Consultancy Services for Organizational Transformation of Pakistan Airports Authority (PAA)**.
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 pre-qualification 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

Assignment/Consultancy 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 Shortlisting 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 Shortlisting 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 Shortlisting 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 Shortlisting 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 FORMS



Application Form A-1

General Information

All individual firms and each partner of a Joint Venture applying for Shortlisting are requested to complete the information in this form. Nationality information is also to be provided for foreign owners or Applicants who are forming part of the Joint Venture.

The use of sub-consultant is allowed for this particular assignment.

1.	Name of Firm	
2.	Head Office Address	
3.	Telephone	Contact Person: Name:
4.	Fax	Title:
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 General/Specific Experience for Completed Projects

Name of Applicant or partner of a joint venture

Complete the form below, listing each project under its respective category. Each project will be evaluated against only one sub-criterion. For each project listed, a separate **Form A-3** must be submitted, accompanied by supporting documentation that is properly cross-referenced. Projects listed in **Form A-2** shall be used for evaluation and any other information provided shall not be considered for evaluation.

The State Bank's "Exchange Rates for Market-to-Market Revaluation by Authorized Dealers in Foreign Exchange - Ready" 14 days prior to the submission deadline shall be used for conversion of other currencies to PKR.

[1] Aviation-Sector Organizational Transformation / Operating Model Experience

Sr.	Name of the Project	Employer	Date of Completion	Completion Cost of Project (PKR)
1.				
2.				

[2] Large-Scale Enterprise Transformation & Implementation Experience

Sr.	Name of the Project	Employer	Date of Completion	Completion Cost of Project (PKR)
1.				
2.				

Application Form A-3

Detail of General/Specific Experience for Completed Projects

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 in evaluation process

The State Bank's "Exchange Rates for Market-to-Market Revaluation by Authorized Dealers in Foreign Exchange - Ready" 14 days prior to the submission deadline shall be used for conversion of other currencies to PKR.

Assignment name:	Approx. value of the contract (in current PKR):
Country: Location within country:	Duration of assignment (months):
Name of Client Name of Contractor	Total No. of staff-months of the assignment:
Address:	Approx. value of the services provided by your firm under the contract (in current PKR):
Start date (month/year): Completion date (month/year):	No. of professional staff-months provided by associated consultants:
Name of associated consultants, if any:	Name of proposed senior professional staff of your firm involved and functions performed (indicate most significant profiles such as project director/coordinator, team leader):
Sub-Criteria for Assessment of Experience as per table in Clause 3.1.1.2 <i>[A particular project will be considered against only one sub-criteria]</i>	Please tick the relevant sub-criteria: [1] Aviation-Sector Organizational Transformation / Operating Model Experience [2] Large-Scale Enterprise Transformation & Implementation Experience
Narrative description of project:	
Description of actual services provided by your staff 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 or partner of a joint venture must fill in this form. If necessary, use separate sheets to provide complete banker information. A copy of the audited balance sheets from the Chartered Accountant firm for last three financial years i.e. 2022-23, 2023-24, and 2024-25 shall be attached to this Form.

The State Bank's "Exchange Rates for Market-to-Market Revaluation by Authorized Dealers in Foreign Exchange - Ready" 14 days prior to the submission deadline shall be used for conversion of other currencies to PKR.

Financial Information (PKR)	Historical information for any three of last five 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 Partner
2. Partner
3. 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 specific positions essential to assignment, Applicants should provide the names of Key Experts qualified to meet the specified requirements stated for each position in **Clause 3.3.1.3**. The data on their experience should be supplied on separate sheets using one Form for each candidate (Application **Form A-7**) along with **CVs of candidates duly signed by the Key Expert**.

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

1.	Title of Position
	Name of Prime Candidate
2.	Title of Position
	Name of Prime Candidate
3.	Title of Position
	Name of Prime Candidate
4.	Title of Position
	Name of Prime Candidate
5.	Title of Position
	Name of Prime Candidate
6.	Title of Position
	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	
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 / Indicate particular professional, functional and managerial experience relevant to the Assignment
From	To	

Application Form A-8

Litigation History

Name of Applicant or Partner of a Joint Venture

Applicants, including each of the partners of a joint venture, should provide information on any history of litigation or arbitration resulting from contracts executed or currently under execution (Instructions to Applicants, **Clause 3.4.1**). A separate sheet should be used for each partner of the joint venture.

Year	Award FOR or AGAINST Applicant	Name of Client, cause of litigation, and matter in dispute	Disputed amount (current value PKR or 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.	Evidence demonstrating minimum ten (10) years of consultancy experience.		
2.	Evidence demonstrating operations in at least three (03) countries.		
3.	JV Agreement or Letter of Intent (LOI) to form a JV, executed on the letterhead of each JV partner, confirming their mutual commitment to jointly pursue this assignment. (In case of JV)		
4.	Certificate of registration (NTN) with FBR along with proof of Active Tax Payer in Pakistan or relevant authority in case of foreign firm in JV		
5.	Evidence of minimum average annual turnover of PKR 14 Billion or Equivalent during the last three (03) financial years.		
6.	Evidence of at least three (03) completed similar assignments for Airport Authorities, Airport Operators, ANSPs, aviation regulators or comparable aviation-sector organizations.		
7.	Evidence of organizational transformation, multidisciplinary aviation and HR transformation expertise.		
8.	Valid Registration with Securities & Exchange Commission of Pakistan (SECP). In case of Foreign Consultants participating in JV, Certificate of Incorporation in the firm's Country of Origin		
9.	Power of Attorney (on non-judicial Stamp Paper valuing PKR 500) specifically authorizing the authorized representative to sign and submit the application for Shortlisting on behalf of the Applicant.		
10.	Letter of Application (Annexure A), duly signed by an authorized representative of the Applicant.		
11.	Affidavit of non-Blacklisting on judicial stamp paper to the effect that the firm/ JV/ Consortium partner(s) has never been blacklisted with any Government Department/ Agency/ Authority.		
12.	An affidavit to the effect that all documents / particulars / information given with this Shortlisting document are true.		
13.	An affidavit to the effect that the Applicant has never indulged in corrupt, fraudulent or collusive practice in competing for contracts.		
14.	An affidavit to the effect that the firm is not presently involved nor has been in the past in litigation with the Employer. Should this be otherwise the Applicant must provide such details in Form A-8 "Litigation History".		

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

Sr.	Description	Remarks

