Standard Bidding Document

Digital Transformation and Integrated Enterprise Resource Planning (ERP) System in Pakistan Airports Authority
(Non-Consultancy Services)

National

Single Stage-Two Envelope

August 28, 2026

Headquarters Pakistan Airports Authority (Pakistan Airports Authority (PAA)),Joint Director
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PROCUREMENT NOTICE

PROCUREMENT OF NON-CONSULTANCY SERVICES

1. The **Headquarters Pakistan Airports Authority (Pakistan Airports Authority (PAA))** has reserved Funds for the procurement planned for FY **2026-27**. The **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 “**Digital Transformation and Integrated Enterprise Resource Planning (ERP) System in Pakistan Airports Authority**” with the reference of **"P101584"**

2. The **Headquarters Pakistan Airports Authority (Pakistan Airports Authority (PAA))** invites Bids through **EPADS v2.0** from eligible Bidders registered on **EPADS v2.0** for provision of Non-Consultancy Services.

3. **Single Stage-Two Envelope** Procedure of Principal Method of Procurement (i.e. Open Competitive Bidding) will be used by adopting **Quality and Cost Based Selection (QCBS)**Technique for the subject procurement, in line with the Public Procurement Rules, 2004 and any Regulations, and Instructions issued by the Authority (from time to time).

4. All Bids must be accompanied by a Bid Security described in Bid Security Section in Bidding Document in the form of **Pay Order** or Bid Securing Declaration on the prescribed format described.

5. E-Bidding documents, containing detailed terms & conditions, specifications and requirements etc. are available on **e-Pak Acquisition and Disposal System (EPADS)** at **https://epads.gov.pk/opportunities/federal/procurements/101584**.

6. The e-bids, prepared in accordance with the instructions in the e-Bidding documents, must be submitted through **EPADS v2.0** on or before **Wednesday, September 16, 2026 11:00 AM**. E-bids will be opened on the same day at **Wednesday, September 16, 2026 11:30 AM**. Manual submission of Bids shall not be entertained. Those vendors who have not yet registered on the new version of **EPADS v2.0,** may register themselves on

https://vendors.epads.gov.pk/. A tutorial to explain the registration process is available at https://www.youtube.com/watch?v=MNW6T38v7tc

7. In terms of Rules 48 of Public Procurement Rules, 2004 Grievance Redressal Committee (GRC) is notified for the subject procurement and notification copy is available on the procuring agency’s website and also available on **EPADS v2.0** as well as Authority’s website at (www.ppra.org.pk).

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Instructions to Bidders

A. Introduction

1. **Scope of Bids**

1.1. The Procuring Agency (PA), as indicated in the **Bids Data Sheet (BDS)** invites Bids through **EPADS v2.0** for the provision of Non-Consultancy Services for as specified in the BDS and **in Section Evaluation Criteria, Specifications & Schedule of Requirements**. The name, identification, and number of items/deliverables are provided in the **BDS**. **Single Stage-Two Envelope** procedure of the open competitive method shall be used. The successful Bidders will be expected to provide the services within the specified period and timeline(s) as stated in the **BDS**.

2. **Source of Funds**

2.1. Source of funds is referred in Clause-1 of Invitation for Bids.

3. **Fraudualent & Corrupt Practices**

3.1. As defined under Rule 2(1)(f) of the Public Procurement Rules, 2004.

4. **Eligible Bidders**

4.1. A bidder is eligible to participate in a procurement process if the bidder:

4.1.1. possesses or has access to the technical competence, financial resources, equipment and other physical facilities, personnel, managerial capability, experience and reputation necessary to complete the procurement contract;

4.1.2. has the legal capacity to enter into a procurement contract;

4.1.3. is not insolvent, in receivership, bankrupt or being wound up and its activities or affairs are not suspended or being administered under any Act, by a court or by a judicial officer;

4.1.4. is not the subject of legal proceedings for any of the matters mentioned in sub-rule (c);

4.1.5. has fulfilled or has made substantial arrangements satisfactory to the relevant authorities, to fulfil its obligations to pay taxes and social security (where applicable) other contributions of its employees; and

4.1.6. has not, or in the case of a company, its owners and beneficial owners, directors or officers have not, been convicted of a criminal offence related to:

4.1.6.1. its professional conduct; or

4.1.6.2. a bidder (or, in the case of a company, its key individuals such as owners, beneficial owners, directors, or officers) must not have engaged in any prohibited practice, such as fraud, corruption, collusion, or coercion, within the time period stated in the bidding documents, which can be up to three years before the start of the procurement process. Additionally, the bidder must not have been debarred (i.e., banned) from participating in public procurement processes in Pakistan or by any international organization or country. If they have, they are ineligible to participate in the current bidding.

4.2. The procuring agency may require a bidder participating in the procurement process to provide the prescribed documentary evidence or other information to satisfy itself that the bidder is qualified in accordance with the criteria in sub-clause (1).

4.3. A procuring agency shall set out in the bidding document all the criteria for qualification to be applied in accordance with sub-clause (1).

4.4. Except as permitted under the Ordinance, Rules and Regulations, the procuring agency shall not establish a criterion for eligibility of a bidder that:

4.4.1. discriminates against or among a bidder or against categories of bidders; or

4.4.2. is not required for the performance of the procurement contract; or

4.4.3. is not related to the avoidance or management of legal, reputational or economic risk to the procuring agency unless it is in the national interest to do so, and the criteria is set out in the bidding documents.

4.5. A procuring agency shall assess the eligibility of a bidder for participation in the procurement process against the criteria for qualification under sub-clause (1).

4.6. In the case of a joint venture, consortium, or association, all members shall be jointly and severely liable for the execution of the contract in accordance with the terms and conditions of the contract. The joint venture, consortium, or association shall nominate a lead member as nominated in the BDS,

4.7. who shall have the Authority to conduct all business for and on behalf of any and all the members of Joint venture, consortium, or association during the bidding process, and in case of award of contract, during the execution of the contract.

4.8. The appointment of the lead Member in the joint venture, consortium, or association shall be confirmed by submission of valid power of Attorney to the procuring agency.

4.9. Subject to the limits specified in the BDS, the procuring agency may allow bidders to participate in the form of a Joint Venture (JV). However, each party in the JV must individually meet the eligibility criteria specified in the BDS

4.10. No Bidder can be a sub-contractor while submitting a Bids individually or as a member of a joint venture in the same Bidding process.

5. **Qualification of the Bidder**

5.1. All Bidders shall provide in Section VI, Bid Forms, a preliminary description of the proposed work method and schedule, including drawings and charts, as necessary.

B. Bidding Documents

6. **Contents of Standard Bidding Document**

6.1. The Services required, bidding procedure, and terms and conditions of the contract are prescribed in the bidding document. In addition to the Invitation for Bids, the bidding document which should be read in conjunction with any addendum issued by the Procuring Agency include:

Section I -Invitation to Bid
Section II Instructions to Bidders (ITB)
Section III Bid Data Sheet (BDS)
Section IV Eligible Countries
Section V Evaluation Criteria, Specifications, Schedule of Requirements, and Technical Specifications.
Section VI Bidding Forms
Section VII Fraudaulent & Corrupt Practices
Section VIII – Material & Non-material deviation
Section IX General Conditions of Contract (GCC)
Section X Special Conditions of Contract (SCC)
Section XI Contract Forms

6.2. The Bidder is expected to examine all instructions, requirements, forms, terms and specifications in the bidding documents. Failure to furnish all the information required in the bidding document will be at the Service provider's risk and may result in the rejection of his bids.

7. **Clarifications**

7.1. Clarifications of the bidding documents may be requested in writing through EPADS v2.0 by any bidder up to three days prior to the deadline for the submission of bids.

The procuring agency shall respond promptly and in writing to any request by a bidder for clarification of the bidding documents and, in any event, no later than two days prior to the deadline for the submission of bids or proposals.

Responses to requests for clarification shall be communicated simultaneously and in writing to all bidders participating in the procurement proceedings.

No bidder shall be allowed to alter or modify his bid after the bids have been opened however, the procuring agency may seek and accept clarification to the bid that do not change the substance of the bid, through EPADS v2.0.

7.2. Procuring Agency's response will be uploaded on the EPADS v2.0, including a description of the inquiry.

7.3. Should the Procuring Agency deem it necessary to amend the bidding document as a result of a clarification, it shall do so following the procedure under **ITB 1.1.**

7.4. If indicated **in the BDS**, the bidder’s designated representative is invited at the bidder’s cost to attend a pre-bid meeting at the place, date and time mentioned **in the BDS**. During this pre-bid meeting, prospective bidder(s) may request clarification(s) regarding the schedule of requirements, the Evaluation Criteria or any other aspects of the bidding document.

7.5. Minutes of the pre-bid meeting, if applicable, including the text of the questions asked by bidders, and the responses given, together with any responses prepared after the meeting will be uploaded on EPADS v2.0. Any modification to the bidding document that may become necessary as a result of the pre-bid meeting shall be made by the Procuring Agency exclusively through the use of an Addendum.

7.6. To assist in the examination, evaluation and comparison of Bids of the Bidders, the Procuring Agency may, ask any Bidder for a clarification of its bid including breakdown of prices, through EPADS v2.0. Any clarification submitted by a bidder that is not in response to a request by the Procuring Agency shall not be considered.

No change in the prices or substance of the bid shall be sought, offered, or permitted.

The alteration or modification in the bid which in any way affect the following parameters will be considered as a change in the substance of a bid:

7.6.1. evaluation & qualification criteria;

7.6.2. required scope of work or specifications;

7.6.3. all securities requirements;

7.6.4. tax requirements;

7.6.5. terms and conditions of bidding documents; and

7.6.6. change in the ranking of the bidders.
From the time of bid(s) opening to the time of contract award, if any bidder wishes to contact the procuring agency on any matter related to the bid, it should do so in writing or through electronic form that provides record of the content of communication.

8. **Amendment of Bidding documents**

8.1. Before the deadline for submission of bids, the procuring agency for any reason, whether at its own initiative or in response to a clarification requested by a prospective bidder or pre-bid meeting may modify the bidding documents by issuing addendum.

8.2. Any addendum issued including the notice of any extension of the deadline shall be part of the bidding document and shall be uploaded on EPADS v2.0 as well as Authority's website. The procuring agency shall promptly publish the addendum at the procuring agency's website indicated in the **BDS**:

Provided that the bidder who had either already submitted his bid, shall have the right to withdraw his already submitted bid and submit the revised bid, prior to the original or extended bid submission deadline.

8.3. To give prospective bidders reasonable time in which to take an addendum/corrigendum into account in preparing their bids, the Procuring Agency may, at its discretion, extend the deadline for the submission of bids:

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

C. Preparation of Bids

9. Documents Constituting the Bids

9.1. The bids prepared by the bidders shall constitute the following components: -

9.1.1. Forms of bid and Bid Prices completed in accordance with ITB BDS, GCC and SCC;

9.1.2. Documentary evidence established in accordance with BDS that services to be provided by the bidder are eligible services, and conform to the bidding documents;

9.1.3. Documentary evidence established in accordance with BDS that the bidder is eligible and/or qualified for the subject bidding process;

9.1.4. Documentary evidence established, that the bidder has been authorized to provide the services;

9.1.5. Bid security or Bids Securing Declaration furnished in accordance with BDS; and

9.1.6. Any other document required in the BDS.

10. **Documents Establishing Eligibility of the Services and Conformity to bidding documents**

10.1. To establish the conformity of the Non-Consulting Services to the Bidding document, the bidder shall furnish as part of its bid the documentary evidence that services provided conform to the requirements.

10.2. Standards for the provision of the Non-Consulting Services are intended to be descriptive only and not restrictive.

11. **Documents Establishing Eligibility and Qualification of the Bidder**

11.1. Pursuant to BDS, the bidder shall furnish, as part of itsbid, all those documents establishing the bidder’s eligibility to participate in the bidding process and/or its qualification to perform the contract if its bid is accepted.

11.2. The documentary evidence of the bidder’s eligibility to bids shall establish to the satisfaction of the procuring agency that the bidder, at the time of submission of its bid, is from an eligible country as defined in Section-IV titled as “Eligible Countries”.

11.3. The documentary evidence of the bidder’s qualifications to perform the contract if its bid is accepted shall establish to the satisfaction of procuring agency that:

11.3.1. the bidder has the financial, technical, and supply/production capability necessary to perform the Contract, meets the qualification criteria specified in BDS.

11.3.2. that the bidder meets the qualification criteria listed in the Bids Data Sheet.

12. **Form of Bid**

12.1. **The bidder shall fill the Form of Bid furnished in the bidding documents. The Bid Forms must be completed without any alterations to its format and no substitute shall be accepted.**

13. **Bids Prices**

13.1. The Bids Prices quoted by the bidder in the Forms of Bid and in the price schedule shall conform to the requirements specified or exclusively mentioned hereafter in the bidding document.

13.2. All items in the Schedule of Requirements must be listed and priced separately in the Price Schedules. If a Price Schedule shows items listed but not priced and neither explicitly mentioned, their prices shall be construed to be included in the prices of other items.

13.3. The Bid price to be quoted in the Forms of Bid shall be the total price of the bid, excluding any discounts offered.

13.4. The bidder shall indicate on the appropriate Price Schedule, the unit prices (where applicable) and total bid price of the services, it proposes to provide under the contract.

13.5. Prices quoted by the bidder shall be fixed during the currency of the contract and not subject to variation on any account. A bid submitted with an adjustable price will be treated as non-responsive and shall be rejected, unless otherwise price adjustment is permissible under Conditions of the Contract. (May be reviewed)

14. **Price Adjustment**

14.1. Price adjustment shall not be applicable.

14.2. Procuring agency may increase the remuneration of the human resources involved in non-consultancy services on annual basis as per agreement.

14.3. **Procuring agency shall incorporate the provisions to allow wage rate in compliance with Federal Government's minimum wage notification, subject to the applicability in that case.**

15. **Bids Currencies**

15.1. Prices shall be quoted in Pakistani Rupees unless otherwise specified in the BDS.

16. **Bid Validity Period**

16.1. Bid(s) shall remain valid for the period specified in the BDS after the bid submission deadline prescribed by the Procuring Agency. A Bid valid for a shorter period shall be rejected by the Procuring Agency as non-responsive. The period of bid validity will be determined from the complementary bid securing instrument i.e. the expiry period of bid security or bid securing declaration as the case may be.

17. **Bid Security or Bid Securing Declaration**

17.1. Unless otherwise specified in the BDS, the bidder shall furnish as part of its bid, in the amount and currency specified in the BDS or Bid Securing Declaration on the format provided in Section VI (Bid Forms) The scanned copy of the Bids Security shall be uploaded in the EPADS v2.0 while submitting bid, whereas the original forms of Bid Security shall be submitted to the procuring agency before the bid submission deadline. The bidder who failed to submit the original bid security before the submission deadline shall be disqualified straightaway.

17.2. The Bid Security or Bid Securing Declaration is required to protect the Procuring Agency against the risk of Bidder's conduct which would warrant the security's forfeiture.

17.3. The Bid Security shall be payable promptly upon written demand by the Procuring Agency in case any of the conditions listed in BDS, GCC and SCC are invoked.

17.4. Unsuccessful Bidders' Bid Security will be discharged or returned as promptly as possible after the award of contract, however in no case later than thirty (30) days after the expiration of the period of Bid Validity prescribed by the Procuring Agency. The Procuring Agency shall make no claim to the amount of the Bid Security, and shall promptly return the Bid Security document, whichever of the following that occurs earliest:

17.4.1. the expiry of the Bid Security;

17.4.2. the entry into force of a procurement contract and the provision of a Performance Guarantee, for the performance of the contract if such a guarantee, is required by the bidding document;

17.4.3. the rejection by the Procuring Agency of all Bids;

17.4.4. the withdrawal of the Bid prior to the deadline for the submission of bids, unless the bidding document stipulate that no such withdrawal is permitted.

17.5. The Bid Security may be forfeited or the Bid Securing Declaration executed:

17.5.1. if a bidder:

17.5.1.1. withdraws its bid during the period of bid validity as specified by the Procuring Agency, and referred by the bidder in the Forms of Bid, except as provided for in the ITBs; or

17.5.1.2. does not accept the correction of errors, or

17.5.2. in the case of a successful bidder fails:

17.5.2.1. **to sign the contract in accordance with SCC; or**

17.5.2.2. **to furnish Performance Guarantee in accordance with BDS and SCC.**

17.6. **The bid security shall be valid for a period specified in BDS. Bids with shorter bid security validity period shall be rejected straight away.**

18. Alternative Bids by Bidders

18.1. Alternatives will not be considered, unless specifically allowed for in the BDS.

18.2. When alternative times for completion are explicitly invited, a statement to that effect will be included in the BDS and the method of evaluating different time schedules will be described in Evaluation and Qualification Criteria.

19. Withdrawal, Substitution, and Modification of Bids

19.1. Before Bids submission deadline, any bidder may withdraw, substitute, or modify his bid after it has been submitted.

20. Format and Signing of Bids

20.1. The bidder shall prepare and submit his bid with due diligence after carefully reading all the terms and conditions before submission through

EPADS v2.0.

20.2. Any interlineations, erasures, or overwriting shall be valid only if they are signed by the person(s) signing the forms of bid.

D. Submission of Bids

21. **Submission of Bids through EPADS v2.0 before Dead deadline**

21.1. The Technical and Financial Bids as the case may be, shall be submitted in the due portion of the EPADS v2.0, before bid submission deadline. The bid submission option shall be automatically disabled once the deadline is over.

21.2. The Procuring Agency may, under exceptional circumstances and at its discretion, extend the deadline for the submission of bids by amending the Bidding Documents. In such a case, all rights and obligations of the Procuring Agency and the Bidders that were previously subject to the original deadline shall thereafter be subject to the revised deadline.

E. Opening and Evaluation of Bids

22. **Opening & Evaluation of Bids by the Procurement Cell/Evaluation Committee**

22.1. The Procuring Agencies to constitute odd number Bid Evaluation Committee for the purpose of bid opening and evaluation of all procurements. As per Rules 29 & 30 of Public Procurement Rules, 2004,
The Procuring Agencyis required to establish a Procurement Cell/Evaluation Committee which shall Evaluate the Bids inaccordance with the evaluation criteria, terms and conditions given in the bidding documents.

23. **Opening of Bids**

23.1. The Bid Evaluation Committee of the Procuring Agency will open all bids through EPADS, in the presence of bidders’ or their representatives who choose to attend, and other parties with a legitimate interest in the bid proceedings at the place, on the date and at the time, specified in the **BDS**. The Bidders’ representatives present shall sign attendance sheet as proof of their attendance.

23.2. The bids shall be opened one at a time, and the following read out and recorded: (a) the name of the bidder; (c) the presence of a bid security, if required; and (d) any other details as the procuring agency may consider appropriate.

23.3. No bid will be rejected at the time of bid opening except for bids whose bid security has not been provided to the procuring agency before submission deadline**.**

23.4. The procuring agency shall prepare minutes of the bid opening. The record of the bid opening shall include, as a minimum: the name of the bidder and the bid price, if applicable.

24. **Confidentiality**

24.1. Information relating to the examination, clarification, evaluation and comparison of bids and recommendation of contract award shall not be disclosed to bidders or any other person(s) not officially concerned with such process, until the time of the announcement of the respective evaluation report.

24.2. Any effort by a bidder to influence the procuring agency processing of bids or award decision may result in the rejection of his bid.

25. **Preliminary Examination of Bids**

25.1. Prior to the detailed evaluation of bids, the procuring agency will determine whether each bid:

25.1.1. meets the eligibility criteria defined in **BDS**;

25.1.2. has been prepared as per the format and contents defined by the procuring agency in the bidding document;

25.1.3. is accompanied by the required securities; and

25.1.4. is substantially responsive to the requirements of the bidding document.

25.2. The procuring agency will confirm that the documents and information specified under **BDS, GCC and SCC** have been provided in the bids. If any of these documents or information is missing, or is not provided in accordance with the Instructions to Bidders, the bids shall be rejected.

25.3. If a bid is not substantially responsive, it will be rejected by the procuring agency and may not subsequently be evaluated for complete technical responsiveness.

26. **Examination of Terms and Conditions, Technical Evaluation**

26.1. The procuring agency shall evaluate the technical aspects of the bids submitted in accordance with **BDS,** to confirm that all requirements specified in **Evaluation Criteria, Technical Specifications and Schedule of Requirements**, prescribed inthe bidding document have been met without material deviation or reservation.

26.2. If after the examination of the terms and conditions and the technical evaluation, the procuring agency determines that the bid is not substantially responsive in accordance with BDS**,** it shall reject the bids.

27. **Correction of Errors**

27.1. Bids determined to be substantially responsive will be checked for any arithmetic errors. Errors will be corrected as follows: -

27.1.1. if there is a discrepancy between unit prices and the total price that is obtained by multiplying the unit price and quantity, the unit price shall prevail, and the total price shall be corrected, unless in the opinion of the procuring agency there is an obvious misplacement of the decimal point in the unit price, in which the total price as quoted shall govern and the unit price shall be corrected;

27.1.2. if there is an error in a total corresponding to the addition or subtraction of sub-totals, the sub-totals shall prevail and the total shall be corrected; and

27.1.3. where there is a discrepancy between the amounts in figures and in words, the amount in words will govern.

27.1.4. Where there is discrepancy between grand total of price schedule and amount mentioned on the Forms of bid, the amount referred in Price Schedule shall be treated as correct subject to elimination of other errors.

27.2. The amount stated in the bid will be adjusted by the procuring agency in accordance with the above procedure for the correction of errors and, with the concurrence of the bidder that shall be considered as binding upon the bidder. If the Bidder does not accept the corrected amount, his bid will then be rejected, and the Bid Security may be forfeited or the Bid Securing Declaration may be executed.

28. **Conversion to Single Currency**

28.1. As per Rule 30 of Public Procurement Rules, 2004.

29. **Evaluation of Bids**

29.1. The procuring agency shall evaluate bids in accordance with Rule 30 of Public Procurement Rules, 2004 and compare only those bids determined to be substantially responsive.

29.2. In evaluating the Technical Bids of each Bidder, the Procuring Agency shall apply the evaluation criteria and methodologies specified in the Bid Data Sheet (BDS) and in accordance with the Statement of Requirements and Technical Specifications. No other evaluation criteria or methodologies shall be permitted.

29.3. In case of tie of bids, the bidders shall be provided an opportunity to offer their best and final monetary offer through EPADS. However, in no case the rates shall be higher than the original financial bids.

29.4. The Procuring agency evaluation of a bid will take into account:

29.4.1. the bid price, excluding provisional sums and the provision, if any, for contingencies in the summary bill of quantities, but including day work items, where priced competitively;

29.4.2. price adjustment for correction of arithmetic errors in accordance with **ITB 6;**

29.5. converting the amount resulting from applying (a) and (b) above, if relevant, to a single currency in accordance with **ITB 7**;

29.6. The estimated effect of the price adjustment provisions of the Conditions of Contract, applied over the period of execution of the Contract, shall not be taken into account in bid evaluation.

29.7. If these bidding documents allow bidders to quote separate prices for different lots, and the award to a successful bidder of multiple lots, the methodology of evaluation to determine the lowest evaluated lot combinations in the Form of Bid, is specified in the **BDS.**

30. **Determination of Most Advantageous Bids**

30.1. Selection technique will be adopted for determining the Successful Bid in accordance with the criteria referred in the **BDS** or prescribed in the separate section titled as Evaluation Criteria.

31. **Abnormally Low Financial Bids**

31.1. Procuring agency may reject a bid if it has determined that the price, in combination with other constituent elements of the bid, is abnormally low in relation to the subject matter of the procurement, such that it raises material concerns on the part of the procuring agency, as to the ability of the bidder to perform the procurement contract satisfactorily for the offered price.

A procuring agency shall not reject a bid as abnormally low under sub-clause (1) above unless the procuring agency –

31.1.1. requested in writing through EPADS from the bidder a written clarification of his bid, including a detailed price analysis of his bid price in relation to the subject matter of the procurement contract, scope, methodology, schedule, allocation of risks and responsibilities and any other requirements of the bidding document; and

31.1.2. having taken account, the information provided by the bidder in response to a request under paragraph (a) and the information included in the bid, the procuring agency determines that the bidder has failed to demonstrate its ability to perform the procurement contract satisfactorily for the offered price.

The procuring agency shall promptly communicate to the bidder concerned its decision to reject the bid, including the reasons for the decision.

32. **Rejection of Bids**

32.1. As per Rule 33 of the Public Procurement Rules, 2004

33. **Single Responsive Bid**

33.1. The procuring agency may consider single responsive bid subject to underlying conditions of Rule 38(b) of the Public Procurement Rules, 2004.

34. **Arbitration**

34.1. As per Rule 49 of Public Procurement Rules, 2004.

F. Award of Contract

43. **Criteria of Award**

43.1. The procuring agency will award the Contract to the bidder whose bid has been determined to be substantially responsive to the bidding document and who has been declared as most advantageous Bid.

44. **Procuring Agency’s Right to reject All Bids**

44.1. The procuring agency reserves the right to reject all the Bids and to annul the procurement process at any time prior to acceptance of the bid(s), without thereby incurring any liability to the affected bidder(s).

44.2. Notice of the rejection of all bids shall be given promptly to all bidders that have submitted the bids. The procuring agency shall upon request communicate to any bidder the grounds for the rejection of his bid, but is not required to justify those grounds.

45. **Notification of Award**

45.1. Prior to the award of contract, the procuring agency shall issue a Final Evaluation Report giving justification for acceptance or rejection of the bids.

45.2. Bidder whose bid has been accepted, will be notified for the award by the Procuring Agency prior to expiration of the Bid Validity period through EPADS. The Letter of Acceptance will state the sum that the procuring agency will pay the successful bidder in consideration for the execution of the scope of works as prescribed by the Contract (hereinafter and in the Contract called the "Contract Price).

45.3. The notification of award will constitute the formation of the Contract, subject to the condition that bidder furnish the Performance Guarantee and signing of the contract.

46. **Signing of Contract**

46.1. Promptly after notification of award, Procuring Agency shall send the successful bidder the draft agreement, incorporating all terms and conditions as agreed by the parties to the contract. The successful bidder and the procuring agency shall sign the contract.

47. **Performance Guarantee**

47.1. After the receipt of the Letter of Acceptance, the successful bidder, within the specified time, shall deliver to the Procuring Agency a Performance Guarantee in the amount and in the form stipulated in the **BDS**

and SCC, denominated in the type and proportions of currencies in the Letter of Acceptance and in accordance with the Conditions of Contract.

47.2. Failure of the successful bidder to comply with the requirement of **BDS, SCC and GCC** shall constitute sufficient grounds for the annulment of the award and forfeiture of the bid security, in which event the procuring agency may make the award to the next ranked bidder or call for new bids.

48. Corrupt & Fraudulent Practices

48.1. Procuring Agencies (including beneficiaries of Government funded projects and procurement) as well as Bidders/Contractors under Government financed contracts, observe the highest standard of ethics during the procurement and execution of such contracts, and will avoid to engage in any corrupt and fraudulent practices.

G. Grievance Redressal & Complaint Review Mechanism

53. Constitution of Grievance Redressal

53.1. Procuring agency shall constitute a Grievance Redressal Committee (GRC) comprising of an odd number of persons with proper power and authorization to address the complaint. The GRC shall not have any of the members of Procurement Evaluation Committee.

54. GRC Procedure

54.1. Any aggrieved party or bidder as the case may be, may file grievance in accordance with Rule 48 of the Public Procurement Rules, 2004 and Redressal of Grievance Regulations, 2022

H. Blacklisting/ Debarment

55. Procedure for Blacklisting/Debarment

55.1. The procuring agency may initiate blacklisting proceedings against contractor/supplier in accordance with Rule-19 of the Public Procurement

Rules, 2004 , Mechanism for Blacklisting, Debarment Regulations, 2024 and Regulation on “procedure for filling and disposal of review petition under rule-19(3) of the Public Procurement Rules, 2004.

Bid Data Sheet

Bids Data Sheet (BDS)

The following specific data for the procurement of Non-Consultancy Services to be procured shall complement, supplement, or amend the provisions in the Instructions to Bidders (ITB). Whenever there is a conflict, the provisions herein shall prevail over those in ITB.

BDS Clause Number
ITB Number

Amendments of, and Supplements to, Clauses in the Instruction to Bidders

A. Introduction

BDS Clause Number 1

Name of Procuring Agency: **Headquarters Pakistan Airports Authority (Pakistan Airports Authority (PAA))**

The subject of procurement is: **Digital Transformation and Integrated Enterprise Resource Planning (ERP) System in Pakistan Airports Authority**

Expected commencement date: **Saturday, October 10, 2026**

BDS Clause Number 2

Financial year for the operations of the Procuring Agency: **2026-27**

Name and identification number of the Contract: **P101584**

BDS Clause Number 3

JV/Consortium or Association Allowed: **No**
Number of JV/Consortium Members: **Nil**

B. Bidding Documents

BDS Clause Number 4

The Bidders may seek clarifications through **EPADS v2.0**: Clarification Date: Friday, September 11, 2026
Pre-Bid Meeting: Tuesday, September 8, 2026 03:00 PM
Venue: SQMS Conference Room, Headquarters Pakistan Airports Authority

BDS Clause Number 5

Any addendum, in case issued, shall be published on **Headquarters Pakistan Airports Authority (Pakistan Airports Authority (PAA))** website and on **EPADS v2.0**.

BDS Clause Number 6

List of documents required along with the bid: No

BDS Clause Number 7

The qualification criteria to establish the supply / production capability of the bidder.

see Eligibility Criteria

BDS Clause Number 8

Services and Their related documents:
See section Required Services and Scope of Work

BDS Clause Number 9

Price schedule will be provided according to the format defined and acquired.
see section price schedule.

BDS Clause Number 10

Specifications:

see section of specifications.

C. Preparation of Bids

BDS Clause Number 11

The price shall be **Fixed**.

BDS Clause Number 12

Currency of the Bids shall be : **PKR**

BDS Clause Number 13

The Bids/Bid Validity period shall be: **180 Days**

BDS Clause Number 14

The amount of Bid Security shall be as defined in Bid Security Section for items and lots given in **BDS 6**
The Bid Security shall be in the form of: **Pay Order**

BDS Clause Number 15

The Bids security shall be valid for twenty-eight (28) days beyond the expiry of the Bids validity period specified in the bidding documents, for example the bid validity is 90 days so the bid security shall be valid for 90+28 = 118 days.

BDS Clause Number 16

Alternative Bids to the requirements of the bidding documents will not be permitted.

D. Submission of Bids

BDS Clause Number 17

Bid shall be submitted online on EPADS v2.0 whereas hard copy of the bid security should be submitted to the following;

Headquarters Pakistan Airports Authority, Saddar Sub-Division, Karachi South (District), Karachi (Division), Sindh (Province).

Bids that are not submitted on EPADS v2.0 shall be disqualified.

The deadline for Bids submission is: **Wednesday, September 16, 2026 11:00 AM**

E. Opening and Evaluation of Bids

BDS Clause Number 18

The Bids opening shall take place on **EPADS v2.0**.

Day *: **Wednesday***

Date: ***Wednesday, September 16, 2026***

Time *: **11:30 AM***

BDS Clause Number 19

Selection technique adopted will be: **Quality and Cost Based Selection (QCBS)**
see Evaluation Criteria

F. Award of Contract

BDS Clause Number 20

The Performance guarantee shall: **10.00%**.

The Performance Guarantee shall be acceptable in the form of: **Pay Order, Bank Guarantee**

21.

51.1

Arbitrator shall be appointed by mutual consent of the both parties.

G. Review of Procurement Decisions

BDS Clause Number 22

Grievence against this procurement shall be submitted online on EPADS v2.0.

Eligibility Criteria

Bidder's Type	Required Registration
Partnership Firm Company (Private Limited) Company (Public Limited) Company (Holding Company) Company (Limited by Guarantee) State Owned Enterprise (Private Limited) State Owned Enterprise (Public Limited)	FBR (NTN)

Eligibility Criteria	Document
Valid registration with Federal Board of Revenue (FBR) for NTN and active status on ATL. (Valid FBR Registration Certificate and ATL Status Verification Document)	Yes
Minimum five (05) years of status being separate taxable entity in Pakistan delivering Technology Services. (SECP Certificate of incorporation along with Memorandum & Articles of Association or Registrar of Firms / Partnership Deed or any other verifiable evidence that reflects the bidder is taxable entity and registered entity in Pakistan)	Yes
Non-Blacklisting Undertaking - Legal Affidavit on stamp paper of appropriate value.	Yes

The proposed OEM (of offered product) must exist in Pakistan as an Entity OR Liason office, and must have an established Office in Pakistan. (Please attach OEM office location and address of quoted OEM.)	Yes
The offered ERP product must be recognized as a Leader in the relevant ERP category by a reputable independent industry analyst/research organization, such as Gartner or IDC, based on the latest applicable published assessment available on the bid submission date. (Relevant Gartner/IDC report / website, the proposed OEM must reflect as Leader for ERP.)	Yes
The offered product must be available on-premise for Core ERP (including Finance, SCM, Projects, Commercial & Estate, Asset Maintenance). Non-core components may be cloud-based. (The bidder or OEM must submit declaration on it's Letterhead.)	Yes
The proposed ERP product shall have been implemented in at least four (04) distinct Public Sector legal entities, Organizations, Autonomous Bodies, or State-Owned Enterprises in Pakistan. (List of Entities where the OEM's ERP is implemented.)	Yes
The Bidder shall have been an authorized Services Partner of the proposed ERP OEM. (OEM Published Status available on OEM Website.)	Yes
The Bidder Average Annual Turnover of at least PKR 2.5 Billion over the last three (03) fiscal years.(Financial Statements for the last three (03) completed financial years duly signed by bidder's authorized representative)	Yes
The Bidder must be an Active ISO 27001 (ISMS) or ISO 20000-1 or CMMI Level 3 (or higher) certifications in software/consulting services. (Valid ISO 27001 or ISO 20000-1 or CMMI Accreditation Certificates issued in the name of Bidder)	Yes
Fully functional local office in Pakistan (Lease Agreements / Utility Bills.)	Yes
The Bidder must have at least thirty (30) full-time ERP technical and functional consultants who are trained on the same OEM ERP product being offered. (Undertaking on Bidder's Letterhead signed by Bidder's authorized representative)	Yes

Evaluation Criteria

Quality and Cost Based Selection (QCBS)

Weightage

Technical Evaluation %	Financial Evaluation %
90	10

Technical Marks	100
Passing Marks	**70**
OEM Market Position, Industry Deployments & OEM Partner Annual Average Turnover (Including Special Note as Annexed at D)	
The OEM's ERP Solutions must be implemented in at least ten (10) distinct organizations/entities within the global aviation sector. (Official OEM Published Case Studies or Published Customer Success Stories, or OEM Reference List (signed by OEM's authorized representative) or any other verifiable document.) (Qualitative)(Doc Required)	10

Proposed OEM ERP platform is implemented in Pakistani Public Sector Organizations / Autonomous Bodies / State-Owned Enterprises (SOEs) - (Documentary Evidence: Copy of OEM Client Reference List in Pakistan Public Sector accompanied by either OEM's Letterhead undertaking or verified completion/go-live certificates or client confirmation letters or any verifiable document that verifies that OEM's ERP is deployed in Public Sector) (Qualitative)(Doc Required) 12 or more **(20)** 10 or more **(16)** 08 or more **(12)** 06 or more **(8)** 04 or more **(4)**	20
Average Annual Turnover (Last 3 Years) Documentary Evidence: Financial Statements for the last 3 years duly attested by the Bidder (Qualitative)(Doc Required) More than PKR 6.5 Billion **(20)** More than PKR 5.5 Billion up to PKR 6.5 Billion **(16)** More than PKR 4.5 Billion up to PKR 5.5 Billion **(12)** More than PKR 3.5 Billion up to PKR 4.5 Billion **(8)** PKR 2.5 Billion up to PKR 3.5 Billion **(4)**	20
Relevant Implementation Experience of Bidder (Including Special Note as Annexed at D)	

The Bidder having the experience of Implementation of the quoted OEM's Core ERP each valuing USD 1.0 Million or above excluding license / Subscription fees / Equipment (Local experience with in last ten years) *Core ERP means complete implementations of core modules including but not limited to Finance & SCM Documentary Evidence: Verifiable clientele list alongwith the details of Scope of Services clearly mentioning the implementation Services of USD 1.0 Million or Equivalent excluding License / Subscription Fees / Equipment. (Qualitative)(Doc Required) 05 or more projects **(5)** 04 projects **(4)** 03 projects **(3)** 02 projects **(2)** 01 projects **(1)**	5

The Bidder having the experience of Implementation of the quoted OEM's Core ERP each valuing USD 1.0 Million or above excluding license / Subscription fees / Equipment (Global experience with in last ten years) *Core ERP means complete implementations of core modules including but not limited to Finance & SCM Documentary Evidence: Verifiable clientele list alongwith the details of Scope of Services clearly mentioning the implementation Services of USD 1.0 Million or Equivalent excluding License / Subscription Fees / Equipment. (Qualitative)(Doc Required) 05 or more projects **(5)** 04 projects **(4)** 03 projects **(3)** 02 projects **(2)** 01 projects **(1)**	5
The Bidder must have an experience of at least one Business Process Re-engineering (BPR) assignment in Pakistan during the last ten (10) years, involving assessment and transformation of business processes, including development/revision of policies, SOPs, procedures or regulations. (Local experience with in last ten years) Documentary Evidence: Verifiable clientele list alongwith the details of Scope of Services clearly mentioning the Business Process Re-engineering. (Qualitative)(Doc Required) 03 or more projects **(3)** 02 projects **(2)** 01 project **(1)**	3

The Bidder must have an experience of at least one Fixed Asset Register Development assignment in Pakistan during the last ten (10) years, including physical verification, data cleansing and asset tagging. Documentary Evidence: Verifiable clientele list mentioning Fixed Asset Physical Verification, Asset Tagging or equivalent terminology in Scope of Services (Qualitative)(Doc Required) 05 or more projects **(5)** 04 projects **(4)** 03 projects **(3)** 02 projects **(2)** 01 projects **(1)**	5
The Bidder must have an experience of at least one Core ERP implementation of the quoted OEM's ERP for an Aviation-sector organization during the last ten (10) years. Core ERP means an integrated implementation covering the principal core modules, including at minimum Finance and SCM/Procurement. Documentary Evidences: Verifiable clientele list alongwith the details of Scope of Services clearly mentioning the implementation Services of Core ERP in Aviation sector (Qualitative)(Doc Required)	5
Key Personnel Qualifications and Experience (Including Special Note as Annexed at D)	

Staffing Capacity – OEM-Trained ERP Consultants Marks shall be awarded based on the number of OEM-trained ERP consultants Documentary Evidence: Verifiable list of OEM Trained Consultants in bidder's organization. (Qualitative)(Doc Required) 70+ Consultants **(5)** 60+ Consultants **(4)** 50+ Consultants **(3)** 40+ Consultants **(2)** 30+ Consultants **(1)**	5
Proposed Project Manager: The Project Manager must have experience of 15+ years in OEM ERP Full Scale Implementation as Project Manager in atleast (04) ERP Implementations Documentary Evidence: Comprehensive CV, PMP/OEM Training evidence, and Project Experience Sheets. (Qualitative)(Doc Required)	5
Proposed Functional & Technical Lead Consultants Requirement: Dedicated Lead Consultants for each core module domain Marking Criteria: - Lead (Finance)+ 5 years Experience + OEM Trained = 01 - Lead(SCM) + 5 years Experience + OEM Trained = 01 - Lead(Projects) + 5 years Experience + OEM Trained = 01 - Lead(Asset Management) + 5 years Experience + OEM Trained = 01 -Lead (Estate Management)+ 5 years Experience + OEM Trained = 01 Total = 05 Marks Documentary Evidence: Detailed Resumes, OEM Trained evidence, Professional Certificates /Global certificate for relevant trainings. (Qualitative)(Doc Required)	5
Integration & Architecture Experts Solution Architect & Integrations Team Leader Experience: (10+ years exp.) Documentary Evidence : Detailed Resume and relevant training Credentials. (Qualitative)(Doc Required)	2
Implementation Approach & Work Plan (Including Special Note as Annexed at D)	

Kindly attached detailed Project Implementation Methodology (including Business & Data Transformation /equivalent), Governance, QA, risk and escalations) (Qualitative)(Doc Required)	2
Kindly attach detailed Change Management, Training, Knowledge Transfer & user Adoption Strategy (Qualitative)(Doc Required)	1
Kindly attached detailed report on Project Schedule, Milestones and Deliverables (Qualitative)(Doc Required)	1
The Bidder is required to provide report of its project governance and corrective-action mechanism for managing schedule and cost deviations, supported by at least one relevant case study. (Qualitative)(Doc Required)	1
Partner Product Capability (Including Special Note as Annexed at D)	
OEM validated accelerator packages developed by the bidder. Documentary Evidence: The accelarator products of bidder must be available and reflected on offered OEM official website as OEM Validated Accelerators (Qualitative)(Doc Required) 05 or more **(5)** 04 **(4)** 03 **(3)** 02 **(2)** 01 **(1)**	5

Required Services

Lot Title : Digital Transformation and Integrated ERP Implementation in Pakistan Airports Authority (PAA)

Bid Security : 2000000 PKR

Position	Delivery Schedule	Quantity
ERP Licenses (On-Premise Core ERP) / Subscriptions including all taxes excluding Provincial Sales Tax	**Address:** Headquarters Pakistan Airports Authority, Saddar Sub-Division, Karachi South (District), Karachi (Division), Sindh (Province). **Schedule:** as per Annex G Price Schedule **Quantity:** 1/job	1/job
Complete Digital Transformation, ERP Implementation and related Services as per Scope of Work (Annex-B) including all taxes excl. Provincial Sales Tax	**Address:** Headquarters Pakistan Airports Authority, Saddar Sub-Division, Karachi South (District), Karachi (Division), Sindh (Province). **Schedule:** as per Bid Specifics Timeline (Estimated) **Quantity:** 1/job	1/job

Position	Delivery Schedule	Quantity
Hosting and Managed Services	**Address:** Headquarters Pakistan Airports Authority, Saddar Sub-Division, Karachi South (District), Karachi (Division), Sindh (Province). **Schedule:** as per Annex G Price Schedule, Terms and Conditions III and any other part of this RFP **Quantity:** 1/job	1/job

Related Services :

Yes

Digital Transformation and Integrated ERP Implementation in Pakistan Airports Authority (PAA)

Position	**Related Services**
ERP Licenses (On-Premise Core ERP) / Subscriptions including all taxes excluding Provincial Sales Tax	As per BOM, Technical Specifications of Product (Annexure C), where applicable
Complete Digital Transformation, ERP Implementation and related Services as per Scope of Work (Annex-B) including all taxes excl. Provincial Sales Tax	As per BOM, Technical Specifications of Product (Annexure C), Scope of Work (Annexure B), where applicable
Hosting and Managed Services	As per Technical Specifications for Hosting and Managed Services, where applicable

Services Specifications

Lot Title : Digital Transformation and Integrated ERP Implementation in Pakistan Airports Authority (PAA)

Position: ERP Licenses (On-Premise Core ERP) / Subscriptions including all taxes excluding Provincial Sales Tax

Specifications / Requirements:

1. ERP Licenses (On-Premise Core ERP) / Subscriptions: The Bidder shall provide all ERP licenses, subscriptions, and associated entitlements specified in the Bill of Materials (BoM), in accordance with Terms and Conditions-I For License/Subscriptions, the offered product must be fully compliant to Technical Specifications (Annex-C) and all other applicable requirements, specifications, terms, and obligations contained in any part of this RFP. 2. The quoted price shall be all-inclusive and shall cover all ERP licenses, subscriptions, and associated entitlements required for the complete and functional operation of the proposed ERP solution, including the Annual Maintenance Charges (AMC) for the first year. 3. The Bill of Material (BOM) is placed at Annex G - Price Schedule Page no.2 4. The Product should be compliant as per Product Technical Specifications placed at Annex C

Position: Complete Digital Transformation, ERP Implementation and related Services as per Scope of Work (Annex-B) including all taxes excl. Provincial Sales Tax

Specifications / Requirements:

Complete Turnkey Implementation of the Enterprise Resource Planning (ERP) System for Pakistan Airports Authority (PAA) in strict accordance with the approved respective Scope of Work (Annexure-B), Resource Requirements, Terms & Conditions -II For Implementation Services and any other section of this RFP.

Position: Hosting and Managed Services

Specifications / Requirements:

As per the Technical Specifications as Defined under Annex - H.

Scope of Work

The detailed Scope of Work/Services are annexed at Annex B

Price Schedule

For Individual Positions

#	Position Title	Quantity	Unit Price (PKR)	Total Price (PKR)	Delivery Location	Delivery Period / Year	Country of Origin
1							
2							

For Lots

#	Lot Title	Total Lot Price (PKR)	Country of Origin
1	[Lot 1 Title]		

General Conditions of Contract

A. General

1. **Definitions**

1.1. Unless the context otherwise requires, the following terms whenever used in this Contract shall have the same meaning and shall be interpreted as indicated

1.1.1. “Applicable Law” means the laws and any other instruments having the force of law in the Government’s Country, or in such other country as may be specified in the Special Conditions of the Contract (SC), as they may be issued and in force from time to time;

1.1.2. “The Contract” means an agreement enforceable by law;

1.1.3. “The Contract Price” means the price payable to the Contractor under the Contract for the full and proper performance of its contractual obligations;

1.1.4. “The Services” means the work to be performed by the Contractor pursuant to this Contract and as prescribed in the Specifications and Schedule of Activities included in the Contractor’s Bid;

1.1.5. “Ancillary Services” means those services ancillary to the provision of Services, such as transportation and insurance, and any other incidental services, such as installation, commissioning, provision of technical assistance, training, and other such obligations of the Contractor covered under the Contract;

1.1.6. “GCC” means the General Conditions of Contract contained in this section;

1.1.7. “SCC” means the Special Conditions of Contract by which the GCC may be amended or supplemented;

1.1.8. **“**Day” means calendar day unless indicated otherwise;

1.1.9. “Effective Date” means the date on which this Contract comes into force and effect;

1.1.10. “The Contractor” means the individual or corporate body whose Bids to provide the Services has been accepted by the Procuring Agency;

1.1.11. “The Project Site,” where applicable, means the place or places named in Bid Data Sheet and technical Specifications;

1.1.12. “Government” means the Government of Pakistan;

1.1.13. “Local Currency” means the currency of Pakistan;

1.1.14. “In Writing” means communicated in written form with proof of receipt;

1.1.15. “Completion Date” means the date of completion of the Services by the Contractor as certified by the Procuring Agency;

1.1.16. “Foreign Currency” means any currency other than the currency of the country of the Procuring Agency;

1.1.17. “Party” means the Procuring Agency or the Contractor, as the case may be, and “Parties” means both of them;

1.1.18. "Service" means any object of procurement other than goods or works;

1.1.19. “Subcontractor” means any entity to which the Bidder subcontracts any part of the Services.

2. Applicable Law

2.1. The contract shall be governed and interpreted in accordance with the laws of Pakistan, unless otherwise specified in SCC.

3. Language

3.1. The Contract as well as all correspondence and documents relating to the Contract exchanged between the Contractorand the Procuring Agency, shall be written in the **English language** unless otherwise stated in the **SCC** . Supporting documents and printed literature that are part of the Contract may be in another language provided these are accompanied by an accurate translation of the relevant passages in English, in which case, for purposes of interpretation of the Contract, this translation shall govern.

4. Notices

4.1. Any notice, request, or consent made pursuant to this Contract shall be in writing and shall be deemed to have been made when delivered in person to an authorized representative of the Party to whom the communication is addressed, or when sent by registered mail, telex, telegram, or facsimile to such Party at the address specified in the **SCC**.

5. Location

5.1. The Services shall be performed at such locations as the Procuring Agency may approve and as specified in **SCC.**

6. Authorized Representatives / Authority of Member in charge

6.1. Any action required or permitted to be taken, and any document required or permitted to be executed, under this Contract by the Procuring Agency or the Contractor may be taken or executed by the officials specified in the **SCC**.

B. Commencement, Completion, Modification, and Termination of Contract

7. Effectiveness of Contract

7.1. This Contract shall come into effect on the date the Contract is signed by both parties and such other later date as may be stated in the **SCC.**

8. **Commencement of Services**

8.1. The Contractor shall confirm availability of Key Experts and begin carrying out the Services not later than the number of days after the Effective Date specified in the **SCC.**

9. **Program schedule**

9.1. Before commencement of the Services, the Contractor shall submit to the Procuring Agency for approval a Program showing the general methods, arrangements, order and timing for all activities. The Services shall be carried out in accordance with the approved Program as updated.

10. **Starting Date/Expiration Date**

10.1. The Contractor shall start carrying out the Services Five (05) days after the date the Contract becomes effective, or at such other date as may be specified in the **SCC.**

10.2. Unless terminated earlier pursuant to Clause **GCC 14** hereof, this Contract shall expire at the end of such time period after the Effective Date as specified in the **SCC.**

11. **Entire Agreement**

11.1. This Contract contains all covenants, stipulations and provisions agreed by the Parties. No agent or representative of either Party has authority to make, and the Parties shall not be bound by or be liable for, any statement, representation, promise or agreement not set forth herein.

12. **Modification**

12.1. Any modification or variation of the terms and conditions of this Contract, including any modification or variation of the scope of the Services, may only be made by written agreement between the Parties. However, each Party shall give due consideration to any modification(s) or variation(s) made by the other Party.

12.2. In cases of any modification(s) or variation(s), the prior written consent of the Procuring Agency is required.

13. **Force Majeure**

13.1. **Definition**

For the purposes of this Contract, “Force Majeure” means an event which is beyond the reasonable control of a Contractor and which makes a Contractor’s performance of its obligations under the Contract impossible or so impractical as to be considered impossible under the circumstances.

13.2. **No Breach of Contract**

The failure of a Party to fulfill any of its obligations under the contract shall not be considered to be a breach of, or default under, this Contract in so far as such inability arises from an event of Force Majeure, provided that the Party affected by such an event (a) has taken all reasonable precautions, due care and reasonable alternative measures in order to carry out the terms and conditions of this Contract, and (b) has informed the other Party as soon as possible about the occurrence of such an event.

13.3. **Extension of Time**

Any period within which a Contractor shall, pursuant to this Contract, complete any action or task, shall be extended for a period equal to the time during which such Party was unable to perform such action as a result of Force Majeure.

13.4. **Payments**

During the period of their inability to perform the Services as a result of an event of Force Majeure, the Contractor shall be entitled to continue to be paid under the terms of this Contract, as well as to be reimbursed for additional costs reasonably and necessarily incurred by them during such period for the purposes of the Services and in reactivating the Service after the end of such period.

14. **Termination**

14.1. **By the Procuring Agency**

The Procuring Agency may terminate this Contract in case of the occurrence of any of the events specified in paragraphs (a) through (e) of this Clause. In such an occurrence the Procuring Agency shall give at least thirty (30) calendar days' written notice of termination to the Contractor in case of the events referred to in (a) through (d); at least sixty (60) calendar days' written notice in case of the event referred to in (e);

14.1.1. If the Contractor fails to remedy a failure in the performance of its obligations hereunder, as specified in a notice of suspension;

14.1.2. If the Contractor becomes (or, if the Contractor consists of more than one entity, if any of its members becomes) insolvent or bankrupt or enter into any agreements with their creditors for relief of debt or take advantage of any law for the benefit of debtors or go into liquidation or receivership whether compulsory or voluntary;

14.1.3. If the Contractor fails to comply with any final decision reached as a result of arbitration proceedings;

14.1.4. If, as the result of Force Majeure, the Contractor is unable to perform a material portion of the Services for a period of not less than sixty (60) calendar days;

14.1.5. If the Procuring Agency, in its sole discretion and for any reason whatsoever, decides to terminate this Contract;

14.2. **By the Contractor**

The Contractor may terminate this Contract, by not less than thirty (30) calendar days' written notice to the Procuring Agency, in case of the occurrence of any of the events specified in paragraphs (a) through (d) of this Clause.

14.2.1. If the Procuring Agency fails to pay any money due to the Contractor pursuant to this Contract and not subject to dispute within forty-five (45) calendar days after receiving written notice from the Contractor that such payment is overdue;

14.2.2. If, as the result of Force Majeure, the Contractor is unable to perform a material portion of the Services for a period of not less than sixty (60) calendar days;

14.2.3. If the Procuring Agency fails to comply with any final decision reached as a result of arbitration;

14.2.4. If the Procuring Agency is in material breach of its obligations pursuant to this Contract and has not remedied the same within forty-five (45) days (or such longer period as the Bidder may have subsequently approved in writing) following the receipt by the Procuring Agency of the Contractor's notice specifying such breach.

C. Obligations of the Contractor

15. **General**

15.1. **Standard of Performance**

15.1.1. The Contractor shall perform the Services and carry out the Services with all due diligence, efficiency and economy, in accordance with generally accepted professional standards and practices, and shall observe sound management practices, and employ appropriate technology and safe and effective equipment, machinery, materials and methods. The Contractor shall always act, in respect of any matter relating to this Contract or to the Services, as a faithful adviser to the Procuring Agency, and shall at all times support and safeguard the Procuring Agency's legitimate interests in any dealings with the third parties;

15.1.2. The Contractor shall employ and provide such qualified and experienced Experts and Sub-Contractors as are required to carry out the Services.

15.2. **Law Applicable to Services**

The Contractor shall perform the Services in accordance with the Contract and in accordance with the Law of Pakistan and shall take all practicable steps to ensure that any of its Experts and Sub-Bidders, comply with the Applicable Law.

16. **Conflict of Interests**

16.1. **Contractor Not to Benefit from Commissions and Discounts**

The remuneration of the Contractor shall constitute the Contractor's sole remuneration in connection with this Contract or the Services, and the Contractor shall not accept for their own benefit any trade commission, discount, or similar payment in connection with activities pursuant to this Contract or to the Services or in the discharge of their obligations under the Contract, and the Contractor shall use their best efforts to ensure that the Personnel, any Subcontractors, and agents of either of them similarly shall not receive any such additional remuneration.

16.2. **Contractor and Affiliates Not to be Otherwise Interested in Project**

The Contractor agree that, during the term of this Contract and after its termination, the Contractor and its affiliates, as well as any Subcontractor and any of its affiliates, shall be disqualified from providing Services (other than the Services and any continuation thereof) for any project resulting from or closely related to the Services.

16.3. **Prohibition of Conflicting Activities**

Neither the Bidder nor its Subcontractors nor the Personnel shall engage, either directly or indirectly, in any of the following activities:

16.3.1. during the term of this Contract, any business or professional activities in the Government's country which would conflict with the activities assigned to them under this Contract;

16.3.2. during the term of this Contract, neither the Contractor nor their Subcontractors shall hire public employees in active duty or on any type of leave, to perform any activity under this Contract;

16.3.3. after the termination of this Contract, such other activities as may be specified in the **SCC.**

17. **Insurance to be Taken Out by the Contractor**

17.1. The Contractor(a) shall take out and maintain, and shall cause any Subcontractors to take out and maintain, at its (or the Sub-contractors', as the case may be) own cost but on terms and conditions approved by the Procuring Agency, insurance against the risks, and for the coverage, as shall be specified in the **SCC**; and (b) at the Procuring Agency's request, shall provide evidence to the Procuring Agency showing that such insurance has been taken out and maintained and that the current premiums have been paid.

18. **Contractor's Actions Requiring Procuring Agency's Prior Approval**

18.1. The Contractor shall obtain the Procuring Agency's prior approval in writing before taking any of the following actions:

18.1.1. appointing such members of the Personnel not provided by the Contractor;

18.1.2. changing the Program of activities; and

18.1.3. any other action that may be specified in the **SCC.**

19. **Reporting Obligations**

19.1. The Contractor shall submit to the Procuring Agency the reports and documents in the numbers, and within the periods as prescribed by the Procuring Agency.

20. **Liquidated Damages**

20.1. **Payments of Liquidated Damages**

The Contractor shall pay liquidated damages to the Procuring Agency at the rate per day stated in the **SCC** for each day that the Completion Date is later than the Intended Completion Date. The total amount of liquidated damages shall not exceed the amount defined in the **SCC**. The Procuring Agency may deduct liquidated damages from payments due to the Contractor. Payment of liquidated damages shall not affect the Contractor's liabilities.

20.2. **Correction for Over-payment**

If the Intended Completion Date is extended after liquidated damages have been paid, the Procuring Agency shall correct any overpayment of liquidated damages by the Contractor by adjusting the next payment certificate. The Contractor shall be paid interest on the overpayment, calculated from the date of payment to the date of repayment, at the rates specified in **SCC.**

20.3. **Lack of performance penalty**

If the Contractor has not corrected a Defect within the time specified in the Procuring Agency's notice, a penalty for Lack of performance will be paid by the Contractor. The amount to be paid will be calculated as a percentage of the cost of having the Defect corrected, assessed as specified in the Contractor

21. **Performance Guarantee**

21.1. Within the time stipulated in the acceptance letter from the Procuring Agency, the successful Bidder shall furnish the Performance Guarantee in shape and amount **specified in SCC.**

21.2. The proceeds of the Performance Guarantee shall be payable to the Procuring agency as compensation for any loss resulting from the Supplier's failure to complete its obligations under the Contract.

21.3. The Performance Guarantee shall be denominated in the currency of the Contract, or in a freely convertible currency acceptable to the Procuring agency and shall be in the acceptable form as specified in **SCC**.

21.4. The Performance Guarantee will be discharged by the Procuring agency and returned to the Supplier not later than thirty (30) days following the date of completion of the Supplier's performance obligations under the Contract, including any warranty obligations, unless otherwise **specified in SCC.**

22. **Sustainable Procurement**

22.1. The Contractor shall conform to the sustainable procurement contractual provisions, if and as specified in the **SCC.**

D. Contractor's Personnel

23. **Description of Personnel**

23.1. The titles, agreed job descriptions, minimum qualifications, and estimated periods of engagement in the carrying out of the Services of the Contractor's Key Personnel. The Key Personnel listed by title as well as by name are hereby approved by the Procuring Agency.

24. **Removal and / or Replacement of Personnel**

24.1. Except as the Procuring Agency may otherwise agree, no changes shall be made in the Key Personnel. If, for any reason beyond the reasonable control of the Contractor, it becomes necessary to replace any of the Key Personnel, the Contractor shall provide as a replacement a person of equivalent or better qualifications.

24.2. If the Procuring Agency finds that any of the Personnel have (i) committed serious misconduct or have been charged with having committed a criminal action, or (ii) have reasonable cause to be dissatisfied with the performance of any of the Personnel, then the Contractor shall, at the Procuring Agency's written request specifying the grounds thereof, provide as a replacement a person with qualifications and experience acceptable to the Procuring Agency.

24.3. The Contractor shall have no claim for additional costs arising out of or incidental to any removal and/or replacement of Personnel.

E. Obligations of the Procuring Agency

25. **Change in the Applicable Law**

25.1. If, after the date of this Contract, there is any change in the Applicable Law with respect to taxes and duties which increases or decreases the cost of the Services rendered by the Contractor, then the remuneration and reimbursable expenses otherwise payable to the Contractor under this Contract shall be increased or decreased accordingly by agreement between the Parties, and corresponding adjustments shall be made to the amounts referred in the **SCC.**

26. **Services and Facilities**

26.1. The Procuring Agency shall make available to the Contractor and the Experts, for the purposes of the Services and free of any charge, the services, facilities and property described in the Terms of Reference, at the times and in the manner specified in the Terms of Reference.

26.2. In case that such services, facilities and property shall not be made available to the Contractor, the Parties shall agree on (i) any time extension that it may be appropriate to grant to the Contractor for the performance of the Services, (ii) the manner in which the Contractor shall procure any such services, facilities and property from other sources, and (iii) the additional payments, if any, to be made to the Contractor as a result thereof.

F. Payments to the Contractor

27. **Contract Price**

27.1. The price payable shall be in Pakistani Rupees unless otherwise specified in the **SCC**.

28. **Terms and Conditions of Payment**

28.1. Payments will be made to the Contractor according to the payment schedule stated in the **SCC** and as per actual invoice submitted by the Contractor.

28.2. Unless otherwise stated in the **SCC**, the advance payment shall be made against the provision by the Contractor of a bank guarantee for the same amount, and shall be valid for the period stated in the **SCC.** Any other payment shall be made after the conditions listed in the **SCC** for such payment have been met, and the Contractor have submitted an invoice to the Procuring Agency specifying the amount due.

29. **Quality Control Identifying Defects**

29.1. The principle and modalities of Inspection of the Services by the Procuring Agency shall be as indicated in the **SCC.** The Procuring Agency shall check the Contractor's performance and notify him of any Defects that are found. Such checking shall not affect the Contractor's responsibilities. The Procuring Agency may instruct the Contractor to search for a Defect and to uncover and test any service that the Procuring Agency considers may have a Defect. Defect Liability Period is as defined in the **SCC**.

30. **Correction of Defects, and Lack of Performance Penalty**

30.1. The Procuring Agency shall give notice to the contractor of any Defects before the end of the Contract. The Defects liability period shall be extended for as long as Defects remain to be corrected.

30.2. Every time notice a Defect is given; the contractor shall correct the notified Defect within the length of time specified by the Procuring Agency's notice.

30.3. If the contractor has not corrected a Defect within the time specified in the Procuring Agency's notice, the Procuring Agency will assess the cost of having the Defect corrected, the contractor will pay this amount, and a Penalty for Lack of Performance.

31. **Settlement of Disputes Amicable Settlement**

31.1. The Parties shall use their best efforts to settle amicably all disputes arising out of or in connection with this Contract or its interpretation.

32. **Dispute Settlement**

32.1. **Arbitration**

If any dispute of any kind whatsoever shall arise between the procuring agency and the contractor in connection with or arising out of the Contract, including without prejudice to the generality of the foregoing, any question regarding its existence, validity or termination, or the execution of the contract, the parties shall seek to resolve any such dispute or difference by mutual consultation. If the parties fail to resolve such a dispute or difference even after negotiations or mediation, then the dispute shall be referred within fourteen (14) days in writing by either party to the Arbitrator, with a copy to the other party.

Any dispute in respect of which a notice of intention to commence arbitration has been given, in accordance with **GCC sub-clause 32.1**, shall be finally settled by arbitration. Arbitration may be commenced prior to or after completion of the Contract. Arbitration proceedings shall be conducted in accordance with Arbitration Act 1940.

Notwithstanding any reference to arbitration herein, the parties shall continue to perform their respective obligations under the Contract unless otherwise agreed. The Procuring Agency shall continue to pay the Contractor any undisputed amounts due under the Contract during the resolution of any dispute.

Special Conditions of Contract

SECTION VIII. SPECIAL CONDITIONS OF CONTRACT

The following Special Conditions of Contract shall supplement the General Conditions of Contract. Whenever there is a conflict, the provisions herein shall prevail over those in the Conditions of Contract. The corresponding clause number of the GCC is indicated in parentheses.

Number of GC Clause

Amendments of, and Supplements to, Clauses in the General Conditions of Contract

Definitions

The Procuring Agency is: Headquarters Pakistan Airports Authority (Pakistan Airports Authority (PAA)), Joint Director Headquarters Pakistan Airports Authority, Saddar Sub-Division, Karachi South (District), Karachi (Division), Sindh (Province).

The Supplier is:

The title of the subject procurement is:Digital Transformation and Integrated Enterprise Resource Planning (ERP) System in Pakistan Airports Authority

Number of GC Clause 2

Applicable/Governing Law:

The Contract shall be interpreted in accordance with the laws of Islamic Republic of Pakistan

Number of GC Clause 3

Language:

The language of the Contract, all correspondence and communications to be given, and all other documentation to be prepared and supplied under the Contract shall be in **English.**

Number of GC Clause 4

Notices:

The addresses for the notices are:

Procuring Agency:

Headquarters Pakistan Airports Authority (Pakistan Airports Authority (PAA)), Joint Director
Headquarters Pakistan Airports Authority, Saddar Sub-Division, Karachi South (District), Karachi (Division), Sindh (Province).
+92-333-358-6056
mrzafar142@gmail.com

Contractor/ Bidder:

[Name, address and telephone number].

The Contractor/ Bidder’s Representative(s)

[Name, address, telephone number and e-mail address]

Number of GC Clause 6.1

The Authorized Representatives are:

For the Procuring Agency:

Headquarters Pakistan Airports Authority (Pakistan Airports Authority (PAA)), Joint Director
Headquarters Pakistan Airports Authority, Saddar Sub-Division, Karachi South (District), Karachi (Division), Sindh (Province).
+92-333-358-6056
mrzafar142@gmail.com

For the Bidder:

Name: ………………………

Designation: ……………..

Address: ……………………………..

Number of GC Clause 7

Effectiveness of the contract

The Contractor/Bidder shall be effective within ….. days from the date of signature of the Contract by both parties

Number of GC Clause 8

Commencement of Contract:

The Contractor/ Bidder shall provide Non-Consultancy Services from the effective date of contract.

Number of GC Clause 10.2

Expiration of Contract:

The time period shall be ………………….

Number of GC Clause 14

Termination

In the event of termination of the contract due to any reason as already defined in the General Conditions of Contract, the Bidder shall be responsible for providing to the Authority the Services till the time of alternate arrangements.

Number of GC Clause 16

Conflict of Interest:

The Procuring Agency reserves the right to determine on a case-by-case basis whether the Bidder should be disqualified from providing services due to a conflict of a nature described in Clause GCC C2**.**

Number of GC Clause 20

Liquidated Damages

If the Bidder fails to provide services as required under the contract or in case of any data loss/data breach or any incident compromising the data security or other such failures related to any services, the Bidder shall pay to the Procuring Agency as Liquidated Damages at a rate of **0.05%** to **10.00%** of the Contract value, in accordance with the extent of performance failure & the cost of investigating such incidents as judged by the Authority.

Number of GC Clause 21

Performance Guarantee:

The amount of performance guarantee shall be 10.00% of the contract price in acceptable form of Pay Order, Bank Guarantee

Number of GC Clause 27

Currency of Payment:

All the payment to be released to the contractor/Bidder shall be in Pakistani Rupees.

Number of GC Clause F

Payment terms:

Payment will be made to the Bidder against the procured Goods and services according to the actual invoice or running bills submitted by the Bidder against the services provided within the time given in the conditions of the contract.

Number of GC Clause F

Identifying Defects:

The Authority reserves the right at any time to inspect the premises of the provider to inspect the goods and monitor the goods being provided.

Number of GC Clause F 5 & 6

Following is the guidance for Dispute Resolution

i. If any dispute of any kind whatsoever shall arise between the Authority and the Bidder in connection with or arising out of the Contract, including without prejudice to the generality of foregoing, any question regarding its existence, validity, termination and the execution of the Contract – whether during developing phase or after their completion and whether before or after the termination, abandonment or breach of the Contract – the parties shall seek to resolve any such dispute or difference by mutual diligent negotiations in good faith within 14 (fourteen) days following a notice sent by one Party to the other Party in this regard**.**

ii. At future of negotiation the dispute shall be resolved through mediation and mediator shall be appointed with the mutual consent of the both parties**.**

iii. At the event of failure of mediation to resolve the dispute relating to this contract such dispute shall finally be resolved through binding Arbitration by sole arbitrator in accordance with Arbitration Act 1940. The arbitrator shall be appointed by mutual consent of the both parties**.** The Arbitration shall take place in Islamabad, Pakistan and proceedings will be conducted in English language.

iv. The cost of the mediation and arbitration shall be shared by the parties in equal proportion however the both parties shall bear their own costs and lawyer's fees regarding their own participation in the mediation and arbitration. However, the Arbitrator may make an award of costs upon the conclusion of the arbitration making any party to the dispute liable to pay the costs of another party to the dispute**.**

v. Arbitration proceedings as mentioned in the above clause regarding resolution of disputes may be commenced prior to, during or after completion of the contract.

Notwithstanding any reference to the arbitration herein, the parties shall continue to perform their respective obligations under the Contract unless they otherwise agree that the Authority shall pay the Bidder any monies due to the Bidder.

Arbitrator's fee:

The fee shall be specified in Pak Rupees, as determined by the Arbitrator, which shall be shared equally by both parties**.**

Appointing Authority for Arbitrator:

By the Mutual Consent or in accordance with the provisions of Arbitration Act, 1940, in case the parties fail to reach a consensus on the name of sole arbitrator, any party may submit an application to the Chief Justice Islamabad High Court for appointment of sole arbitrator. The Chief Justice IHC may appoint a former judge of any High Court or Supreme Court as the sole arbitrator to resolve the dispute between the parties.

Rules of procedure for arbitration proceedings:

Any dispute between the Authority and a Bidder who is a national of the Islamic Republic of Pakistan arising in connection with the present Contract shall be referred to adjudication or arbitration in accordance with the laws of the Islamic Republic of Pakistan including Arbitration Act 1940, however above provision shall prevail in referring the case to the Arbitrator.

Place of Arbitration and Award:

The arbitration shall be conducted in English language and place of arbitration shall be at Islamabad. The award of the arbitrator shall be final and shall be binding on the parties.

Bid Securing Declaration

Form 9: Bid Securing Declaration

Date: *[insert date (as day, month and year)]*

Bid No.:***P101584***

To: **Headquarters Pakistan Airports Authority (Pakistan Airports Authority (PAA)), Joint Director Headquarters Pakistan Airports Authority, Saddar Sub-Division, Karachi South (District), Karachi (Division), Sindh (Province).**

We, the undersigned, declare that:

We understand that, according to your conditions, Bids must be supported by a Bid Securing Declaration.

We accept that we will be blacklisted and henceforth cross debarred for participating in respective category of public procurement proceedings for a period of (not more than) six months, if fail to abide with a bid securing declaration, however without indulging in corrupt and fraudulent practices, if we are in breach of our obligation(s) under the Bid conditions, because we:

1. have withdrawn or modified our Bid during the period of Bid Validity specified in the Form of Bid;
2. Disagreement to arithmetical correction made to the Bid price; or
3. having been notified of the acceptance of our Bid by the Procuring Agency during the period of Bid Validity, (i) failure to sign the contract if required by Procuring Agency to do so or (ii) fail or refuse to furnish the Performance Security or to comply with any other condition precedent to signing the contract specified in the Bidding Documents.

We understand this Bid Securing Declaration shall expire if we are not the successful

Bidder, upon the earlier of (i) our receipt of your notification to us of the name of the successful Bidder; or (ii) twenty-eight (28) days after the expiration of our Bid.

Contract Form

SECTION IX: CONTRACT FORMS

THIS AGREEMENT made the _____ day of __________ 20_____ between **Headquarters Pakistan Airports Authority (Pakistan Airports Authority (PAA)), Joint Director Headquarters Pakistan Airports Authority, Saddar Sub-Division, Karachi South (District), Karachi (Division), Sindh (Province).**

(hereinafter called “the Procuring Agency”) of the one part and *[name of Bidder]* of *[city and country of Bidder]* (hereinafter called “the Bidder”) of the other part:

WHEREAS the Procuring Agency invited Bids for provision of goods, viz., **Digital Transformation and Integrated Enterprise Resource Planning (ERP) System in Pakistan Airports Authority (*P101584*)** and has accepted a Bids by the Bidder for the provision of Goods in the sum of *[contract price in words and figures]* (hereinafter called “the Contract Price”).

NOW THIS CONTRACT WITNESSETH AS FOLLOWS:

1. In this Contract words and expressions shall have the same meanings as are respectively assigned to them in the Conditions of Contract referred to.

2. The following documents shall be deemed to form and be read and construed as part of this Contract, In the event of any ambiguity or conflict between the Contract Documents listed below, the order of precedence shall be the order in which the Contract Documents are listed below:-

   1. This form of Contract;
   2. the Form of Bids and the Price Schedule submitted by the Bidder;
   3. the Schedule of Requirements;
   4. the Technical Specifications;
   5. the Special Conditions of Contract;
   6. the General Conditions of the Contract;
   7. the Procuring Agency’s Letter of Acceptance; and
   8. [*add here: any other documents*]

3. In consideration of the payments to be made by the Procuring Agency to the Bidder as hereinafter mentioned, the Bidder hereby covenants with the Procuring Agency to provide the Goods related services and to remedy defects therein in conformity in all respects with the provisions of the Contract.

4. The Procuring Agency hereby covenants to pay the Bidder in consideration of the provision of Goods and the remedying of defects therein, the Contract Price or such other sum as may become payable under the provisions of the contract at the times and in the manner prescribed by the contract.

IN WITNESS whereof the parties hereto have caused this Contract to be executed in accordance with their respective laws the day and year first above written.

Signed, sealed, delivered by ___________________the _________________ (for the Procuring Agency)

Witness to the signatures of the Procuring Agency:

………………………………………………

Signed, sealed, delivered by ___________________the _________________ (for the Procuring Agency)

Witness to the signatures of the Bidder: ………………………………………………

Integrity Pact

Integrity Pact

DECLARATION OF FEES, COMMISSION AND BROKERAGE ETC. PAYABLE BYTHE SUPPLIERS OF GOODS, SERVICES & WORKS IN CONTRACTS WORTH RS.10.00 MILLION OR MORE

Contract Number: Contract Value: Contract Title:

Dated:

[Name of Supplier] hereby declares that it has not obtained or induced the procurement of any contract, right, interest, privilege or other obligation or benefit from Government of Pakistan or any administrative subdivision or agency thereof or any other entity owned or controlled by it (GoP) through any corrupt business practice.

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

[Name of Supplier] certifies that it has made and will make full disclosure of all agreements and arrangements with all persons in respect of or related to the transaction with GoP and has not taken any action or will not take any action to circumvent the above declaration, representative or warranty.

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

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

Performance Guarantee Form

Performance Guarantee Form

To: **Headquarters Pakistan Airports Authority (Pakistan Airports Authority (PAA)), Joint Director Headquarters Pakistan Airports Authority, Saddar Sub-Division, Karachi South (District), Karachi (Division), Sindh (Province).**

WHEREAS *[name of Bidder]* (hereinafter called "the Bidder") has undertaken, in pursuance of Contract No. *[reference number of the contract]* dated *[insert date]* for provision of Goods(hereinafter called "the Contract").

AND WHEREAS it has been stipulated by you in the said Contract that the Bidder shall furnish you with a Bank Guarantee by a reputable bank for the sum specified therein as security for compliance with the Bidder's performance obligations in accordance with the Contract.

AND WHEREAS we have agreed to give the Bidders guarantee:

THEREFORE, WE hereby affirm that we are Guarantors and responsible to you, on behalf of the Bidder, up to a total of *[amount of the guarantee in words and figures]*, and we undertake to pay you, upon your first written demand declaring the Bidder to be in default under the Contract and without cavil or argument, any sum or sums within the limits of *[amount of guarantee]* as aforesaid, without your needing to prove or to show grounds or reasons for your demand or the sum specified therein.

This guarantee is valid until the: *[insert date]*

Signature and seal of the Guarantors

[name of bank or financial institution]

[address]

[date}

Annexure

Annex A- Introductions

The detailed overview of PAA Introduction and puropse of this RFP

Information (Read-Only)

See Form Under Additional Forms and Documents: **Annex A- Introductions** (page number: 80)

Annex B - Scope of Work

Compliance with Scope of Work

The Bidder shall be required to fully comply with all requirements, specifications, deliverables, and obligations set forth in the Detailed Scope of Work. Compliance to Scope of Work shall be assessed on an **"all-or-nothing"** basis, and the Bidder shall be required to confirm and demonstrate full and unconditional compliance with each and every requirement specified therein.

Any deviation, qualification, condition, omission, exception, or reservation against any requirement of the Scope of Work shall render the Bid non-responsive and shall result in disqualification of the Bidder from further participation in the Bidding Process, irrespective of the score obtained by the Bidder under the Evaluation Criteria or whether the Bidder otherwise achieves the prescribed passing score.

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Annex B - Scope of Work** (page number: 87)

Annex C - Product Technical Specifications

The Product Technical Specification

1. The Bidder is required to download and fill the product specification compliance and upload* the same hereby

2. The quoted OEM ERP Software musthave the capability to comply with the requirements as mentioned in Annex C Product Technical Specifications.

Please note:

Special Note:** In the event that the Bidder is unable to upload the complete and duly filled Compliance Sheet on EPADS due to file-size limitations, the Bidder shall submit a complete, duly signed and stamped hard copy of the Compliance Sheet to the Pakistan Airports Authority in a sealed envelope **well before the prescribed bid submission deadline to Director P&D, Headquarters Pakistan

Airports Authority, Terminal-1, JIAP*. The sealed envelope shall be clearly marked with the relevant procurement title and reference number and Bidder Name.*

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Annex C - Product Technical Specifications** (page number: 120)

Annex D- Evaluation Criteria with details

The evaluation criteria is hereby enclosed which contains the Special Notes for the purpose of Evaluation of Bids.

Information (Read-Only)

See Form Under Additional Forms and Documents: **Annex D- Evaluation Criteria with details** (page number: 291)

Annex E - Bid Specifics, Timeline(Estimated), Resource, Payment Milestones

The Bidder is required to upload the signed document as agreed and upload.

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Annex E - Bid Specifics, Timeline(Estimated), Resource, Payment Milestones** (page number: 294)

Annex F - Existing Systems

The file contains the list of existing systems in PAA

Information (Read-Only)

See Form Under Additional Forms and Documents: **Annex F - Existing Systems** (page number: 304)

Annex G - Price Schedule

The bidder is required to fill rates as required and submit signed scanned document hereby.

Financial Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Annex G - Price Schedule** (page number: 317)

Annex H - Technical Specifications for Hosting Services

1. The Bidder is required to download and fill the product specification compliance and uploadthe same hereby

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Annex H - Technical Specifications for Hosting Services** (page number: 323)

Annex I - List of Banks

The list of Banks applicable for submission of Bid Securities and Performance Guarantees.

Information (Read-Only)

See Form Under Additional Forms and Documents: **Annex I - List of Banks** (page number: 331)

Annex J - Additional Special Conditions of the Contract

Additional Special Condition of the Contract.

Technical Submission (Vendor)

See Form Under Additional Forms and Documents: **Annex J - Additional Special Conditions of the Contract** (page number: 332)

Annex L - NDA

The bidder is requried to sign and upload the Non-Disclosure Agreement

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Annex L - NDA** (page number: 347)

Procurement Forms

Historical Contract Non-Performance, and Pending Litigation and Litigation History

See Form Under Additional Forms and Documents: **Historical Contract Non-Performance, and Pending Litigation and Litigation History** (page number: 350)

Additional Forms and Documents

DIGITAL TRANSFORMATION AND INTEGRATED ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM IN PAKISTAN AIRPORTS AUTHORITY

BID SPECIFICS – OVERVIEW & BACKGROUND

1. INTRODUCTION

Pakistan Airports Authority (PAA): The Pakistan Airports Authority was established under the **Pakistan Airports Authority Act, 2023**. It operates as an autonomous public sector body under the Ministry of Defence responsible for the administration, operation, management, and development of airports and airport-related infrastructure across Pakistan. Its mandate includes improving airport operations, passenger facilitation, infrastructure management, and service delivery. PAA supports the modernization and efficiency of Pakistan's airport network to meet current and future aviation requirements.

Digital transformation has therefore become a strategic imperative rather than an operational enhancement. Modern airport operators across the world have transitioned from isolated software applications towards fully integrated Enterprise Resource Planning (ERP) platforms that support standardized business processes, strengthen governance, improve operational efficiency and enable data-driven management.

2. BACKGROUND AND CURRENT ENVIRONMENT

PAA implemented its first Enterprise Resource Planning (ERP) system in 2009 with the objective of digitizing selected corporate functions. The implementation primarily focused on Financial Management and Inventory Management modules, which significantly improved automation within their respective domains compared to the previously manual environment.

While the implementation represented a major technological advancement at the time, the operational landscape of PAA has evolved considerably over the last seventeen years. The organization has experienced substantial growth in airport operations, infrastructure development, engineering projects, commercial activities, regulatory requirements, procurement complexity and information management needs.

Consequently, the existing ERP implementation no longer provides the level of enterprise-wide integration, automation and management visibility required to support a modern airport authority.

3. EVOLUTION OF BUSINESS REQUIREMENTS

Since the implementation of the existing ERP solution, the scale and complexity of PAA's operations have increased substantially. The Authority now manages multiple international and domestic airports, large-scale capital development projects, engineering maintenance activities, extensive commercial and estate portfolios, strategic procurement functions and geographically dispersed operational assets.

The present operational environment requires an integrated digital platform capable of managing the complete lifecycle of organizational resources, including:

- Enterprise Financial Management.
- Procurement and Contract Management.
- Inventory and Warehouse Operations.
- Asset Management.
- Engineering Maintenance.
- Capital Project Management.
- Commercial Estate Management.
- Treasury and Risk Management.
- Talent Management Suite.
- Supplier Lifecycle Management.
- Training Institute Management.
- Executive Analytics and Performance Dashboards.

The existing ERP environment was not designed to support many of these business capabilities in an integrated and global industry standard manner.

3.1 CURRENT BUSINESS CHALLENGES

Despite periodic improvements and operational adaptations, several critical business processes continue to operate either partially outside the ERP environment or through standalone applications, spreadsheets and manual procedures. Multiple procedures, **SOPs and manuals have not been revised for years.**

As a result, information remains fragmented across organizational units, resulting in:

- duplication of data entry.
- inconsistent information across systems.
- limited real-time visibility of organizational performance.
- delayed decision-making.
- increased operational risk.
- dependence on manual interventions.
- limited automation of end-to-end business processes.

The absence of enterprise-wide system integration also restricts management's ability to monitor organizational performance through unified dashboards and real-time Key Performance Indicators (KPIs).

3.2 OPERATIONAL LIMITATIONS

A comprehensive review of existing business processes and multiple exploratory engagements with multiple technology partners after which a detailed directed report and way forward had been prepared in-house. Furthermore, a dedicated consultant was engaged for the independent scrutiny of study conducted in-house including the existing PAA systems, recommendations for future digital roadmap and consequently designing of scope of services based on recommendations aligned with the strategic objectives of the organization.

Several structural limitations were identified within the current ERP landscape. These include, inter alia:

a) Engineering and Project Management

Engineering projects, infrastructure development projects, and maintenance activities are presently managed through multiple independent systems and manual processes.

The absence of an integrated Project Systems platform limits centralized monitoring of project planning, budgeting, work breakdown structures, contract administration, project progress, contractor performance, material consumption, and project financial reporting.

Existing processes contain redundancies and duplicate activities across departments, resulting in inefficiencies, increased operational effort, duplication of work and delays in service delivery.

b) Commercial and Estate Management

PAA manages a significant portfolio of commercial properties, leases, concession agreements, and other revenue-generating assets through predominantly manual processes, without an end-to-end digitally integrated business system.

The absence of a centralized Real Estate Management platform limits integrated monitoring and effective management of lease administration, rental billing, contract renewals, revenue forecasting, and overall commercial portfolio performance.

Existing processes also involve redundancies and duplication of activities across departments, resulting in operational inefficiencies, increased administrative workload, duplication of effort, and delays in service delivery. Furthermore, the absence of centralized real-time analytics and dashboards makes it difficult to obtain, in a single view, accurate information on vacant/available commercial spaces, their status, rental potential, lease particulars, and revenue performance.

c) Enterprise Asset Management

The existing ERP implementation does not provide comprehensive lifecycle management of physical assets from acquisition to disposal. Preventive maintenance, corrective maintenance, repair history, warranty management, maintenance planning, and total lifecycle costing are either managed manually or through independent processes along with significant challenges around data quality.

Consequently, management is unable to accurately determine the complete lifecycle cost, utilization efficiency, and replacement strategy for critical operational assets.

Existing processes contain redundancies and duplicate activities across departments, resulting in inefficiencies, increased operational effort, duplication of work and delays in service delivery.

d) Inventory and Warehouse Management

The existing inventory solution provides basic inventory control functionality; however, advanced warehouse management capabilities, repairable inventory management, split valuation, serialized asset tracking, warehouse optimization, dispatch management system, and real-time material traceability remain limited.

These limitations affect inventory optimization, asset visibility, and overall operational efficiency.

Existing processes contain redundancies and duplicate activities across departments, resulting in inefficiencies, increased operational effort, duplication of work and delays in service delivery.

e) Procurement and Contract Administration

While procurement activities have progressively transitioned to electronic platforms via EPADS, key operational functions—including supplier lifecycle management, contract lifecycle management, vendor performance evaluation, and enterprise-wide procurement analytics—remain fragmented. Previous initiatives undertaken by the IT and Logistics Branches using standalone tools, such as the Contract Management Information System (CMIS), yielded limited success due to the absence of a unified, fully integrated enterprise ecosystem.

Consequently, this lack of end-to-end integration severely restricts cross-functional visibility across the entire procurement lifecycle—from demand planning and contract execution to goods receipt, invoice verification, and final financial settlement.

Currently, no centralized system is available to serve as a unified platform for supplier collaboration and end-to-end contract management. Vendor communications and contractual correspondence are predominantly managed through emails and physical letters, resulting in fragmented records and limited visibility.

There is a need to digitize and integrate supplier correspondence within the relevant contractual activity, supported by structured workflows for contract amendments, internal approvals, amendment tracking, and maintenance of a complete, auditable record of all contractual changes and communications.

Existing processes contain redundancies and duplicate activities across departments, resulting in inefficiencies, increased operational effort, duplication of work and delays in service delivery.

f) Talent Management Suite

Key HR processes including performance evaluation reports (PARs), leave approvals, clearances and training management, remain substantially manual and paper based, with limited employee self service functionality and End-to-End workflow traceability.

Existing processes contain redundancies and duplicate activities across departments, resulting in inefficiencies, increased operational effort, duplication of work and delays in service delivery.

g) Training Institute Management

The Civil Aviation Training Institute (CATI) currently faces operational inefficiencies arising from manual and fragmented management of students, academic, training and administrative processes, resulting in limited process visibility, data inconsistencies, reporting challenges and reduced service delivery effectiveness throughout the learner lifecycle.

Existing processes contain redundancies and duplicate activities across departments, resulting in inefficiencies, increased operational effort, duplication of work and delays in service delivery.

h) Enterprise Reporting and Executive Decision Support

Management reporting currently requires consolidation of information from multiple operational sources before meaningful analysis can be performed.

This limits the availability of real-time dashboards, enterprise performance monitoring, and data-driven strategic decision-making.

3.3 STRATEGIC NEED FOR DIGITAL TRANSFORMATION

In view of the foregoing, the requirement is no longer limited to replacing software or upgrading technology infrastructure. Rather, PAA requires an integrated enterprise-wide digital transformation programmed that standardizes business processes, strengthens corporate governance, enhances operational transparency, and enables real-time management oversight across all major business functions.

A modern ERP ecosystem will establish a sole source of organizational data, eliminate fragmented information repositories, automate cross-functional business preprocesses provide executives with timely, accurate and reliable information to support strategic decision-making.

4. BUSINESS CASE FOR ENTERPRISE DIGITAL TRANSFORMATION

4.1 STRATEGIC DRIVERS

The proposed digital transformation initiative is driven by the following strategic business requirements:

4.1.1 ENTERPRISE-WIDE INTEGRATION

PAA currently operates numerous business functions through multiple standalone applications, manual processes, and decentralized data repositories. This fragmented operating environment restricts seamless information flow across Directorates, increases duplication of effort and limits enterprise-wide visibility.

Implementation of a fully integrated ERP platform will establish a single enterprise database where financial, procurement, coordination, engineering, commercial, talent management are processed through standardized workflows and shared in real time.

4.1.2 STRENGTHENING CORPORATE GOVERNANCE

Good governance requires timely availability of reliable information, transparent business processes, segregation of duties, audit trails and standardized internal controls.

The proposed ERP ecosystem will significantly strengthen institutional governance by:

- Standardizing business processes;
- Enforcing workflow-based approvals;
- Maintaining complete transaction audit trails;
- Improving regulatory compliance;
- Enhancing accountability;
- Reducing dependence upon manual interventions.

4.1.3 IMPROVING EXECUTIVE DECISION-MAKING

Effective management of a Pakistan Airports Authority requires timely access to reliable operational and financial information.

The proposed ERP platform will provide Executive Management with integrated dashboards and Key Performance Indicators (KPIs) covering:

- Financial Performance;
- Budget Utilization;
- Procurement Status;
- Capital Projects;
- Asset Availability;
- Maintenance Performance;
- Inventory Levels;
- Commercial Revenue;
- Talent Management Metrics;
- Operational Performance.
- Training certification verification
- Digital curriculum management
- Student campus lifecycle management

This will enable management to make informed and data driven strategic decision making, rather than manually consolidated reports.

4.1.4 OPERATIONAL EXCELLENCE

Modern ERP solutions automate repetitive activities, eliminate redundant business processes and improve operational efficiency through standardized workflows.

Expected operational improvements include:

- shorter procurement cycle times;
- automated approval workflows;
- improved warehouse efficiency;
- optimized inventory management;
- improved asset utilization;
- standardized project management;
- faster financial closing and reconciliation;
- enhanced reporting capabilities.

5. OBJECTIVES OF THE RFP

The key objectives of this RFP are to identify and appoint a qualified vendor who can:

- Deliver the required services within the defined scope, timeline, and quality expectations.
- Demonstrate relevant experience, technical capability, and sector understanding.
- Provide a practical, cost-effective, and sustainable implementation approach.
- Support knowledge transfer, stakeholder engagement, and successful adoption.

6. LIST OF AIRPORTS/LOCATIONS

S. No.	Airports
1	Total number of locations ~ 45 including PAA Airports / Locations / Formations

DIGITAL TRANSFORMATION AND INTEGRATED ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM IN PAKISTAN AIRPORTS AUTHORITY

SCOPE OF WORK

1. Scope of Work

Scope Definition

The scope of work is organized in the table below by business function, sub-area, key requirements, and deployment model. This structure is intended to help bidders clearly map functional coverage, implementation responsibilities, and proposed solution components against PAA's enterprise transformation requirements to be implemented across ~45 PAA Airports / Locations / Formations.

Business Functions	Sub Area	Key Requirements	Deployment Model
Enterprise Financial Management **(Finance Directorate)**	General Ledger	Chart of Accounts management, journal entries, recurring entries, document posting, account reconciliation, multi-currency accounting, financial period management, real-time financial integration, audit trail management. Including Existing GL codes mapping with the proposed / new output of Chart of Accounts.	**Core ERP (On Prem)**
	Accounts Payable	Vendor master management, invoice processing, payment proposals, payment execution, advance payments, vendor reconciliation, debit/credit notes, withholding taxes management, vendor aging analysis, supplier statement reconciliation.	**Core ERP (On Prem)**
	Accounts Receivable	Customer master management, customer invoicing, receipt processing, credit/debit notes, customer advances, collections management, customer aging, credit management, open item reminder processing, customer account reconciliation.	**Core ERP (On Prem)**

Business Functions	Sub Area	Key Requirements	Deployment Model
		(Aeronautical billing integration between GL-AR will be done with PAA system - FIRMS)	
	Cash Management	Bank account management, cash positioning, liquidity forecasting, bank reconciliation, electronic bank statement processing, payment tracking.	**Core ERP (On Prem)**
	Budgetary Control	Budget preparation and approval, budget allocation, budget revisions/transfers, commitment management, expenditure control, budget availability checks, budget vs actual analysis, budget utilization monitoring, budget reporting.	**Core ERP (On Prem)**
	Cost Centre Accounting	Cost center master data management, expense allocation, cost centre planning, actual cost tracking, overhead distribution, activity allocation, plan vs actual variance analysis, departmental expense reporting, responsibility accounting.	**Core ERP (On Prem)**
	Profit Centre Accounting	Profit center Hierarchy structure management, revenue and cost tracking by business unit, profitability analysis, internal revenue allocation, segment reporting, profit center budgeting, performance monitoring, management reporting.	**Core ERP (On Prem)**
	Internal Orders	Creation and management of temporary cost objects, project cost tracking, event cost tracking, capital expenditure tracking, budget monitoring, settlement to assets/cost centers, cost analysis and reporting.	**Core ERP (On Prem)**
	Financial Closing	Period-end closing activities, accruals and provisions, foreign currency valuation, balance carryforward, closing reports and controls.	**Core ERP (On Prem)**

Business Functions	Sub Area	Key Requirements	Deployment Model
	Fixed Assets Accounting	Asset master management, asset acquisition, capitalization, depreciation processing, asset transfers, asset retirements/disposals, asset revaluation, asset under construction (AUC), Fixed asset register and reporting.	**Core ERP (On Prem)**
	Tax Management	VAT/GST/Sales Tax management, withholding tax processing, tax value determination, tax calculation, tax reporting, tax compliance monitoring, statutory tax returns, integration with procurement and sales transactions.	**Core ERP (On Prem)**
	Financial Reporting	Financial Reporting, management information & Analytics: Design, configure and implement comprehensive financial reporting and analytics covering Financial Statements, Trial Balance, statutory reporting, management reporting including but not limited to: budget-versus-actual reporting, analytical and drill-down reports, account-wise and cost-centre-wise reporting, and other MIS reports required by the Authority.	**Core ERP (On Prem)**
Employee Fund	Pension Fund	Pension related financial transactions, pension fund management, payments, accounting, liabilities, and management reporting. Pension fund will be maintained as separate entity with its own chart of accounts, cost and profit centers, and dedicated reporting structures.	**Core ERP (On Prem)**

Business Functions	Sub Area	Key Requirements	Deployment Model
	GP Fund	End to end management of employee contributions, fund balances, withdrawals, advances, investments, interest/profit allocation, and related accounting and reporting. GP Fund will be maintained as separate entity with its own chart of accounts, cost and profit centers, and dedicated reporting structures.	**Core ERP (On Prem)**
Supply Chain Management **(Logistics Branch)**	*1. The implementation partner will also be responsible for cleansing Master Data of ~ 55,000-line items and be responsible for creation of cleansed master data in proposed OEM ERP*		
	Demand Management	PAA portal app to be provided as front-end to PAA employees for raising demands which will be integrated with the back end with ERP system.	**Hybrid**
	Purchase Requisitions	Creation and approval of purchase requisitions, demand capture, workflow-based approvals, budget validation, requisition tracking, conversion to purchase orders, procurement request monitoring.	**Core ERP (On Prem)**
	Procurement Planning	Procurement forecasting, demand consolidation, procurement scheduling, procurement budget alignment, procurement pipeline visibility.	**Hybrid**
	Purchase Orders	Purchase order creation and approval, contract-based procurement, blanket/framework orders, amendment management, supplier communication, order tracking, release strategies, commitment tracking.	**Core ERP (On Prem)**
	Goods Receipt	Receipt against purchase orders, quantity and quality verification, partial receipts, over/under delivery controls, goods inspection, warehouse receipt processing, inventory updates, receipt documentation.	**Core ERP (On Prem)**

Business Functions	Sub Area	Key Requirements	Deployment Model
	Invoice Verification	Three-way matching (PO, Goods Receipt, Invoice), invoice processing, discrepancy handling, credit/debit memo processing, workflow approvals, tax validation, invoice posting to finance, vendor invoice reconciliation.	**Core ERP (On Prem)**
	Vendor Management	Vendor onboarding, supplier master data management, supplier qualification, supplier performance evaluation, compliance monitoring, vendor classification, supplier risk management, supplier document management.	**Hybrid**
	Inventory Procurement	Procurement for stock replenishment, min/max inventory level monitoring, reorder point management, stock availability checks, procurement planning for inventory requirements, inventory cost tracking.	**Core ERP (On Prem)**
	Material Planning	Material Requirements Planning (MRP), demand forecasting, replenishment planning, safety stock management, lead-time planning, shortage and excess inventory monitoring.	**Core ERP (On Prem)**
	Stock Transfers	Inter-locations transfers, warehouse-to-warehouse transfers, stock transport orders (dispatch management system), transit inventory tracking, transfer posting management, inventory movement monitoring.	**Core ERP (On Prem)**
	Rack & Bin Management	Define and maintain warehouse hierarchy including warehouses, storage locations, zones, aisles, racks, shelves, and bins to support organized inventory storage and retrieval	**Core ERP (On Prem)**
	Consumption Monitoring	Material consumption analysis, stock turnover analysis, slow/non-moving inventory identification, inventory optimization reporting.	**Core ERP (On Prem)**

Business Functions	Sub Area	Key Requirements	Deployment Model
Asset Management (AM) **ES, Log., and Finance**	Asset Registration	Asset master data management, equipment registration, asset classification, location tracking, asset hierarchy management, serial number tracking, commissioning details, asset documentation management.	**Core ERP (On Prem)**
	Preventive Maintenance	Preventive maintenance schedules, time-based and usage-based maintenance plans, maintenance task lists, automated maintenance notifications, maintenance compliance monitoring, preventive maintenance tracking and reporting.	**Core ERP (On Prem)**
	Corrective Maintenance	Identification and recording of equipment defects, maintenance requests, repair planning, work order generation, issue resolution tracking, maintenance completion verification.	**Core ERP (On Prem)**
	Breakdown Maintenance	Breakdown reporting, emergency maintenance processing, incident tracking, root cause analysis, downtime monitoring, urgent work order management, restoration of critical equipment operations.	**Core ERP (On Prem)**
	Repair and Maintenance	Repair planning and execution, maintenance task management, labor and material tracking, service management, maintenance history recording, repair cost monitoring.	**Core ERP (On Prem)**
	Calibrations	Calibration scheduling, calibration execution, equipment tolerance monitoring, calibration compliance tracking, audit support, calibration history management.	**Core ERP (On Prem)**
	Work Orders	Maintenance work order creation, approval of workflows, job planning, labor and material consumption recording, work order status tracking, closure and completion reporting.	**Core ERP (On Prem)**

Business Functions	Sub Area	Key Requirements	Deployment Model
	Maintenance Planning	Annual and periodic maintenance planning, workforce planning, shutdown and turnaround planning, maintenance budgeting, maintenance backlog management.	**Core ERP (On Prem)**
	Spare parts Management	Spare parts catalog management, inventory control, stock replenishment, minimum and maximum stock levels, spare parts reservation, and consumption tracking.	**Core ERP (On Prem)**
	Warranty Tracking	Asset warranty registration, warranty period monitoring, warranty claim management, vendor warranty tracking, service contract monitoring, warranty expiry notifications and reporting.	**Core ERP (On Prem)**
	Equipment History	Complete maintenance history, breakdown records, work order history, repair logs, calibration records, downtime history, inspection records, audit trail of asset activities.	**Core ERP (On Prem)**
	Maintenance Cost Analysis	Maintenance cost collection, labor and material cost tracking, budget versus actual analysis, cost center integration, maintenance expense reporting.	**Core ERP (On Prem)**
	Asset Performance Monitoring	Equipment availability monitoring, asset utilization analysis, reliability tracking, mean time between failures (MTBF), mean time to repair (MTTR), operational performance monitoring.	**Core ERP (On Prem)**
	Fleet Management	Fleet Master Data, Fuel Management, Maintenance Planning, Driver Allocation, Vehicle planning PAA Web and Mobile App integration for Vehicle Booking. For details refer to section “PAA Web & Mobile Application”	**Core ERP (On Prem)**

Business Functions	Sub Area	Key Requirements	Deployment Model
	Lifecycle Costing	Total cost of ownership (TCO) analysis, acquisition-to-disposal cost tracking, maintenance cost accumulation, operating cost analysis, replacement planning.	**Core ERP (On Prem)**
Project Management System **ES, P&D, IT, and Log.**	Project Definition	Project creation and structuring, project charter management, project categorization, organizational assignment, project lifecycle management, governance and approval of workflows, project documentation management.	**Core ERP (On Prem)**
	Work Breakdown Structure (WBS)	Project decomposition into phases, deliverables and work packages, hierarchical project structure management, responsibility assignment, budget allocation by WBS element, progress tracking at detailed levels.	**Core ERP (On Prem)**
	Network Planning	Activity definition, task sequencing, dependency management, critical path analysis, project scheduling, duration estimation, resource assignment, project timeline optimization.	**Core ERP (On Prem)**
	Project Budgeting	Project cost estimation, budget preparation and approval, budget allocation by project phase/WBS, funding management, budget revisions, budget control, and monitoring.	**Core ERP (On Prem)**
	Cost Monitoring	Project cost tracking, planned versus actual cost analysis, commitment tracking, variance analysis, cost forecasting, and project cost reporting.	**Core ERP (On Prem)**
	Progress Monitoring	Activity progress updates, completion percentage tracking, schedule performance monitoring, issue and risk tracking, project status reporting, project health monitoring.	**Core ERP (On Prem)**

Business Functions	Sub Area	Key Requirements	Deployment Model
	Milestone Tracking	Definition of project milestones, milestone planning, milestone completion tracking, deliverable validation, project stage-gate monitoring, milestone reporting.	**Core ERP (On Prem)**
	Resource Planning	Resource demand planning, skill-based resource assignment, utilization monitoring, contractor resource management, and resource forecasting.	**Core ERP (On Prem)**
	Contractor Cost Tracking	Contractor engagement management, contractor billing verification, service entry management, contract value monitoring, contractor cost allocation, and invoice tracking.	**Core ERP (On Prem)**
	Material Consumption	Project material planning, material issues and consumption tracking, inventory integration, material cost allocation, project-specific stock management, material utilization reporting.	**Core ERP (On Prem)**
	Project Financial Reporting	Project analysis, budget versus actual reporting, cost-to-complete forecasting, project cash flow reporting, funding utilization tracking, and financial performance reporting.	**Core ERP (On Prem)**
Treasury and Risk Management **Finance**	Cash Position Management	Real-time cash visibility, bank balance monitoring, cash positioning across accounts and entities, cash concentration, cash movement tracking, short-term cash planning, daily cash management reporting.	**Core ERP (On Prem)**
	Liquidity Forecasting	Short-term and long-term cash flow forecasting, liquidity planning, inflow and outflow projections, scenario analysis, funding requirement forecasting, working capital monitoring, liquidity risk assessment.	**Core ERP (On Prem)**
	Bank Relationship Management	Bank account management, bank mandate administration, banking partner management, fee and service monitoring, electronic banking integration, bank communication management.	**Core ERP (On Prem)**

Business Functions	Sub Area	Key Requirements	Deployment Model
	Investment Monitoring	Investment portfolio management, investment tracking, investment maturity monitoring, yield and return analysis, fixed deposit management, investment performance reporting.	**Core ERP (On Prem)**
	Financial Risk Monitoring	Monitoring foreign exchange, interest rate, liquidity, risk exposure analysis, risk limit management, risk assessment reporting.	**Core ERP (On Prem)**
	Treasury Reporting	Cash flow reporting, liquidity reports, bank balance reports, investment performance reports, risk exposure reports, management and regulatory treasury reporting.	**Core ERP (On Prem)**
Commercial Real Estate Management **Commercial and Estates** ***(To capture non-aeronautical revenue)***	1. The blocks / BOMs required to be created in proposed OEM ERP approximately ~ 4000 Blocks along- with estimated measurements.		
	Lease Administration	Lease agreement creation and maintenance, lease lifecycle management, tenant and property assignment, lease commencement and termination management, lease obligation tracking, lease accounting integration, document management.	**Core ERP (On Prem)**
	Contract Management	Contract creation, contract repository management, contract amendments, obligation tracking, expiry notifications, contract performance monitoring.	**Core ERP (On Prem)**
	Rental Billing	Automated rent calculation, recurring billing, invoicing, service charge billing, tenant receivables management, rent collection tracking, credit/debit note processing, billing reconciliation.	**Core ERP (On Prem)**
	Escalation Management	Rent escalation and indexation management, periodic rent adjustments, inflation-based escalations, contract-specific escalation rules, automated escalation calculations, approval of workflows, escalation reporting.	**Core ERP (On Prem)**

Business Functions	Sub Area	Key Requirements	Deployment Model
	Revenue Forecasting	Rental income forecasting, projected revenue analysis, lease expiry impact assessment, occupancy-based revenue forecasting, scenario modeling, budget integration, and revenue performance tracking.	**Core ERP (On Prem)**
	Occupancy Monitoring	Property occupancy tracking, vacant unit management, occupancy ratio analysis, tenant movement tracking, space utilization monitoring, vacancy forecasting, and occupancy reporting.	**Core ERP (On Prem)**
	Lease Renewals	Lease renewal tracking, renewal notifications, negotiation management, revised lease terms management, lease extension processing, approval of workflows, tenant retention monitoring.	**Core ERP (On Prem)**
	Commercial Property Register	Centralized property master data management, property portfolio tracking, building and unit management, ownership records, property classification, location management, legal document repository.	**Core ERP (On Prem)**
	Land Asset Management	Land parcel registration, ownership tracking, land utilization monitoring, zoning and regulatory information management, acquisition and disposal management, land portfolio reporting.	**Core ERP (On Prem)**
	Commercial Reporting	Rental revenue reporting, lease portfolio analysis, occupancy and vacancy reporting, contract performance reporting, forecast versus actual analysis, property profitability reporting.	**Core ERP (On Prem)**
Supplier Lifecycle Management **Log., ES, P&D and Finance**	Supplier Registration	Online supplier onboarding, supplier self-registration, supplier master data management, registration workflow approvals, document submission and validation, supplier profile maintenance, onboarding status tracking.	**Cloud**

Business Functions	Sub Area	Key Requirements	Deployment Model
	Digital Vendor Qualification	Supplier prequalification, qualification questionnaires, capability assessments, financial and technical evaluations, document verification, qualification scoring, approval, and certification management.	**Cloud**
	Supplier Risk Assessment	Supplier risk identification and evaluation, financial risk monitoring, operational risk assessment, compliance risk analysis, third-party risk management, risk scoring, risk mitigation tracking.	**Cloud**
	Supplier Performance Evaluation	KPI-based supplier performance measurement, scorecards, delivery performance monitoring, quality performance tracking, service level monitoring, supplier audits, performance trend analysis and reporting.	**Cloud**
	Compliance Monitoring	Regulatory compliance tracking, certification management, policy compliance validation, supplier due diligence, ESG and sustainability compliance monitoring, audit management, compliance alerts and reporting.	**Cloud**
	Supplier Categorization	Supplier classification by category, criticality, spend, geography, and risk profile; preferred supplier management; strategic supplier identification; supplier segmentation and portfolio analysis.	**Cloud**
	Digital Supplier Repository	Centralized supplier database, document repository, contract and certification storage, supplier profile management, search and retrieval capabilities, document version control, audit trail management.	**Cloud**
QM – Incident Reporting **Finance, Log., ES, Commercial and**	Incident Reporting	**To be integrated with Proposed Web-app & Mobile Application**	**Hybrid**

Business Functions	Sub Area	Key Requirements	Deployment Model
Estates, SQMS, HR and DDGs			
Contract Lifecycle Management **Log., ES, P&D and Finance**	Contract Drafting	Contract authoring using templates and clause libraries, contract creation, version control, collaborative editing, legal review management, standardized contract language, document generation and approval preparation.	**Cloud**
	Contract Repository	Centralized contract storage, contract indexing and search, metadata management, document classification, contract retrieval, audit trail management, secure access controls.	**Cloud**
	Workflow Approvals	Multi-level approval workflows, automated routing, hierarchy approval management, exception handling, delegation management, approval tracking, workflow notifications and escalation management.	**Cloud**
	Contract Amendments	Contract modification and addendum management, amendment approval workflows, version tracking, change history management, impact assessment, contract revision control, audit logging.	**Cloud**
	Obligation Tracking	Monitoring contractual obligations, deliverable tracking, milestone management, compliance monitoring, commitment tracking, responsibility assignment, obligation status reporting and alerts.	**Cloud**
	Renewal Alerts	Contract expiry monitoring, automated renewal notifications, renewal workflow management, renewal approval tracking, termination alerts, contract extension management, and renewal reporting.	**Cloud**

Business Functions	Sub Area	Key Requirements	Deployment Model
	Performance Monitoring	Contract performance tracking, SLA monitoring, vendor/customer compliance measurement, KPI tracking, service performance analysis, issue management, performance reporting.	**Cloud**
	Digital Document Repository	Secure electronic storage of contracts and supporting documents, document version control, document search and retrieval, access management, retention policy management, digital audit trails and compliance support.	**Cloud**
Analytics	Financial Analytics	Profit and loss analysis, balance sheet analysis, cash flow analytics, budget versus actual reporting, revenue and cost trends, profitability analysis, variance analysis.	**Cloud**
	Procurement Analytics	Spend analysis, supplier performance reporting, purchase order tracking, procurement cycle time analysis, category-wise spend visibility, savings tracking, compliance reporting, and procurement Analytics.	**Cloud**
	Asset Performance Analytics	Asset utilization analysis, equipment availability tracking, downtime analysis, maintenance trend reporting, MTBF/MTTR analysis and lifecycle performance.	**Cloud**
	Project Analytics	Project budget versus actual analysis, project progress tracking, milestone reporting, cost-to-complete forecasting, contractor cost analysis, resource utilization analytics, and project health.	**Cloud**
	Inventory Analytics	Stock level analysis, inventory aging, slow/non-moving inventory reporting, material consumption trends, stock turnover analysis, reorder analysis, inventory valuation, and inventory optimization.	**Cloud**

Business Functions	Sub Area	Key Requirements	Deployment Model
	Commercial Analytics	Revenue analysis, occupancy analytics, lease and rental income reporting, customer/tenant performance analysis, contract performance visibility, revenue forecasting, and commercial portfolio dashboards.	**Cloud**
	KPI Monitoring	Definition and tracking of organizational KPIs, automated KPI dashboards, threshold-based alerts, target versus actual monitoring, performance scorecards, exception highlights, and periodic management reporting.	**Cloud**
User Experience and Mobility **IT**	Web-based Access	Browser-based access to ERP functionalities, secure user authentication, centralized access to business processes, multi-location accessibility, role-based access controls, and cross-platform compatibility.	**Hybrid**
	Mobile Applications	Mobile access to business transactions, approvals, alerts and notifications, offline capabilities (where applicable), field workforce enablement, and mobile-responsive business processes.	**Hybrid**
	Self-service Transactions	Employee, manager user self-service capabilities for inquiries, requests, updates, approvals, document submissions, and transaction tracking with minimal administrative intervention.	**Hybrid**
	Digital Workflow Approvals	Configurable approval workflows, multi-level approvals, approval routing, delegation management, escalation mechanisms, workflow monitoring, audit trails, and process automation.	**Hybrid**
	Electronic Notifications	Automated alerts and notifications through email, mobile, and system messages for approvals, task assignments, exceptions, reminders, escalations, deadlines, and transactional events.	**Hybrid**

Business Functions	Sub Area	Key Requirements	Deployment Model
	Responsive User Interface	Modern and intuitive user experience, responsive design across desktops, tablets, and mobile devices, configurable layouts, accessibility features, and simplified navigation.	**Hybrid**
Talent Management **HR**	Performance Management	Goal setting, performance planning, employee appraisals, competency assessments, performance reviews, continuous feedback, performance scorecards, and development planning.	**Cloud**
	Learning & Development	Training needs analysis, course management, learning assignments, training calendars, certifications tracking, e-learning management, competency development, and training effectiveness reporting.	**Cloud**
Sales, Service & Revenue Management **Commercial and Estate, Log. And Finance**	Customer Master Management	Customer account management, customer hierarchy management, contact management, customer segmentation, account profiling, and customer relationship history.	**Core ERP (On Prem)**
	Sale Order Management	Sales order processing, order validation, order fulfillment tracking, order amendments, backorder management, delivery scheduling, and order status monitoring.	**Core ERP (On Prem)**
	Pricing & Discount Management	Price list management, customer-specific pricing, promotional pricing, discount approvals, rebate management, pricing simulations, and margin analysis.	**Core ERP (On Prem)**
	Customer Contract Management	Sales contracts, service contracts, subscription contracts, contract amendments, contract renewals, commitment tracking, and contract compliance monitoring.	**Core ERP (On Prem)**
	Revenue Management (Non-Aeronautical)	Revenue planning, revenue recognition support, billing integration, revenue forecasting, recurring revenue management, revenue tracking, and profitability analysis.	**Core ERP (On Prem)**

Business Functions	Sub Area	Key Requirements	Deployment Model
	Billing & Invoicing (Non-Aeronautical)	Customer invoicing, recurring billing, milestone-based billing, credit/debit notes, billing adjustments, invoice tracking, and finance integration.	**Core ERP (On Prem)**
	Receivables & Collection Support	Customer payment tracking, overdue monitoring, collection management, customer aging analysis, dispute management, and collection performance reporting.	**Core ERP (On Prem)**
	Sales Performance Analytics	Sales revenue analysis, performance monitoring, product profitability analysis, customer profitability analysis.	**Core ERP (On Prem)**
Student Lifecycle Management System **(CATI)**	Student Admissions Management	Admissions, application processing, eligibility verification, merit list generation, admission approvals, student enrollment, admission reporting, and document management.	**Core ERP (On Prem)**
	Student Registration	Student registration, program enrollment, course enrollment, semester registration, section allocation, enrollment approvals, and registration tracking.	**Core ERP (On Prem)**
	Student Master	Student profile management, demographic information, academic records, guardian information, document management, student status management, and student lifecycle tracking.	**Core ERP (On Prem)**
	Academic Program Management	Management of academic programs, faculties, departments, degree structures, academic rules, curriculum frameworks, and program catalog administration.	**Core ERP (On Prem)**
	Course & Curriculum Management	Course catalog management, curriculum design, course prerequisites, credit hour management, course revisions, academic structure management, and syllabus administration.	**Core ERP (On Prem)**

Business Functions	Sub Area	Key Requirements	Deployment Model
	Class Scheduling & Timetable Management	Academic calendar management, lecture scheduling, classroom allocation, faculty scheduling, examination scheduling, timetable generation, and conflict resolution.	**Core ERP (On Prem)**
	Attendance Management	Student attendance recording, attendance monitoring, absentee tracking, leave management, attendance alerts, compliance monitoring, and attendance reporting.	**Core ERP (On Prem)**
	Examination Management	Examination planning, exam scheduling, examination registration, hall allocation, invigilation management, examination processing, and exam administration.	**Core ERP (On Prem)**
	Grades & Results Management	Marks entry, grading management, GPA/CGPA calculation, result processing, transcript generation, academic standing monitoring, and result publication.	**Core ERP (On Prem)**
	Graduation & Certification Management	Degree audit, graduation eligibility verification, graduation approvals, certificate generation, transcript issuance, convocation management, and alumni registration.	**Core ERP (On Prem)**
	Fee Calculation	Automatic Fee calculation, adjustment, billing, and management of student fees based on academic, administrative, and financial rules while supporting scholarships, waivers, installments, and payment tracking	**Core ERP (On Prem)**
	Student Self-Service Portal	Course registration, attendance inquiry, grade viewing, transcript requests, fee inquiries, academic calendar access, and service requests **(Self Service portal on mobile)**	**Core ERP (On Prem)**
Enterprise Platform & Infrastructure **IT**	User Administration	User account creation and maintenance, user provisioning and de-provisioning, role assignment, password management, account	**Core ERP (On Prem)**

Business Functions	Sub Area	Key Requirements	Deployment Model
		lock/unlock, user access reviews, user activity monitoring.	
	Role & Authorization Management	Role design and maintenance, role-based access control (RBAC), segregation of duties (SoD), authorization assignment, role testing.	**Core ERP (On Prem)**
	System Configuration Management	System parameter configuration, organizational structure setup, workflow configuration, business rule maintenance, environment-specific settings management, configuration transport and documentation.	**Core ERP (On Prem)**
	Security Administration	Access security management, authentication controls, single sign-on (SSO), multi-factor authentication (MFA), audit trail management, security monitoring, compliance support.	**Core ERP (On Prem)**
	System Monitoring	System health monitoring, performance monitoring, background job management, interface monitoring, application log monitoring, system alerts and exception management.	**Core ERP (On Prem)**
	Database Administration	Database monitoring, performance optimization, storage management, data integrity checks, database backup administration, and maintenance support.	**Core ERP (On Prem)**
	Backup & Recovery Management	Backup scheduling, system recovery procedures, backup monitoring and reporting.	**Core ERP (On Prem)**
	Transport & Change Management	Change request management, configuration transport management, release management, version control, testing coordination, deployment monitoring, audit tracking.	**Core ERP (On Prem)**

Business Functions	Sub Area	Key Requirements	Deployment Model
	Digital Login Solution	Single Sign-On solution for approximately 350 users, enabling a single set of credentials to securely access all OEM-provided enterprise solutions. The scope includes implementation of seamless login capabilities to improve user experience, enhance security, and reduce password management overhead.	**Hybrid**
Application Development & Integration **IT**	Application Development	Design, development, testing, deployment, and maintenance of custom business applications, portals, and enterprise solutions aligned with organizational requirements.	**Cloud**
	API Management	Creation, publishing, monitoring, and governance of APIs, API security, authentication, version management, and API usage analytics.	**Cloud**
	System Integration	Integration between ERP, HRIS (ERP FI with , EAM, and third-party solutions to facilitate seamless data exchange.	**Cloud**
	Middleware & Integration Platform	Utilization of middleware and integration platforms for message routing, orchestration, transformation, monitoring, and interface management.	**Cloud**
	Workflow & Process Automation	Business process automation, workflow orchestration, approval workflows, notifications, task automation, and exception handling.	**Cloud**
	External Services Integration	Integration with payment gateways, banking platforms, e-invoicing systems, government portals, SMS gateways, email services, and other external services.	**Cloud**
	Integration Monitoring & Error Handling	Interface monitoring, error logging, automated alerts, transaction tracking, exception management, retry mechanisms, and integration performance monitoring.	**Cloud**

Business Functions	Sub Area	Key Requirements	Deployment Model
Reporting & Technical Development **IT**	Technical Design & Development	Design, development, testing, and deployment of technical objects, enhancements, and extensions to support business requirements.	**Core ERP (On Prem)**
	Custom Report Development	Development of operational, analytical, financial, statutory, and management reports tailored to organizational requirements.	**Core ERP (On Prem)**
	Forms & Document Development	Development of customized business documents including invoices, purchase orders, payment vouchers, receipts, contracts, certificates, and correspondence templates.	**Core ERP (On Prem)**
	Workflow & Notification Development	Development of approval workflows, automated notifications, escalations, email alerts, reminders, and business process automation.	**Core ERP (On Prem)**
	Enhancements & Extensions	Development of custom business logic, validations, extensions, process improvements, and application enhancements beyond standard functionality.	**Core ERP (On Prem)**
	Database & Query Development	Development of database queries, views, procedures, performance optimization routines, and advanced data retrieval mechanisms.	**Core ERP (On Prem)**
	Application Support & Maintenance	Technical issue resolution, enhancements, change requests, performance monitoring, technical troubleshooting, and ongoing application support.	**Core ERP (On Prem)**
Business Process Reengineering **Fin, Log., ES, P&D, HR, C&E and IT**	Current State Analysis	Review of Current State and development of As-Is Business Process Master List	**Business Consulting**
	Requirement Traceability Matrix	Documentation of Business requirements captured during process redesign and its traceability through solution design, configuration, testing, and deployment.	**Business Consulting**

Business Functions	Sub Area	Key Requirements	Deployment Model
	Gap Analysis	Identification of gaps between current processes and benchmarking with leading industry practices, ERP standard processes, compliance requirements, automation opportunities, and business objectives.	**Business Consulting**
	To-Be Process Design	To-Be Business Process Design based on the business requirements of PAA aligned with leading industry practices	**Business Consulting**
	SOPs/Manual/Procedures/ PAAOs	Retrofitting the existing SOPs/Manuals/Procedures/PAAOs in alignment with the To-be design process of the new ERP solution and other standalone processes (~20 Manuals + 200 PAAO+SOPs)	**Business Consulting**
Fixed Asset Register Activity	Asset Register Assessment	Review existing fixed asset records, spreadsheets, manuals, legacy systems, and asset registers; identify missing, duplicate, obsolete, and inconsistent records.	**Business Consulting**
	Site & Location Survey	**Physical visits to offices, facilities, warehouses, Airports, Formations, campuses, and other PAA locations across Pakistan to identify and verify existing assets.**	**Business Consulting**
	Asset Counting & Inventory	Comprehensive asset count by location, department, or business unit; reconciliation of physical counts with existing records at PAA locations across Pakistan.	**Business Consulting**
	Asset Identification, Classification & Tagging	Identification and categorization of assets by asset class such as land, buildings, machinery, vehicles, furniture, IT equipment, laboratory equipment, and infrastructure assets at PAA locations across Pakistan.	**Business Consulting**
	Data Cleansing & Validation	Removal of duplicate records, correction of inaccurate information, completion of missing fields, and standardization of asset master data.	**Business Consulting**

Business Functions	Sub Area	Key Requirements	Deployment Model
	Asset Register Creation	Preparation of a clean, validated, and standardized fixed asset register ready for ERP migration.	**Business Consulting**

2. PAA Web & Mobile Application

The Service Provider shall design, develop, configure, integrate, implement, test, deploy, commission and maintain a **secure, scalable and enterprise-grade PAA Application (Webapp and Mobile Application)** for the Pakistan Airports Authority (PAA).

The solution shall provide a **single digital platform** for employees and authorized stakeholders to initiate, process, approve, monitor and manage employee-related transactions through configurable digital workflows.

The solution shall integrate with PAA's offered **OEM ERP – Finance and Payroll**, as applicable, and shall utilize master data from authoritative systems to minimize duplicate data entry and ensure data consistency.

The application shall support **web browsers and Android/iOS mobile platforms**, with responsive design and appropriate security controls.

The scope includes available data replication after cleansing of employee data from PAA's intranet repository to native repository for Employee.

Part – A

Login with Official Credentials
Use your official PAA Email & Password

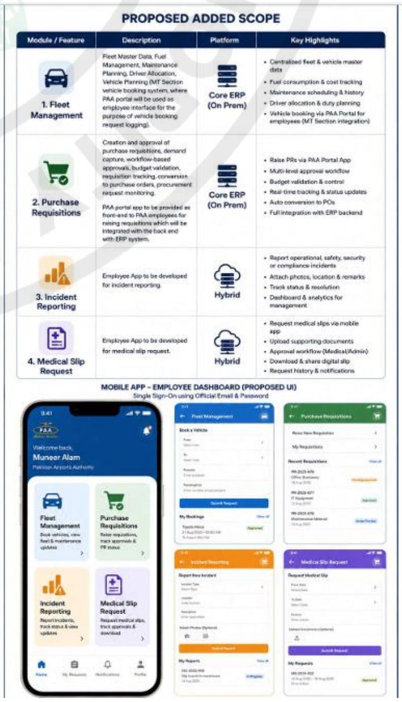
Employee Services
Fast • Transparent • Convenient

Fleet Management
Master Data, Fuel Management, Maintenance Planning, Driver Allocation, Vehicle Booking & Logging

Purchase Requisitions
Create and approve purchase requisitions, demand capture, workflow-based approvals and budget validation

QM – Incident Reporting
Finance, Log., ES, Commercial and Estates, SQMS, HR and DDGs

Employee Medical Slip Request
Request and track employee medical slip through the mobile app



PROPOSED ADDED SCOPE

Module / Feature	Description	Platform	Key Highlights
1. Fleet Management	Fleet Master Data, Fuel Management, Maintenance Planning, Driver Allocation, Vehicle Planning (MT Section vehicle booking system, where PAA portal will be used as employee interface for the purpose of vehicle booking request logging).	Core ERP (On Prem)	• Centralized fleet & vehicle master data • Fuel consumption & cost tracking • Maintenance scheduling & history • Driver allocation & duty planning • Vehicle booking via PAA Portal for employees (MT Section integration)
2. Purchase Requisitions	Creation and approval of purchase requisitions, demand capture, workflow-based approvals, budget validation, requisition tracking, conversion to purchase orders, procurement request monitoring. PAA portal app to be provided as front-end to PAA employees for raising requisitions which will be integrated with the back end with ERP system.	Core ERP (On Prem)	• Raise PRs via PAA Portal App • Multi-level approval workflow • Budget validation & control • Real-time tracking & status updates • Auto conversion to POs • Full integration with ERP backend
3. Incident Reporting	Employee App to be developed for incident reporting.	Hybrid	• Report operational, safety, security or compliance incidents • Attach photos, location & remarks • Track status & resolution • Dashboard & analytics for management
4. Medical Slip Request	Employee App to be developed for medical slip request.	Hybrid	• Request medical slips via mobile app • Upload supporting documents • Approval workflow (Medical/Admin) • Download & share digital slip • Request history & notifications

MOBILE APP – EMPLOYEE DASHBOARD (PROPOSED UI)
Single Sign-On using Official Email & Password

Proposed Four options on the Employee App

1. **Fleet Management**
    - Vehicle booking/request
    - Vehicle availability
    - Driver allocation
    - Fuel and maintenance information
    - Request/status tracking
    - Trip cost (on payment booking) allocation to employee account payable in ERP Finance
    - Transactions to be integrated with Core ERP (On-Prem)
2. **Demand Management**
    - Raise online demand (requisition request)
    - Demand capture
    - Workflow-based approvals
    - Budget validation
    - Demand tracking
    - Integrated with Core ERP (On-Prem)
3. **QM – Incident Reporting**
    - Incident reporting by employees
    - Incident category and location
    - Description and remarks
    - Photograph/document attachment
    - Hybrid architecture – integrated with Core ERP Quality Management Module
4. **Employee Medical Slip Request**
    - Submit medical slip request
    - Select/request period and purpose
    - Upload supporting documents where required
    - Approval/verification workflow
    - View request status
    - Download/view approved medical slip
    - Request history and notifications
    - Hybrid architecture

Front-end concept

The proposed home screen should have **prominent tiles**, so that an employee logs in once and can access all services from the same application.

Employee Authentication: The application shall authenticate employees using their valid PAA official email credentials through the Authority's approved enterprise identity/authentication mechanism. The mobile application shall not store, hard-code, or otherwise retain users' email passwords. Authentication, session management, access control and credential security shall comply with PAA's applicable IT and cybersecurity policies.

Module	Front End	Back End / Integration	Architecture
Fleet Management	PAA Employee App / Portal	Core ERP – Fleet/Vehicle functions	Core ERP (On-Prem)
Purchase Requisitions	PAA Employee App / Portal	Core ERP – Procurement & Budget	Core ERP (On-Prem)
QM – Incident Reporting	Employee App	Incident Management / Workflow	Hybrid
Employee Medical Slip Request	Employee App	Medical/HR workflow & document repository	Hybrid

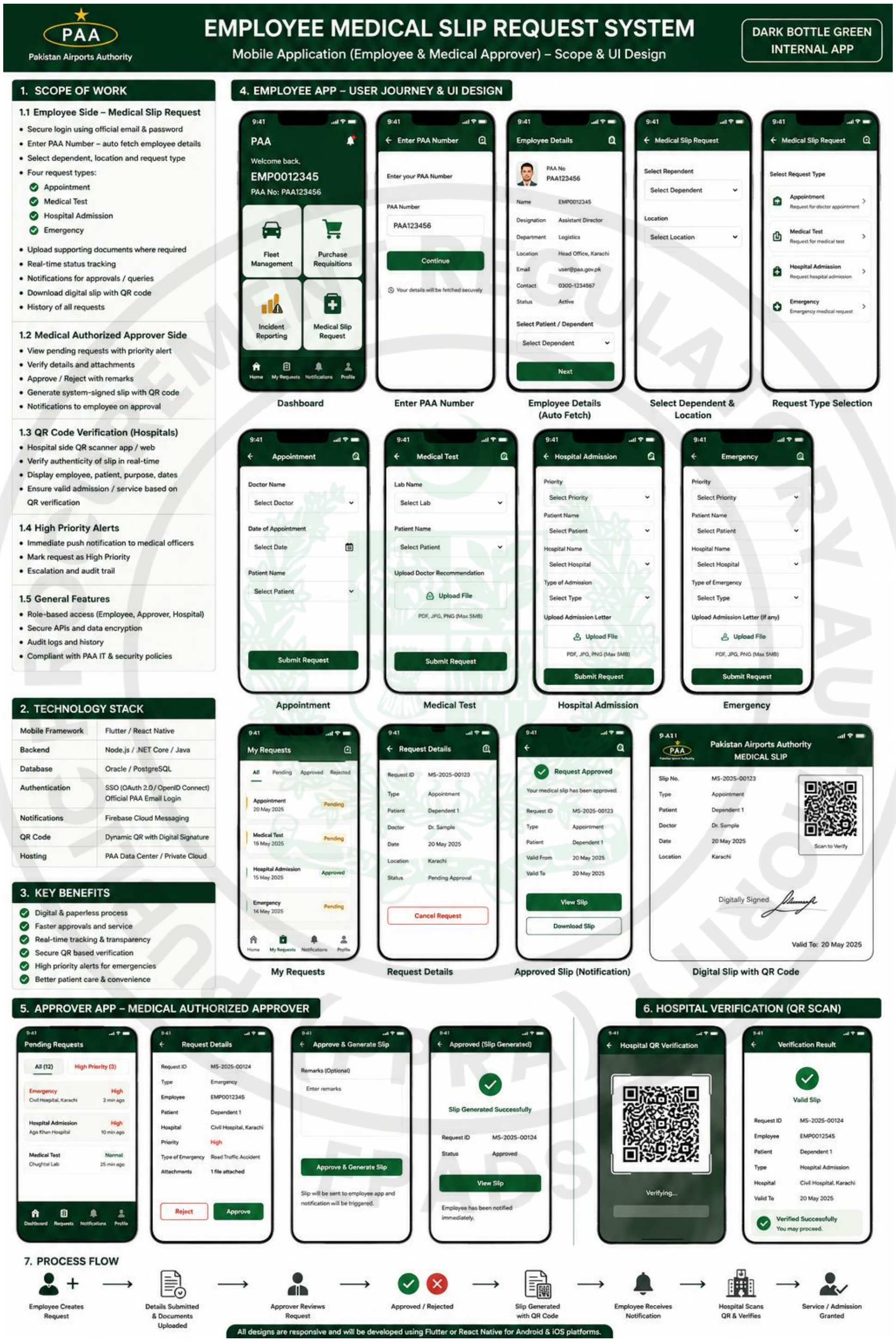
Special Note:

The designs, features, functionalities, and applicability presented on the following pages are conceptual and indicative in nature. They are provided solely to facilitate the Bidder's understanding of the requirements and the intended scope of the proposed solution. The features and functionalities may be rationalized, modified, or reduced, where deemed appropriate, based on the final approved requirements and system design.

Similarly, the proposed system architecture and technology platform, including **Flutter, React Native, or any other suitable technology proposed by the Bidder**, are indicative only. The Bidder may recommend an alternative technology stack or architecture, provided that it meets the specified functional, technical, security, scalability, integration, and performance requirements of the project.

1. PROPOSED FUNCTIONAL ARCHITECTURE OF MEDICAL DIGITAL SLIP SYSTEM;

Conceptual Design



Pakistan Airports Authority

EMPLOYEE MEDICAL SLIP REQUEST SYSTEM

Mobile Application (Employee & Medical Approver) – Scope & UI Design

DARK BOTTLE GREEN
INTERNAL APP

1. SCOPE OF WORK

1.1 Employee Side – Medical Slip Request

- Secure login using official email & password
- Enter PAA Number – auto fetch employee details
- Select dependent, location and request type
- Four request types:
  - ✓ Appointment
  - ✓ Medical Test
  - ✓ Hospital Admission
  - ✓ Emergency
- Upload supporting documents where required
- Real-time status tracking
- Notifications for approvals / queries
- Download digital slip with QR code
- History of all requests

1.2 Medical Authorized Approver Side

- View pending requests with priority alert
- Verify details and attachments
- Approve / Reject with remarks
- Generate system-signed slip with QR code
- Notifications to employee on approval

1.3 QR Code Verification (Hospitals)

- Hospital side QR scanner app / web
- Verify authenticity of slip in real-time
- Display employee, patient, purpose, dates
- Ensure valid admission / service based on QR verification

1.4 High Priority Alerts

- Immediate push notification to medical officers
- Mark request as High Priority
- Escalation and audit trail

1.5 General Features

- Role-based access (Employee, Approver, Hospital)
- Secure APIs and data encryption
- Audit logs and history
- Compliant with PAA IT & security policies

2. TECHNOLOGY STACK

Mobile Framework	Flutter / React Native
Backend	Node.js / .NET Core / Java
Database	Oracle / PostgreSQL
Authentication	SSO (OAuth 2.0 / OpenID Connect) Official PAA Email Login
Notifications	Firebase Cloud Messaging
QR Code	Dynamic QR with Digital Signature
Hosting	PAA Data Center / Private Cloud

3. KEY BENEFITS

- ✓ Digital & paperless process
- ✓ Faster approvals and service
- ✓ Real-time tracking & transparency
- ✓ Secure QR based verification
- ✓ High priority alerts for emergencies
- ✓ Better patient care & convenience

4. EMPLOYEE APP – USER JOURNEY & UI DESIGN

Dashboard

Enter PAA Number

Employee Details (Auto Fetch)

Select Dependent & Location

Request Type Selection

Appointment

Medical Test

Hospital Admission

Emergency

My Requests

Request Details

Approved Slip (Notification)

Digital Slip with QR Code

5. APPROVER APP – MEDICAL AUTHORIZED APPROVER

6. HOSPITAL VERIFICATION (QR SCAN)

7. PROCESS FLOW

Employee Creates Request → Details Submitted & Documents Uploaded → Approver Reviews Request → Approved / Rejected → Slip Generated with QR Code → Employee Receives Notification → Hospital Scans QR & Verifies → Service / Admission Granted

All designs are responsive and will be developed using Flutter or React Native for Android & iOS platforms.

Proposed Features:

Employee Medical Slip Request & Digital Medical Authorization System

The Service Provider shall design, develop, configure, integrate, test, deploy and maintain a Employee Medical Slip Request and Digital Medical Authorization module as part of the PAA Employee Services Mobile Application. The solution shall provide an end-to-end digital workflow for submission, verification, approval, issuance, notification and QR-based authentication of medical slips for employees and their registered dependents.

1. Employee Interface

The application shall authenticate employees through PAA's approved enterprise authentication mechanism and shall retrieve the employee's credentials and registered dependent information from the authorized PAA database upon entry/authentication of the PAA Number. The system shall minimize manual entry of information already maintained in PAA systems.

The employee shall be able to select the relevant dependent/patient, location and medical service/request type, including:

a. **Appointment:** selection of location, doctor from a location-wise authorized doctor list, appointment date and patient/dependent;

b. **Medical Test:** selection of location/laboratory and patient/dependent, with facility to upload the authorized doctor's recommendation;

c. **Hospital Admission:** selection of priority, patient/dependent, authorized hospital, admission/service type and upload of hospital admission documentation; and

d. **Emergency:** selection of priority, patient/dependent, hospital and emergency type, with facility to upload supporting/admission documentation.

The application shall provide request reference numbers, real-time status tracking, request history, document access and push notifications.

2. Medical Authorized Approver Interface

A role-based Medical Authorized Approver interface shall be provided for reviewing and processing medical requests. The interface shall display complete request details, employee/dependent information, supporting documents, priority and applicable medical information. Authorized users shall be able to approve, reject or return requests for clarification, with appropriate remarks and complete audit logging.

3. High-Priority and Emergency Processing

The system shall support configurable High Priority, Urgent and Emergency classifications. Upon submission of a high-priority/emergency request, immediate push notifications shall be generated for the designated Medical Authorized Officer(s). The system shall provide prominent high-priority alerts, configurable escalation mechanisms, approval notifications and complete time-stamped audit trails to facilitate expedited authorization.

4. Digital Medical Slip

Upon approval, the system shall automatically generate a standardized digitally authorized Medical Slip containing a unique request/slip number, employee and patient details, authorized service, validity, applicable hospital/doctor/laboratory information, approval details and a secure QR code. The slip shall be digitally signed or electronically authenticated through PAA's approved authentication mechanism and shall be delivered to the employee through the mobile application and notification center.

5. Hospital Admission / Emergency Authorization

For approved hospital admission and emergency cases, the system shall automatically generate a Hospital Authorization Slip containing a secure, time-bound and verifiable QR code or enable feature if the admission is approved automatically system generated email to be landed on respective hospital system through email notification. The authorization shall be made available to the employee through the mobile application for presentation at the authorized hospital.

The QR code shall contain or reference a secure verification token and shall not expose unnecessary personal or medical information. Upon scanning, the PAA verification service shall validate the authorization, including its authenticity, approval status, validity, applicable hospital, patient and service. The system shall clearly indicate whether the authorization is valid, expired, cancelled, revoked or otherwise invalid.

6. Notifications and Escalation

The system shall provide push notifications and in-app notifications for request submission, approval, rejection, clarification, slip generation, QR authorization and other relevant events. High-priority/emergency notifications shall be delivered immediately to designated Medical Authorized Officers and shall support configurable escalation to alternate/senior authorized officers where the request remains unattended beyond the configured response period.

7. Integration

The solution shall provide secure API-based integration, as applicable, with PAA's employee/HR master data, dependent records, authorized doctor/laboratory/hospital master data, ERP and other relevant systems. The mobile application shall not directly access PAA databases; all system-to-system communication shall be through approved secure integration/API mechanisms.

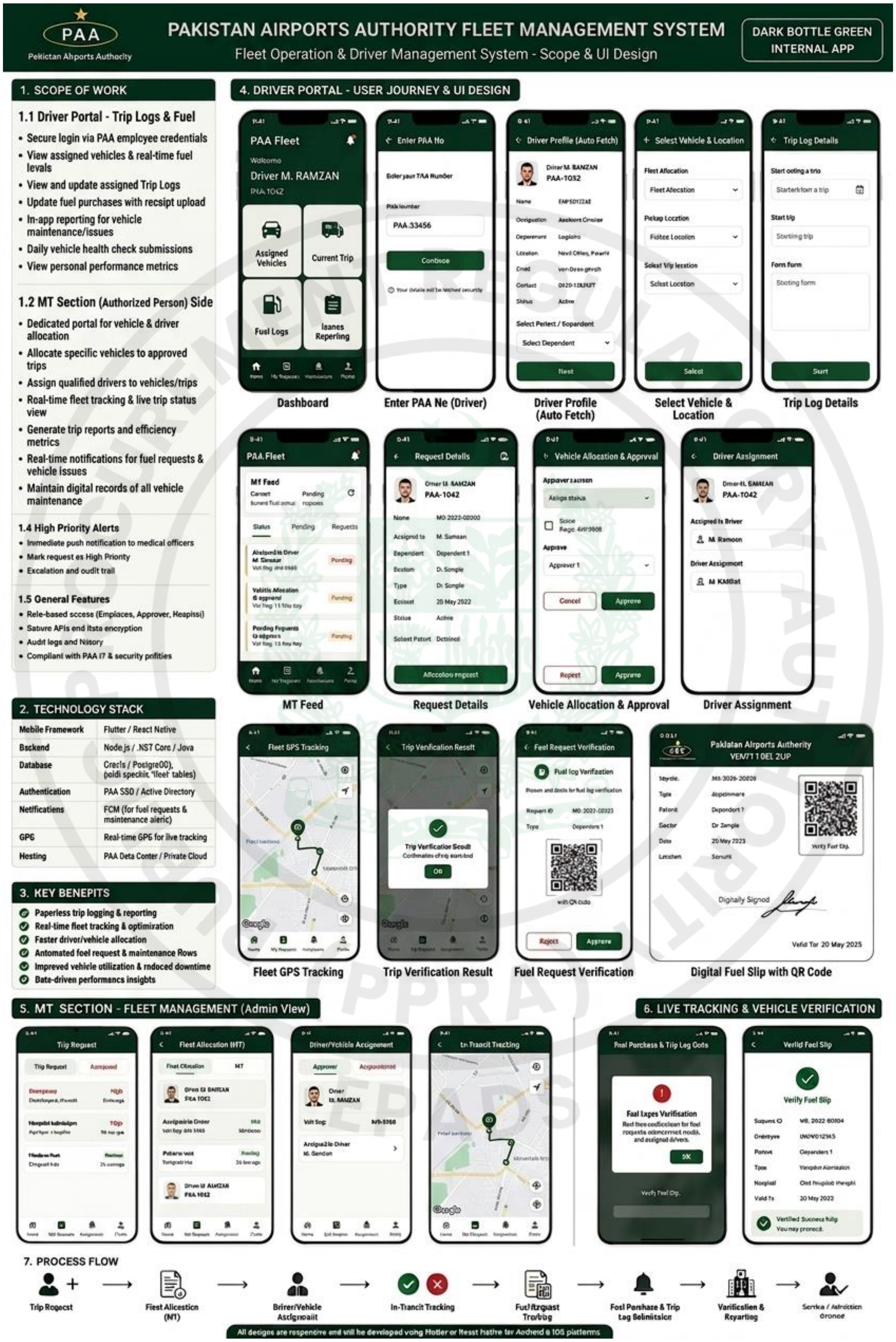
8. Technology

The mobile application shall be developed using Flutter or another technology approved by PAA that provides native-quality Android and iOS applications from a maintainable common codebase. The solution shall be responsive, scalable, secure and capable of integration with PAA's existing enterprise architecture. The final UI/UX shall be approved by PAA before production deployment.

9. Deliverables

The Service Provider shall provide the complete source code/configuration, application builds, APIs, database/configuration components, technical and functional documentation, integration interfaces, security configuration, test cases and results, user manuals, administrator manuals, deployment documentation, training and post-implementation support and maintenance.

Mobile Application Scope & Visual Layout Specification



PAKISTAN AIRPORTS AUTHORITY FLEET MANAGEMENT SYSTEM

Fleet Operation & Driver Management System - Scope & UI Design

DARK BOTTLE GREEN INTERNAL APP

1. SCOPE OF WORK

1.1 Driver Portal - Trip Logs & Fuel

- Secure login via PAA emplcyee credentials
- View assigned vehicles & real-time fuel levals
- View and update assigned Trip Logs
- Update fuel purchases with recsipt upload
- In-app reporting for vehicle maintenance/issues
- Daily vehicle health check submissions
- View personal performance metrics

1.2 MT Section (Authorized Person) Side

- Dedicated portal for vehicle & driver allocation
- Allocate specific vehicles to approved trips
- Assign qualified drivers to vehicles/trips
- Roal-time flect tracking & live trip status view
- Generate trip reports and efficiency metrics
- Real-time notifications for fuel requests & vehicle issues
- Maintain digital records of all vehicle maintenance

1.4 High Priority Alerts

- Inmediate push notification to medical officers
- Mark request es High Prionty
- Excalation and oudit trail

1.5 General Features

- Rele-based sccess (Emplaces, Approver, Heapissi)
- Satuve APIs end Itsta encyption
- Audit legs and Nistory
- Compilant with PAA I7 & security pofities

2. TECHNOLOGY STACK

Mebile Fremework	Flutter / React Netive
Bsckend	Node.js / .NST Corc / Jova
Database	Crecls / Postgre0D), (poldi speckit 'lleet' tables)
Authentication	PAA SSO / Active Directory
Netificatiens	FCM (for fuel requests & msintenance aleric)
GPG	Real-time GPG for live tracking
Hesting	PAA Deta Conter / Private Cloud

3. KEY BENEPITS

- ✓ Paperless trip logging & reporting
- ✓ Real-time fleet tracking & optimixation
- ✓ Faster drivor/vehicle allocation
- ✓ Antomated foel request & maintenance Rows
- ✓ Impreved vehicle otilization & rndoced downtime
- ✓ Date-driven performancs insigbts

4. DRIVER PORTAL - USER JOURNEY & UI DESIGN

Dashboard

Enter PAA Ne (Driver)

Driver Profile (Auto Fetch)

Select Vehicle & Location

Trip Log Details

MT Feed

Request Details

Vehicle Allocation & Approval

Driver Assignment

Fleet GPS Tracking

Trip Verification Result

Fuel Request Verification

Digital Fuel Slip with QR Code

5. MT SECTION - FLEET MANAGEMENT (Admin View)

6. LIVE TRACKING & VEHICLE VERIFICATION

7. PROCESS FLOW

Trip Rogecst → Fiest Alicestion (NT) → Brirer/Vehicle Ascignoaiit → In-Trancit Tracking → Fuel Atrgpast Trc/bbg → Fosl Porshaze & Trip tag Belinitsicn → Varificslien & Reyarting → Serika / Adroiticn Gronoe

All decigns are respencive and will he developad vaing Hotler or Ressat hathe ter Aochend a 10S platforms

1. Mobile Application Proposed Architecture

1.1 Employee Side – Fleet Requisition

- **Authentication & Profile Auto-Fetch:** Secure login via official PAA email/credentials. Entering the **PAA Number** automatically fetches limited employee details (Name, PAA No., and Designation) from the central PAA HR/Active Directory API.
- **Location Selection:** Dropdown list to select PAA operational locations (HQ, Jinnah Int'l KHI, Islamabad Int'l ISB, Allama Iqbal LHE, Bacha Khan PEW, Quetta UET, etc.).
- **Journey Details:** Text input fields for *From Location* and *To Location*.
- **Time Windows:** Date and Time selectors for *Time of Requirement* and *To Be Held Till*.
- **Vehicle & Purpose Selection:** Dropdowns for *Vehicle Type* (Sedan, SUV/4x4, Passenger Van HiAce, Coaster, Cargo Pick-up) and *Purpose of Journey* (Airside Inspection, Official Duty, VIP Escort, Maintenance, Cargo).
- **Contact & Attachments:** Contact mobile number field and an optional upload button to attach instructions/approval notes to the MT Section (.pdf, .png, .jpg up to 5MB).
- **Tracking & History:** Real-time request status tracking and log of previous requisitions.

1.2 MT Authorized Officer Side – Fleet Dispatch & Approval

- **Real-time Queue Feed:** Live dashboard displaying pending requisitions with visual priority tags and instant push notifications.
- **Decision Engine:** Ability to **Approve**, **Reject** (with mandatory reason), or **Offer Alternate Fleet** if the requested vehicle category is unavailable.
- **Dispatch Assignment:** Form to assign specific vehicles (PAA Registration Number) and driver details (Name and Mobile Contact Number).
- **Status Updates:** Automatic push notifications dispatched to the requesting employee upon any action taken by the MT section.

1.3 General & Infrastructure Features

- **Access Control:** Strict segregation between Employee and MT Authorized Personnel interfaces.
- **Security:** TLS 1.3 data encryption in transit and AES-256 at rest; compliant with PAA Enterprise IT & Cybersecurity Policies. (or equivalent)

2. TECHNICAL SPECIFICATIONS MATRIX

Component	**Technical Stack / Specification**
Mobile Framework	(Cross-platform iOS & Android) or equivalent
Backend API	Node.js / .NET Core / Java Microservices or equivalent
Database	Oracle Database / PostgreSQL (PAA Data Center hosted)
Authentication	PAA Active Directory SSO (OAuth 2.0 / SAML 2.0)
Push Notifications	Firebase Cloud Messaging (FCM) / Apple Push Notification service (APNs)
Hosting Infrastructure	On-Premises PAA Data Center / Private Cloud

ERP Capacity Building

1. Objective

Design, develop, and execute a structured end-user training program utilizing Train-the-Trainer methodology to build end user capacity for performing the required in-scope business functions to be covered through the newly deployed technology solution.

2. Scope of Services

A. Training Strategy & Planning

- Assess training needs by business function and user role.
- Define training governance, approach, and delivery model.
- Develop training curriculum aligned with ERP To-Be processes.
- Prepare training schedule, and deployment plan.
- Identify and onboard business trainers (Power Users / Key Users).
- Monitor and support business trainers in End User training

Deliverables

- Training Strategy Document
- Training Needs Analysis
- Training Curriculum Matrix
- Training Deployment Plan for Business Trainers
- Training Deployment Plan for End Users
- Post Go Live Training Support Model

B. Training Content Development

Develop standardized proposed OEM ERP training materials tailored to business processes and user roles.

Training Materials

- Instructor-led training guidelines
- End User Manuals (EUM)
- Quick Reference Guides (QRG)
- Process flow diagrams
- Frequently Asked Questions (FAQ)
- Assessment questionnaires

Deliverables

- Comprehensive Training Material Repository
- Role-Based User Guides
- Quick Reference Cards

C. Train-the-Trainer Program

Conduct intensive training sessions for selected trainers, power users, and functional champions.

Key Activities

- ERP process walkthroughs
- Hands-on system training
- Knowledge assessments and testing

Deliverables

- Power User/ Business Trainers Trainings conducted
- Trainer Evaluation Reports

D. End User Training Support

Support business trainers during enterprise-wide end-user training deployment.

Activities

- Coaching and mentoring trainers
- Monitoring training delivery quality
- Providing clarifications and subject matter support
- Managing attendance and completion records
- Resolving process and system-related training queries

Deliverables

- Training Attendance Reports
- End User Assessment Results
- Training Completion Dashboard

E. User Acceptance & Readiness Assessment

Evaluate user preparedness for ERP adoption and go-live.

Activities

- Conduct readiness surveys
- Sample Knowledge assessments
- Adoption risk identification
- Remediation planning

Deliverables

- Business Readiness Assessment
- Adoption Risk Register
- Readiness Scorecard

F. Hypercare Training Support

Provide post-go-live learning reinforcement.

Activities

- Refresher sessions

- Issue resolution clinics
- Knowledge transfer sessions
- Continuous learning recommendations

Deliverables

- Refresher Training Materials
- Lessons Learned Document

3. Key Roles and Responsibilities

ERP Implementation Partner

- Develop training strategy and materials.
- Train Power users/key users.
- Facilitate TTT workshops.
- Support end-user training rollout.
- Monitor training effectiveness.

Client Organization

- Nominate trainers and Power users.
- Provide training facilities and infrastructure.
- Ensure trainee participation.
- Coordinate business schedules.
- Deliver end-user training with support from implementation partner.

4. Training Approach

Phase 1: Knowledge Transfer

ERP Consultants → Super Users / Key Users

Phase 2: Train-the-Trainer

Super Users certified as Business Trainers

Phase 3: End User Rollout

Business Trainers → End Users

Phase 4: Hypercare

ERP Partner + Business Trainers support user adoption

TECHNICAL COMPLIANCE SHEET OF PROPOSED OEM ERP PRODUCT

Special Note: In the event that the Bidder is unable to upload the complete and duly filled Compliance Sheet on EPADS due to file-size limitations, the Bidder shall submit a complete, duly signed and stamped hard copy of the Compliance Sheet to the Pakistan Airports Authority in a sealed envelope **well before the prescribed bid submission deadline to Director P&D, Headquarters Pakistan Airports Authority, Terminal-1, JIAP**. The sealed envelope shall be clearly marked with the relevant procurement title and reference number and Bidder Name.

1.1 Functionality Compliance

The bidder has to provide responses against each query by selecting any of the below and provide the module/sub-module mapping of the OEM:

- Yes = Fully Compliant available in Standard (FC)
- No = Not available in standard (NA)

a) Pakistan Airports Authority Functional Requirement (PAA)

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
1	Enterprise legal entity structure for organizational structure, using controlled organizational, master-data, approval and audit records. The process should validate required data, apply role-based approvals for Process Owner; Master Data Steward; Data Governance Lead, record exceptions and changes, and retain evidence for Head of Enterprise Data Governance through completion.		
2	Airport location hierarchy for organizational structure, using controlled organizational, master-data, approval and audit records. The process should validate required data, apply role-based approvals for Process Owner; Master Data Steward; Data Governance Lead, record exceptions and changes, and retain evidence for Head of Enterprise Data Governance through completion.		
3	Directorate department and responsibility center hierarchy for organizational structure, using controlled organizational, master-data, approval and audit records. The process should validate required data, apply role-based approvals for Process Owner; Master Data Steward; Data Governance Lead, record exceptions and changes, and retain evidence for Head of Enterprise Data Governance through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
4	Funds center and accountability structure for organizational structure, using controlled organizational, master-data, approval and audit records. The process should validate required data, apply role-based approvals for Process Owner; Master Data Steward; Data Governance Lead, record exceptions and changes, and retain evidence for Head of Enterprise Data Governance through completion.		
5	Project coding and capital program structure for organizational structure, using controlled organizational, master-data, approval and audit records. The process should validate required data, apply role-based approvals for Process Owner; Master Data Steward; Data Governance Lead, record exceptions and changes, and retain evidence for Head of Enterprise Data Governance through completion.		
6	Land buildings rooms lounges covered spaces uncovered spaces and containers for organizational structure, using controlled organizational, master-data, approval and audit records. The process should validate required data, apply role-based approvals for Process Owner; Master Data Steward; Data Governance Lead, record exceptions and changes, and retain evidence for Head of Enterprise Data Governance through completion.		
7	Runway taxiway terminal power and mechanical infrastructure for organizational structure, using controlled organizational, master-data, approval and audit records. The process should validate required data, apply role-based approvals for Process Owner; Master Data Steward; Data Governance Lead, record exceptions and changes, and retain evidence for Head of Enterprise Data Governance through completion.		
8	Approval delegation and financial authority matrix for organizational structure, using controlled organizational, master-data, approval and audit records. The process should validate required data, apply role-based approvals for Process Owner; Master Data Steward; Data Governance Lead, record exceptions and changes, and retain evidence for Head of Enterprise Data Governance through completion.		
9	Document numbering retention and evidence rules for organizational structure, using controlled organizational, master-data, approval and audit records. The process should validate required data, apply role-based approvals for Process Owner; Master Data Steward; Data Governance Lead, record exceptions and changes, and retain evidence for Head of Enterprise Data Governance through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
10	Aeronautical and non-aeronautical billing for organizational structure, using controlled organizational, master-data, approval and audit records. The process should validate required data, apply role-based approvals for Process Owner; Master Data Steward; Data Governance Lead, record exceptions and changes, and retain evidence for Head of Enterprise Data Governance through completion.		
11	Process master data creation request for organizational structure, using controlled organizational, master-data, approval and audit records. The process should validate required data, apply role-based approvals for Process Owner; Master Data Steward; Data Governance Lead, record exceptions and changes, and retain evidence for Head of Enterprise Data Governance through completion.		
12	Process master data change request for organizational structure, using controlled organizational, master-data, approval and audit records. The process should validate required data, apply role-based approvals for Process Owner; Master Data Steward; Data Governance Lead, record exceptions and changes, and retain evidence for Head of Enterprise Data Governance through completion.		
13	Approve master data request with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for master data governance, using controlled organizational, master-data, approval and audit records. The process should validate required data, apply role-based approvals for Process Owner; Master Data Steward; Data Governance Lead, record exceptions and changes, and retain evidence for Head of Enterprise Data Governance through completion.		
14	Block or unblock master data record with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for master data governance, using controlled organizational, master-data, approval and audit records. The process should validate required data, apply role-based approvals for Process Owner; Master Data Steward; Data Governance Lead, record exceptions and changes, and retain evidence for Head of Enterprise Data Governance through completion.		
15	Run duplicate master data check for master data governance, using controlled organizational, master-data, approval and audit records. The process should validate required data, apply role-based approvals for Process Owner; Master Data Steward; Data Governance Lead, record exceptions and changes, and retain		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	evidence for Head of Enterprise Data Governance through completion.		
16	Enterprise governance & master data for master data governance, using controlled organizational, master-data, approval and audit records. The process should validate required data, apply role-based approvals for Process Owner; Master Data Steward; Data Governance Lead, record exceptions and changes, and retain evidence for Head of Enterprise Data Governance through completion.		
17	Review master data change history with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for master data governance, using controlled organizational, master-data, approval and audit records. The process should validate required data, apply role-based approvals for Process Owner; Master Data Steward; Data Governance Lead, record exceptions and changes, and retain evidence for Head of Enterprise Data Governance through completion.		
18	Customer airline tenant and supplier classification rules for master data governance, using controlled organizational, master-data, approval and audit records. The process should validate required data, apply role-based approvals for Process Owner; Master Data Steward; Data Governance Lead, record exceptions and changes, and retain evidence for Head of Enterprise Data Governance through completion.		
19	Material service and asset category master for master data governance, using controlled organizational, master-data, approval and audit records. The process should validate required data, apply role-based approvals for Process Owner; Master Data Steward; Data Governance Lead, record exceptions and changes, and retain evidence for Head of Enterprise Data Governance through completion.		
20	Tariff rate validity and contract type master for master data governance, using controlled organizational, master-data, approval and audit records. The process should validate required data, apply role-based approvals for Process Owner; Master Data Steward; Data Governance Lead, record exceptions and changes, and retain evidence for Head of Enterprise Data Governance through completion.		
21	Chart of accounts for general ledger accounting, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant;		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion.		
22	Financial close structures for general ledger accounting, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion.		
23	Finance & accounts for general ledger accounting, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion.		
24	Record manual journal entry for general ledger accounting, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion.		
25	Finance & accounts for general ledger accounting, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion for activity 25.		
26	Reverse posted journal entry with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for general ledger accounting, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion.		
27	Process recurring journal entry for general ledger accounting, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager;		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion.		
28	Process accrual and accrual reversal for general ledger accounting, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion.		
29	Post prepaid expense amortization for general ledger accounting, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion.		
30	Post deferred income recognition for general ledger accounting, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion.		
31	Post foreign currency revaluation for general ledger accounting, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion.		
32	Post realized exchange gain or loss for general ledger accounting, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion.		
33	Execute open item clearing for general ledger accounting, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	changes, and retain evidence for Director Finance through completion.		
34	Finance & accounts for general ledger accounting, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion for activity 34.		
35	Finance & accounts for general ledger accounting, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion for activity 35.		
36	Period-end and year-end close for period-end and year-end close, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion.		
37	Period-end and year-end close for period-end and year-end close, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion for activity 37.		
38	Period-end and year-end close for period-end and year-end close, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion for activity 38.		
39	Period-end and year-end close for period-end and year-end close, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	exceptions and changes, and retain evidence for Director Finance through completion for activity 39.		
40	Period-end and year-end close for period-end and year-end close, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion for activity 40.		
41	Financial close task list for period-end and year-end close, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion.		
42	Monitor financial close task completion with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for period-end and year-end close, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion.		
43	Execute monthly financial close for period-end and year-end close, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion.		
44	Execute quarterly financial close for period-end and year-end close, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion.		
45	Execute annual financial close for period-end and year-end close, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion.		
46	Post year-end adjustment entry for period-end and year-end close, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion.		
47	Process prior period adjustment for period-end and year-end close, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion.		
48	Finance & accounts for period-end and year-end close, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion.		
49	Lock closed accounting period with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for period-end and year-end close, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion.		
50	Authorized adjustment with documented authority for period-end and year-end close, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion.		
51	Finance & accounts for period-end and year-end close, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion for activity 51.		
52	Finance & accounts for period-end and year-end close, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion for activity 52.		
53	Cost center for period-end and year-end close, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion.		
54	Profit center for period-end and year-end close, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion.		
55	Internal order or cost object for period-end and year-end close, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion.		
56	Finance & accounts for cost and profitability management, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion.		
57	Finance & accounts for cost and profitability management, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion for activity 57.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
58	Post actual cost to cost center for cost and profitability management, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion.		
59	Post actual cost to internal order for cost and profitability management, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion.		
60	Execute cost allocation cycle for cost and profitability management, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion.		
61	Execute cost assessment cycle for cost and profitability management, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion.		
62	Settle internal order to asset project or expense for cost and profitability management, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion.		
63	Finance & accounts for cost and profitability management, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion for activity 63.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
64	Finance & accounts for cost and profitability management, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion for activity 64.		
65	Finance & accounts for cost and profitability management, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion for activity 65.		
66	Finance & accounts for cost and profitability management, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion for activity 66.		
67	Cost and profitability management for cost and profitability management, using controlled financial master data, journal entries, ledgers, close controls and approvals. The process should validate required data, apply role-based approvals for Finance Manager; Chief Accountant; General Ledger Accountant, record exceptions and changes, and retain evidence for Director Finance through completion.		
68	Withholding tax types and rates for tax master data and compliance, using controlled tax master data, taxable transactions, deductions, certificates and compliance evidence. The process should validate required data, apply role-based approvals for Tax Officer; Chief Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Head of Taxation through completion.		
69	Sales tax and output tax rate table for tax master data and compliance, using controlled tax master data, taxable transactions, deductions, certificates and compliance evidence. The process should validate required data, apply role-based approvals for Tax Officer; Chief Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Head of Taxation through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
70	Tax exemption certificate control logs for tax master data and compliance, using controlled tax master data, taxable transactions, deductions, certificates and compliance evidence. The process should validate required data, apply role-based approvals for Tax Officer; Chief Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Head of Taxation through completion.		
71	Customer and supplier tax classification for tax master data and compliance, using controlled tax master data, taxable transactions, deductions, certificates and compliance evidence. The process should validate required data, apply role-based approvals for Tax Officer; Chief Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Head of Taxation through completion.		
72	Post input tax transaction for tax master data and compliance, using controlled tax master data, taxable transactions, deductions, certificates and compliance evidence. The process should validate required data, apply role-based approvals for Tax Officer; Chief Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Head of Taxation through completion.		
73	Post output tax transaction for tax master data and compliance, using controlled tax master data, taxable transactions, deductions, certificates and compliance evidence. The process should validate required data, apply role-based approvals for Tax Officer; Chief Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Head of Taxation through completion.		
74	Post withholding tax deduction for tax master data and compliance, using controlled tax master data, taxable transactions, deductions, certificates and compliance evidence. The process should validate required data, apply role-based approvals for Tax Officer; Chief Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Head of Taxation through completion.		
75	Post advance tax deduction for tax master data and compliance, using controlled tax master data, taxable transactions, deductions, certificates and compliance evidence. The process should validate required data, apply role-based approvals for Tax Officer; Chief Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Head of Taxation through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
76	Post tax adjustment entry for tax master data and compliance, using controlled tax master data, taxable transactions, deductions, certificates and compliance evidence. The process should validate required data, apply role-based approvals for Tax Officer; Chief Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Head of Taxation through completion.		
77	Post tax refund receivable for tax master data and compliance, using controlled tax master data, taxable transactions, deductions, certificates and compliance evidence. The process should validate required data, apply role-based approvals for Tax Officer; Chief Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Head of Taxation through completion.		
78	Process tax on vendor invoice for tax master data and compliance, using controlled tax master data, taxable transactions, deductions, certificates and compliance evidence. The process should validate required data, apply role-based approvals for Tax Officer; Chief Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Head of Taxation through completion.		
79	Process tax on customer invoice for tax master data and compliance, using controlled tax master data, taxable transactions, deductions, certificates and compliance evidence. The process should validate required data, apply role-based approvals for Tax Officer; Chief Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Head of Taxation through completion.		
80	Process tax on investment income for tax master data and compliance, using controlled tax master data, taxable transactions, deductions, certificates and compliance evidence. The process should validate required data, apply role-based approvals for Tax Officer; Chief Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Head of Taxation through completion.		
81	Tax master data and compliance for tax master data and compliance, using controlled tax master data, taxable transactions, deductions, certificates and compliance evidence. The process should validate required data, apply role-based approvals for Tax Officer; Chief Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Head of Taxation through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
82	Tax master data and compliance for tax master data and compliance, using controlled tax master data, taxable transactions, deductions, certificates and compliance evidence. The process should validate required data, apply role-based approvals for Tax Officer; Chief Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Head of Taxation through completion for activity 82.		
83	Tax master data and compliance for tax master data and compliance, using controlled tax master data, taxable transactions, deductions, certificates and compliance evidence. The process should validate required data, apply role-based approvals for Tax Officer; Chief Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Head of Taxation through completion for activity 83.		
84	Tax master data and compliance for tax master data and compliance, using controlled tax master data, taxable transactions, deductions, certificates and compliance evidence. The process should validate required data, apply role-based approvals for Tax Officer; Chief Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Head of Taxation through completion for activity 84.		
85	Tax master data and compliance for tax master data and compliance, using controlled tax master data, taxable transactions, deductions, certificates and compliance evidence. The process should validate required data, apply role-based approvals for Tax Officer; Chief Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Head of Taxation through completion for activity 85.		
86	Issue tax deduction certificate for tax for tax master data and compliance, using controlled tax master data, taxable transactions, deductions, certificates and compliance evidence. The process should validate required data, apply role-based approvals for Tax Officer; Chief Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Head of Taxation through completion.		
87	Validate and prepare tax audit support schedule for tax for tax master data and compliance, using controlled tax master data, taxable transactions, deductions, certificates and compliance evidence. The process should validate required data, apply role-based approvals for Tax Officer; Chief Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Head of Taxation through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
88	Supplier master for supplier invoice and payment processing, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP Accountant; Finance Manager; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Payable through completion.		
89	Change supplier bank details through controlled approval for supplier invoice and payment processing, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP Accountant; Finance Manager; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Payable through completion.		
90	Payment with documented authority for supplier invoice and payment processing, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP Accountant; Finance Manager; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Payable through completion.		
91	Process non-purchase-order supplier invoice for supplier invoice and payment processing, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP Accountant; Finance Manager; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Payable through completion.		
92	Process purchase-order-based supplier invoice for supplier invoice and payment processing, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP Accountant; Finance Manager; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Payable through completion.		
93	Process service-based supplier invoice for supplier invoice and payment processing, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP Accountant; Finance Manager; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Payable through completion.		
94	Process milestone-based contractor invoice for supplier invoice and payment processing, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	Accountant; Finance Manager; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Payable through completion.		
95	Process utility vendor invoice for supplier invoice and payment processing, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP Accountant; Finance Manager; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Payable through completion.		
96	Process recurring vendor invoice for supplier invoice and payment processing, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP Accountant; Finance Manager; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Payable through completion.		
97	Process employee reimbursement invoice for supplier invoice and payment processing, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP Accountant; Finance Manager; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Payable through completion.		
98	Process vendor down payment for supplier invoice and payment processing, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP Accountant; Finance Manager; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Payable through completion.		
99	Clear vendor down payment against invoice for accounts payable for supplier invoice and payment processing, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP Accountant; Finance Manager; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Payable through completion.		
100	Process supplier credit memo for supplier invoice and payment processing, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP Accountant; Finance Manager; Treasury Officer, record exceptions and		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	changes, and retain evidence for Head of Accounts Payable through completion.		
101	Process supplier debit memo for supplier invoice and payment processing, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP Accountant; Finance Manager; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Payable through completion.		
102	Reverse supplier invoice with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for supplier invoice and payment processing, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP Accountant; Finance Manager; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Payable through completion.		
103	Place invoice on payment hold for accounts payable for supplier invoice and payment processing, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP Accountant; Finance Manager; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Payable through completion.		
104	Release invoice payment hold with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for supplier invoice and payment processing, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP Accountant; Finance Manager; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Payable through completion.		
105	Execute duplicate invoice check for supplier invoice and payment processing, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP Accountant; Finance Manager; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Payable through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
106	Prepare supplier payment proposal for accounts payable for supplier invoice and payment processing, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP Accountant; Finance Manager; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Payable through completion.		
107	Execute approved supplier payment for supplier invoice and payment processing, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP Accountant; Finance Manager; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Payable through completion.		
108	Payables operational controls for payables reporting and controls, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP Accountant; Finance Manager; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Payable through completion.		
109	Process payment return from bank for payables reporting and controls, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP Accountant; Finance Manager; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Payable through completion.		
110	Reconcile supplier account records of account for accounts payable for payables reporting and controls, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP Accountant; Finance Manager; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Payable through completion.		
111	Payables operational controls for payables reporting and controls, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP Accountant; Finance Manager; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Payable through completion for activity 111.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
112	Payables operational controls for payables reporting and controls, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP Accountant; Finance Manager; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Payable through completion for activity 112.		
113	Payables operational controls for payables reporting and controls, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP Accountant; Finance Manager; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Payable through completion for activity 113.		
114	Payables operational controls for payables reporting and controls, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP Accountant; Finance Manager; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Payable through completion for activity 114.		
115	Payables operational controls for payables reporting and controls, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP Accountant; Finance Manager; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Payable through completion for activity 115.		
116	Payables operational controls for payables reporting and controls, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP Accountant; Finance Manager; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Payable through completion for activity 116.		
117	Payables operational controls for payables reporting and controls, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP Accountant; Finance Manager; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Payable through completion for activity 117.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
118	Payables operational controls for payables reporting and controls, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP Accountant; Finance Manager; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Payable through completion for activity 118.		
119	Review supplier account exceptions with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for payables reporting and controls, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP Accountant; Finance Manager; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Payable through completion.		
120	Review long outstanding supplier balances with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for payables reporting and controls, using controlled supplier, invoice, payment, withholding and clearing records. The process should validate required data, apply role-based approvals for AP Accountant; Finance Manager; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Payable through completion.		
121	Customer master for customer master and collections, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion.		
122	Airline customer profile for customer master and collections, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion.		
123	Tenant customer profile for customer master and collections, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
124	Government customer profile for customer master and collections, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion.		
125	Customer hierarchy for customer master and collections, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion.		
126	Customer credit limit for customer master and collections, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion.		
127	Billing with documented authority for customer master and collections, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion.		
128	Process incoming bank receipt for customer master and collections, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion.		
129	Process cash receipt for customer master and collections, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion.		
130	Process customer advance receipt for customer master and collections, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	retain evidence for Head of Accounts Receivable through completion.		
131	Clear customer advance against invoice for accounts receivable for customer master and collections, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion.		
132	Process customer security deposit receipt for customer master and collections, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion.		
133	Adjust customer security deposit for accounts receivable for customer master and collections, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion.		
134	Refund customer security deposit for accounts receivable for customer master and collections, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion.		
135	Process partial customer receipt for customer master and collections, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion.		
136	Process residual customer receipt for customer master and collections, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	retain evidence for Head of Accounts Receivable through completion.		
137	Process short payment for customer master and collections, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion.		
138	Process overpayment for customer master and collections, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion.		
139	Process unidentified receipt for customer master and collections, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion.		
140	Allocate unidentified receipt to customer for accounts receivable for customer master and collections, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion.		
141	Process customer refund for customer master and collections, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion.		
142	Reverse customer receipt with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for customer master and collections, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
143	Process bounced cheque for customer master and collections, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion.		
144	Disputes and collections management for disputes and collections management, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion.		
145	Disputes and collections management for disputes and collections management, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion for activity 145.		
146	Disputes and collections management for disputes and collections management, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion for activity 146.		
147	Create customer dispute case for disputes and collections management, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion.		
148	Resolve customer dispute case with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for disputes and collections management, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
149	Execute collection follow-up task for disputes and collections management, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion.		
150	Issue collection reminder for accounts receivable for disputes and collections management, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion.		
151	Execute dunning process for disputes and collections management, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion.		
152	Write off approved bad debt for accounts receivable for disputes and collections management, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion.		
153	Reverse bad debt write-off with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for disputes and collections management, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion.		
154	Doubtful debts from business trigger through approval for disputes and collections management, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
155	Disputes and collections management for disputes and collections management, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion for activity 155.		
156	Disputes and collections management for disputes and collections management, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion for activity 156.		
157	Disputes and collections management for disputes and collections management, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion for activity 157.		
158	Disputes and collections management for disputes and collections management, using controlled customer, receipt, credit, collection and dispute records. The process should validate required data, apply role-based approvals for AR Accountant; Airline Accounts Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Accounts Receivable through completion for activity 158.		
159	Bank master for bank account and cash operations, using controlled bank accounts, statements, cash movements, matching and reconciliation records. The process should validate required data, apply role-based approvals for Treasury Manager; Treasury Officer; Chief Accountant, record exceptions and changes, and retain evidence for Treasury Manager through completion.		
160	Organization bank account for bank account and cash operations, using controlled bank accounts, statements, cash movements, matching and reconciliation records. The process should validate required data, apply role-based approvals for Treasury Manager; Treasury Officer; Chief Accountant, record exceptions and changes, and retain evidence for Treasury Manager through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
161	Bank signatory mandate for bank account and cash operations, using controlled bank accounts, statements, cash movements, matching and reconciliation records. The process should validate required data, apply role-based approvals for Treasury Manager; Treasury Officer; Chief Accountant, record exceptions and changes, and retain evidence for Treasury Manager through completion.		
162	Bank account opening record for bank account and cash operations, using controlled bank accounts, statements, cash movements, matching and reconciliation records. The process should validate required data, apply role-based approvals for Treasury Manager; Treasury Officer; Chief Accountant, record exceptions and changes, and retain evidence for Treasury Manager through completion.		
163	Bank account closure record for bank account and cash operations, using controlled bank accounts, statements, cash movements, matching and reconciliation records. The process should validate required data, apply role-based approvals for Treasury Manager; Treasury Officer; Chief Accountant, record exceptions and changes, and retain evidence for Treasury Manager through completion.		
164	Bank account balance limit for bank account and cash operations, using controlled bank accounts, statements, cash movements, matching and reconciliation records. The process should validate required data, apply role-based approvals for Treasury Manager; Treasury Officer; Chief Accountant, record exceptions and changes, and retain evidence for Treasury Manager through completion.		
165	Process bank transaction records upload for bank account and cash operations, using controlled bank accounts, statements, cash movements, matching and reconciliation records. The process should validate required data, apply role-based approvals for Treasury Manager; Treasury Officer; Chief Accountant, record exceptions and changes, and retain evidence for Treasury Manager through completion.		
166	Process manual bank transaction records entry for bank account and cash operations, using controlled bank accounts, statements, cash movements, matching and reconciliation records. The process should validate required data, apply role-based approvals for Treasury Manager; Treasury Officer; Chief Accountant, record exceptions and changes, and retain evidence for Treasury Manager through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
167	Banking & cash management for bank account and cash operations, using controlled bank accounts, statements, cash movements, matching and reconciliation records. The process should validate required data, apply role-based approvals for Treasury Manager; Treasury Officer; Chief Accountant, record exceptions and changes, and retain evidence for Treasury Manager through completion.		
168	Banking & cash management for bank account and cash operations, using controlled bank accounts, statements, cash movements, matching and reconciliation records. The process should validate required data, apply role-based approvals for Treasury Manager; Treasury Officer; Chief Accountant, record exceptions and changes, and retain evidence for Treasury Manager through completion for activity 168.		
169	Process electronic bank reconciliation for bank account and cash operations, using controlled bank accounts, statements, cash movements, matching and reconciliation records. The process should validate required data, apply role-based approvals for Treasury Manager; Treasury Officer; Chief Accountant, record exceptions and changes, and retain evidence for Treasury Manager through completion.		
170	Process manual bank reconciliation for bank account and cash operations, using controlled bank accounts, statements, cash movements, matching and reconciliation records. The process should validate required data, apply role-based approvals for Treasury Manager; Treasury Officer; Chief Accountant, record exceptions and changes, and retain evidence for Treasury Manager through completion.		
171	Process bank charges for bank account and cash operations, using controlled bank accounts, statements, cash movements, matching and reconciliation records. The process should validate required data, apply role-based approvals for Treasury Manager; Treasury Officer; Chief Accountant, record exceptions and changes, and retain evidence for Treasury Manager through completion.		
172	Process bank interest receipt for bank account and cash operations, using controlled bank accounts, statements, cash movements, matching and reconciliation records. The process should validate required data, apply role-based approvals for Treasury Manager; Treasury Officer; Chief Accountant, record exceptions and changes, and retain evidence for Treasury Manager through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
173	Process bank interest expense for bank account and cash operations, using controlled bank accounts, statements, cash movements, matching and reconciliation records. The process should validate required data, apply role-based approvals for Treasury Manager; Treasury Officer; Chief Accountant, record exceptions and changes, and retain evidence for Treasury Manager through completion.		
174	Process transfer between own bank accounts for bank account and cash operations, using controlled bank accounts, statements, cash movements, matching and reconciliation records. The process should validate required data, apply role-based approvals for Treasury Manager; Treasury Officer; Chief Accountant, record exceptions and changes, and retain evidence for Treasury Manager through completion.		
175	Process cash withdrawal from bank for bank account and cash operations, using controlled bank accounts, statements, cash movements, matching and reconciliation records. The process should validate required data, apply role-based approvals for Treasury Manager; Treasury Officer; Chief Accountant, record exceptions and changes, and retain evidence for Treasury Manager through completion.		
176	Process cash deposit to bank for bank account and cash operations, using controlled bank accounts, statements, cash movements, matching and reconciliation records. The process should validate required data, apply role-based approvals for Treasury Manager; Treasury Officer; Chief Accountant, record exceptions and changes, and retain evidence for Treasury Manager through completion.		
177	Petty cash fund for bank account and cash operations, using controlled bank accounts, statements, cash movements, matching and reconciliation records. The process should validate required data, apply role-based approvals for Treasury Manager; Treasury Officer; Chief Accountant, record exceptions and changes, and retain evidence for Treasury Manager through completion.		
178	Process petty cash transaction for bank account and cash operations, using controlled bank accounts, statements, cash movements, matching and reconciliation records. The process should validate required data, apply role-based approvals for Treasury Manager; Treasury Officer; Chief Accountant, record exceptions and changes, and retain evidence for Treasury Manager through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
179	Process petty cash replenishment for bank account and cash operations, using controlled bank accounts, statements, cash movements, matching and reconciliation records. The process should validate required data, apply role-based approvals for Treasury Manager; Treasury Officer; Chief Accountant, record exceptions and changes, and retain evidence for Treasury Manager through completion.		
180	Close petty cash fund with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for bank account and cash operations, using controlled bank accounts, statements, cash movements, matching and reconciliation records. The process should validate required data, apply role-based approvals for Treasury Manager; Treasury Officer; Chief Accountant, record exceptions and changes, and retain evidence for Treasury Manager through completion.		
181	Bank account and cash operations for bank account and cash operations, using controlled bank accounts, statements, cash movements, matching and reconciliation records. The process should validate required data, apply role-based approvals for Treasury Manager; Treasury Officer; Chief Accountant, record exceptions and changes, and retain evidence for Treasury Manager through completion.		
182	Bank account and cash operations for bank account and cash operations, using controlled bank accounts, statements, cash movements, matching and reconciliation records. The process should validate required data, apply role-based approvals for Treasury Manager; Treasury Officer; Chief Accountant, record exceptions and changes, and retain evidence for Treasury Manager through completion for activity 182.		
183	Validate and create annual operating budget for budget planning and control, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion.		
184	Capital expenditure budget proposal for budget planning and control, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
185	Multi-year budget plans for budget planning and control, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion.		
186	Consolidate departmental budget proposals for budget management for budget planning and control, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion.		
187	Approve original budget with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for budget planning and control, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion.		
188	Release approved budget with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for budget planning and control, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion.		
189	Distribute budget to responsibility centers for budget management for budget planning and control, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion.		
190	Create budget version for budget planning and control, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	retain evidence for Director Budget & Planning through completion.		
191	Process budget supplement for budget planning and control, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion.		
192	Process budget return for budget planning and control, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion.		
193	Process budget transfer for budget planning and control, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion.		
194	Process budget re-appropriation for budget planning and control, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion.		
195	Process budget freeze for budget planning and control, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion.		
196	Process budget unfreeze for budget planning and control, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	retain evidence for Director Budget & Planning through completion.		
197	Create funds reservation for budget planning and control, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion.		
198	Create funds commitment for budget planning and control, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion.		
199	Validate and create earmarked funds for budget planning and control, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion.		
200	Liquidate funds reservation for budget management for budget planning and control, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion.		
201	Liquidate funds commitment for budget management for budget planning and control, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion.		
202	Run budget availability control check for budget planning and control, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	changes, and retain evidence for Director Budget & Planning through completion.		
203	Process budget override approval for budget planning and control, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion.		
204	Process budget excess request for budget planning and control, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion.		
205	Process budget carry forward for budget planning and control, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion.		
206	Process budget lapse for budget planning and control, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion.		
207	Carry forward open commitments for budget management for budget planning and control, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion.		
208	Close unused budget balance with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for budget planning and control, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion.		
209	Update budget plans for budget management for budget monitoring and reporting, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion.		
210	Analyze budget overrun for budget management for budget monitoring and reporting, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion.		
211	Budget monitoring and operational governance for budget monitoring and reporting, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion.		
212	Budget monitoring and operational governance for budget monitoring and reporting, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion for activity 212.		
213	Budget monitoring and operational governance for budget monitoring and reporting, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion for activity 213.		
214	Budget monitoring and operational governance for budget monitoring and reporting, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	exceptions and changes, and retain evidence for Director Budget & Planning through completion for activity 214.		
215	Budget monitoring and operational governance for budget monitoring and reporting, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion for activity 215.		
216	Budget monitoring and operational governance for budget monitoring and reporting, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion for activity 216.		
217	Budget monitoring and operational governance for budget monitoring and reporting, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion for activity 217.		
218	Budget monitoring and operational governance for budget monitoring and reporting, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion for activity 218.		
219	Budget monitoring and operational governance for budget monitoring and reporting, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion for activity 219.		
220	Budget monitoring and operational governance for budget monitoring and reporting, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	exceptions and changes, and retain evidence for Director Budget & Planning through completion for activity 220.		
221	Budget monitoring and operational governance for budget monitoring and reporting, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion for activity 221.		
222	Budget monitoring and operational governance for budget monitoring and reporting, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion for activity 222.		
223	Budget monitoring and operational governance for budget monitoring and reporting, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion for activity 223.		
224	Budget monitoring and operational governance for budget monitoring and reporting, using controlled budget, commitment, funds-control, approval and utilization records. The process should validate required data, apply role-based approvals for Budget Controller; Process Owner; Compliance Officer, record exceptions and changes, and retain evidence for Director Budget & Planning through completion for activity 224.		
225	Treasury counterparty master for treasury operations, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
226	Counterparty exposure limit for treasury operations, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	changes, and retain evidence for Director Treasury & Investments through completion.		
227	Exchange rate table for treasury operations, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
228	Interest rate table for treasury operations, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
229	Treasury & investments for treasury operations, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
230	Review liquidity position with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for treasury operations, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
231	Validate and create bank guarantee record for treasury operations, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
232	Amend bank guarantee record with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for treasury operations, using controlled counterparty, instrument, deal,		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
233	Release bank guarantee record with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for treasury operations, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
234	Record letter of credit for treasury operations, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
235	Amend letter of credit with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for treasury operations, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
236	Retire letter of credit with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for treasury operations, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
237	Create foreign currency deal for treasury operations, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	changes, and retain evidence for Director Treasury & Investments through completion.		
238	Treasury & investments for treasury operations, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion for activity 238.		
239	Settle foreign currency transaction for treasury operations, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
240	Post treasury foreign currency revaluation for treasury operations, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
241	Treasury & investments for treasury operations, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion for activity 241.		
242	Underlying bank guarantee control records for treasury operations for treasury operations, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
243	Underlying letter of credit control records for treasury operations for treasury operations, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
244	Underlying foreign currency exposure control records for treasury operations for treasury operations, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
245	Create treasury bill instrument master for treasury operations, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
246	Create investment bond instrument master for treasury operations, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
247	Validate and create term deposit instrument master for treasury operations, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
248	Investment request for treasury operations, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
249	Approve investment request with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for treasury operations, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
250	Record investment placement for treasury operations, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
251	Create investment contract for treasury operations, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
252	Amend investment contract with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for treasury operations, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
253	Cancel investment contract with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for treasury operations, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
254	Treasury & investments for treasury operations, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion for activity 254.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
255	Settle investment transaction for treasury operations, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
256	Post investment purchase entry for investment instruments, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
257	Investment income schedule for investment instruments, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
258	Underlying future investment cash flows for investment instruments for investment instruments, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
259	Treasury & investments for investment instruments, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
260	Post investment income receipt for investment instruments, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
261	Post investment withholding tax for investment instruments, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
262	Post premium or discount amortization for investment instruments, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
263	Treasury & investments for investment instruments, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion for activity 263.		
264	Post fair value adjustment for investment instruments, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
265	Process investment rollover for investment instruments, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
266	Process treasury bill maturity receipt for investment instruments, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
267	Process investment bond coupon receipt for investment instruments, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
268	Process term deposit interest receipt for investment instruments, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
269	Process early termination of term deposit for investment instruments, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
270	Treasury & investments for investment instruments, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion for activity 270.		
271	Underlying investment maturity profile for investment instruments for investment instruments, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
272	Underlying investment portfolio control records for investment instruments for investment instruments, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
273	Underlying investment yield control records for investment instruments for investment instruments, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
274	Underlying counterparty exposure control records for investment instruments for investment instruments, using controlled counterparty, instrument, deal, cash-flow, valuation and settlement records. The process should validate required data, apply role-based approvals for Investment Officer; Treasury Manager; Chief Accountant, record exceptions and changes, and retain evidence for Director Treasury & Investments through completion.		
275	Create capital investment program for capital investment governance, using controlled investment program, appropriation, benefit, budget and project records. The process should validate required data, apply role-based approvals for Project Manager; Budget Controller; Executive Sponsor, record exceptions and changes, and retain evidence for Director Planning & Development through completion.		
276	Create capital investment position for capital investment governance, using controlled investment program, appropriation, benefit, budget and project records. The process should validate required data, apply role-based approvals for Project Manager; Budget Controller; Executive Sponsor, record exceptions and changes, and retain evidence for Director Planning & Development through completion.		
277	Create appropriation request for capital investment governance, using controlled investment program, appropriation, benefit, budget and project records. The process should validate required data, apply role-based approvals for Project Manager; Budget Controller; Executive Sponsor, record exceptions and changes, and retain evidence for Director Planning & Development through completion.		
278	Investment justification and benefits for capital investment governance, using controlled investment program, appropriation, benefit, budget and project records. The process should validate required data, apply role-based approvals for Project Manager; Budget Controller; Executive Sponsor, record exceptions and changes, and retain evidence for Director Planning & Development through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
279	Investment cash flow plan for capital investment governance, using controlled investment program, appropriation, benefit, budget and project records. The process should validate required data, apply role-based approvals for Project Manager; Budget Controller; Executive Sponsor, record exceptions and changes, and retain evidence for Director Planning & Development through completion.		
280	Calculate investment payback period for capital investment governance, using controlled investment program, appropriation, benefit, budget and project records. The process should validate required data, apply role-based approvals for Project Manager; Budget Controller; Executive Sponsor, record exceptions and changes, and retain evidence for Director Planning & Development through completion.		
281	Calculate investment net present value for capital investment governance, using controlled investment program, appropriation, benefit, budget and project records. The process should validate required data, apply role-based approvals for Project Manager; Budget Controller; Executive Sponsor, record exceptions and changes, and retain evidence for Director Planning & Development through completion.		
282	Calculate investment internal rate of return for capital investment governance, using controlled investment program, appropriation, benefit, budget and project records. The process should validate required data, apply role-based approvals for Project Manager; Budget Controller; Executive Sponsor, record exceptions and changes, and retain evidence for Director Planning & Development through completion.		
283	Approve appropriation request with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for capital investment governance, using controlled investment program, appropriation, benefit, budget and project records. The process should validate required data, apply role-based approvals for Project Manager; Budget Controller; Executive Sponsor, record exceptions and changes, and retain evidence for Director Planning & Development through completion.		
284	Reject appropriation request with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for capital investment governance, using controlled investment program, appropriation, benefit, budget and project records. The process should validate required data, apply role-based approvals for Project Manager; Budget Controller; Executive Sponsor, record		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	exceptions and changes, and retain evidence for Director Planning & Development through completion.		
285	Create project from approved appropriation request for capital investment governance, using controlled investment program, appropriation, benefit, budget and project records. The process should validate required data, apply role-based approvals for Project Manager; Budget Controller; Executive Sponsor, record exceptions and changes, and retain evidence for Director Planning & Development through completion.		
286	Monitor investment program utilization with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for capital investment governance, using controlled investment program, appropriation, benefit, budget and project records. The process should validate required data, apply role-based approvals for Project Manager; Budget Controller; Executive Sponsor, record exceptions and changes, and retain evidence for Director Planning & Development through completion.		
287	Capital investment governance for capital investment governance, using controlled investment program, appropriation, benefit, budget and project records. The process should validate required data, apply role-based approvals for Project Manager; Budget Controller; Executive Sponsor, record exceptions and changes, and retain evidence for Director Planning & Development through completion.		
288	Capital investment governance for capital investment governance, using controlled investment program, appropriation, benefit, budget and project records. The process should validate required data, apply role-based approvals for Project Manager; Budget Controller; Executive Sponsor, record exceptions and changes, and retain evidence for Director Planning & Development through completion for activity 288.		
289	Procurement plan for sourcing and tendering, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
290	Procurement category strategy for sourcing and tendering, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
291	Approved supplier list for sourcing and tendering, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
292	Create purchase requisition for sourcing and tendering, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
293	Approve purchase requisition with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for sourcing and tendering, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
294	Reject purchase requisition with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for sourcing and tendering, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
295	Amend purchase requisition with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for sourcing and tendering, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
296	Cancel purchase requisition with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for sourcing and tendering, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
297	Request for quotation for sourcing and tendering, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
298	Quotation to suppliers for procurement for sourcing and tendering, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
299	Record supplier quotations for sourcing and tendering, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
300	Evaluate technical quotations for procurement for sourcing and tendering, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
301	Evaluate financial quotations for procurement for sourcing and tendering, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
302	Create comparative formal records for sourcing and tendering, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
303	Approve tender award recommendation with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for sourcing and tendering, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
304	Procurement contract from tender outcome for sourcing and tendering, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
305	Publish purchase award information where required for procurement for sourcing and tendering, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
306	Purchase orders and contracts for purchase orders and contracts, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
307	Create standard purchase order for purchase orders and contracts, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
308	Create service purchase order for purchase orders and contracts, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
309	Create emergency purchase order for purchase orders and contracts, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
310	Create blanket purchase order for purchase orders and contracts, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
311	Validate and create import purchase order for purchase orders and contracts, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
312	Asset purchase order for purchase orders and contracts, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
313	Maintenance purchase order for purchase orders and contracts, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
314	Approve purchase order with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for purchase orders and contracts, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
315	Reject purchase order with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for purchase orders and contracts, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
316	Amend purchase order with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for purchase orders and contracts, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
317	Cancel purchase order with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for purchase orders and contracts, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
318	Send purchase order to supplier for procurement for purchase orders and contracts, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
319	Validate and create rate contract for purchase orders and contracts, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
320	Quantity contract for purchase orders and contracts, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
321	Value contract for purchase orders and contracts, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
322	Framework agreement for purchase orders and contracts, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
323	Contract validity for purchase orders and contracts, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
324	Issue contract release order for procurement for purchase orders and contracts, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
325	Amend procurement contract with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for purchase orders and contracts, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
326	Close procurement contract with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for purchase orders and contracts, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
327	Purchase orders and contracts for purchase orders and contracts, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion for activity 327.		
328	Purchase orders and contracts for purchase orders and contracts, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion for activity 328.		
329	Purchase orders and contracts for purchase orders and contracts, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion for activity 329.		
330	Purchase orders and contracts for purchase orders and contracts, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	Officer, record exceptions and changes, and retain evidence for Director Procurement through completion for activity 330.		
331	Supplier lifecycle and contract governance for supplier lifecycle and contract governance, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
332	Supplier lifecycle and contract governance for supplier lifecycle and contract governance, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion for activity 332.		
333	Onboard supplier with due diligence for procurement for supplier lifecycle and contract governance, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
334	Supplier qualification record for supplier lifecycle and contract governance, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
335	Supplier performance criteria records for supplier lifecycle and contract governance, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
336	Review supplier blacklisting request with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for supplier lifecycle and contract governance, using controlled supplier,		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
337	Process supplier suspension for supplier lifecycle and contract governance, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
338	Process supplier reactivation for supplier lifecycle and contract governance, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
339	Control logs supplier complaint for procurement for supplier lifecycle and contract governance, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
340	Resolve supplier complaint with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for supplier lifecycle and contract governance, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
341	Track contract deliverables with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for supplier lifecycle and contract governance, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
342	Track contract insurance and guarantees with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for supplier lifecycle and contract governance, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
343	Track contract expiry and renewal alerts with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for supplier lifecycle and contract governance, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
344	Conduct contract close-out review for procurement for supplier lifecycle and contract governance, using controlled supplier, requisition, tender, bid, purchase-order, contract and approval records. The process should validate required data, apply role-based approvals for Procurement Manager; Procurement Officer; Compliance Officer, record exceptions and changes, and retain evidence for Director Procurement through completion.		
345	Material master for material and warehouse master data, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
346	Material unit of measure conversion for material and warehouse master data, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
347	Material valuation data for material and warehouse master data, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
348	Material classification for material and warehouse master data, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
349	Material tax classification for material and warehouse master data, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
350	Material reorder parameters for material and warehouse master data, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
351	Service master for material and warehouse master data, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
352	Warehouse store and bin structure for material and warehouse master data, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
353	Picking and issue area for material and warehouse master data, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
354	Storage condition and shelf-life rules for material and warehouse master data, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
355	Serialized inventory parameters for material and warehouse master data, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
356	Repairable inventory classification for material and warehouse master data, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
357	Process supplier goods receipt for material and warehouse master data, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
358	Process inbound discrepancy for material and warehouse master data, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
359	Process quality hold stock for material and warehouse master data, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
360	Release stock from quality hold with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for material and warehouse master data, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
361	Process return delivery to supplier for material and warehouse master data, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
362	Process vendor replacement delivery for material and warehouse master data, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
363	Post goods issue to cost center for material and warehouse master data, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
364	Post goods issue to project for material and warehouse master data, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
365	Post goods issue to maintenance work order for material and warehouse master data, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
366	Financial values and Inventory quantity rates. Perform valuation of inventory and maintain multiple costs for multiple GR lots and achieve more accurate inventory valuation for material and warehouse master data, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
367	Multiple inventory lots and achieve more accurate inventory valuation for material and warehouse master data, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
368	Process material reservation for material and warehouse master data, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
369	Process stock transfer between stores for material and warehouse master data, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
370	Process bin-to-bin transfer for material and warehouse master data, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
371	Process inter-airport stock transfer for material and warehouse master data, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
372	Post material adjustment for warehouse operations, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
373	Process scrap posting for warehouse operations, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
374	Process obsolete stock identification for warehouse operations, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
375	Process slow moving stock review for warehouse operations, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
376	Process shelf-life expiry review for warehouse operations, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
377	Process inventory write-off approval for warehouse operations, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
378	Process serialized inventory receipt and issue for warehouse operations, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
379	Physical inventory count document for warehouse operations, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
380	Record count results for warehouse operations, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
381	Post inventory differences for warehouse operations, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
382	Process cycle count for warehouse operations, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
383	Process annual physical inventory for warehouse operations, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
384	Underlying stock on hand control records for warehouse operations for warehouse operations, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
385	Underlying stock aging control records for warehouse operations for warehouse operations, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
386	Underlying inventory valuation control records for warehouse operations for warehouse operations, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
387	Underlying material consumption control records for warehouse operations for warehouse operations, using controlled material, batch, valuation, storage-bin, movement and physical-count records. The process should validate required data, apply role-based approvals for Inventory Controller; Warehouse Supervisor; Master Data Steward, record exceptions and changes, and retain evidence for Director Logistics & Stores through completion.		
388	Import procurement file for import procurement and clearance, using controlled shipment, customs, freight, insurance, landed-cost and clearance records. The process should validate required data, apply role-based approvals for Import Officer; Procurement Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Imports & Customs through completion.		
389	Track import shipment schedule with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for import		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	procurement and clearance, using controlled shipment, customs, freight, insurance, landed-cost and clearance records. The process should validate required data, apply role-based approvals for Import Officer; Procurement Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Imports & Customs through completion.		
390	Record freight forwarder details for import procurement and clearance, using controlled shipment, customs, freight, insurance, landed-cost and clearance records. The process should validate required data, apply role-based approvals for Import Officer; Procurement Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Imports & Customs through completion.		
391	Record customs documentation for import procurement and clearance, using controlled shipment, customs, freight, insurance, landed-cost and clearance records. The process should validate required data, apply role-based approvals for Import Officer; Procurement Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Imports & Customs through completion.		
392	Record letter of credit linked import procurement for import procurement and clearance, using controlled shipment, customs, freight, insurance, landed-cost and clearance records. The process should validate required data, apply role-based approvals for Import Officer; Procurement Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Imports & Customs through completion.		
393	Record customs duty and taxes for import procurement and clearance, using controlled shipment, customs, freight, insurance, landed-cost and clearance records. The process should validate required data, apply role-based approvals for Import Officer; Procurement Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Imports & Customs through completion.		
394	Record freight and insurance costs for import procurement and clearance, using controlled shipment, customs, freight, insurance, landed-cost and clearance records. The process should validate required data, apply role-based approvals for Import Officer; Procurement Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Imports & Customs through completion.		
395	Allocate landed cost to inventory or asset for imports for import procurement and clearance, using controlled shipment, customs, freight, insurance, landed-cost and clearance records. The process should validate required data, apply role-based		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	approvals for Import Officer; Procurement Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Imports & Customs through completion.		
396	Track import clearance status with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for import procurement and clearance, using controlled shipment, customs, freight, insurance, landed-cost and clearance records. The process should validate required data, apply role-based approvals for Import Officer; Procurement Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Imports & Customs through completion.		
397	Process import demurrage or storage charges for import procurement and clearance, using controlled shipment, customs, freight, insurance, landed-cost and clearance records. The process should validate required data, apply role-based approvals for Import Officer; Procurement Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Imports & Customs through completion.		
398	Close import shipment file with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for import procurement and clearance, using controlled shipment, customs, freight, insurance, landed-cost and clearance records. The process should validate required data, apply role-based approvals for Import Officer; Procurement Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Imports & Customs through completion.		
399	Import procurement and clearance for import procurement and clearance, using controlled shipment, customs, freight, insurance, landed-cost and clearance records. The process should validate required data, apply role-based approvals for Import Officer; Procurement Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Imports & Customs through completion.		
400	Import procurement and clearance for import procurement and clearance, using controlled shipment, customs, freight, insurance, landed-cost and clearance records. The process should validate required data, apply role-based approvals for Import Officer; Procurement Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Imports & Customs through completion for activity 400.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
401	Import procurement and clearance for import procurement and clearance, using controlled shipment, customs, freight, insurance, landed-cost and clearance records. The process should validate required data, apply role-based approvals for Import Officer; Procurement Officer; Treasury Officer, record exceptions and changes, and retain evidence for Head of Imports & Customs through completion for activity 401.		
402	Project charter for project planning and execution, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion.		
403	Project definition for project planning and execution, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion.		
404	Work breakdown structure for project planning and execution, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion.		
405	Create standard project template for project planning and execution, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion.		
406	Project milestones for project planning and execution, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
407	Create project schedule for project planning and execution, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion.		
408	Plan project material requirements for projects for project planning and execution, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion.		
409	Plan project service requirements for projects for project planning and execution, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion.		
410	Plan project overhead costs for projects for project planning and execution, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion.		
411	Project budget for project planning and execution, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion.		
412	Release project budget with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for project planning and execution, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
413	Transfer project budget between work breakdown elements for projects for project planning and execution, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion.		
414	Run project budget availability check for project planning and execution, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion.		
415	Create project purchase requisition for project planning and execution, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion.		
416	Create project purchase order for project planning and execution, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion.		
417	Record project goods receipt for project planning and execution, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion.		
418	Record project service confirmation for project planning and execution, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
419	Record project progress completion for project planning and execution, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion.		
420	Record project milestone completion for project planning and execution, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion.		
421	Create project billing milestone for project planning and execution, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion.		
422	Process project invoice where applicable for project planning and execution, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion.		
423	Confirm project activity for projects for project planning and execution, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion.		
424	Reverse project activity confirmation with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for project planning and execution, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
425	Technically complete project activity for projects for project planning and execution, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion.		
426	Technically complete project for projects for project planning and execution, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion.		
427	Reverse project technical completion with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for project planning and execution, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion.		
428	Run project overhead allocation for project monitoring and reporting, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion.		
429	Run project settlement for project monitoring and reporting, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion.		
430	Settle cost to construction-in-progress asset for project monitoring and reporting, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	changes, and retain evidence for Director Engineering Projects through completion.		
431	Settle cost to final asset for project monitoring and reporting, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion.		
432	Settle cost to cost center for project monitoring and reporting, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion.		
433	Close completed project with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for project monitoring and reporting, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion.		
434	Project monitoring and operational governance for project monitoring and reporting, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion.		
435	Project monitoring and operational governance for project monitoring and reporting, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion for activity 435.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
436	Project monitoring and operational governance for project monitoring and reporting, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion for activity 436.		
437	Project monitoring and operational governance for project monitoring and reporting, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion for activity 437.		
438	Project monitoring and operational governance for project monitoring and reporting, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion for activity 438.		
439	Project monitoring and operational governance for project monitoring and reporting, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion for activity 439.		
440	Project monitoring and operational governance for project monitoring and reporting, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion for activity 440.		
441	Project monitoring and operational governance for project monitoring and reporting, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion for activity 441.		
442	Project monitoring and operational governance for project monitoring and reporting, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion for activity 442.		
443	Project monitoring and operational governance for project monitoring and reporting, using controlled project, work-package, milestone, budget, commitment, cost and capitalization records. The process should validate required data, apply role-based approvals for Project Manager; Project Controls Officer; Budget Controller, record exceptions and changes, and retain evidence for Director Engineering Projects through completion for activity 443.		
444	Fixed asset master for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
445	Change fixed asset master for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
446	Create asset class for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
447	Create asset location master for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
448	Assign asset custodian for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
449	Post asset acquisition through procurement for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
450	Post asset acquisition without procurement for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
451	Post asset capitalization from project for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
452	Post asset capitalization from construction-in-progress for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
453	Post asset transfer for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
454	Post inter-airport asset transfer for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
455	Post asset impairment for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
456	Post asset revaluation for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
457	Post asset write-up for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
458	Post asset retirement for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
459	Post asset sale for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
460	Post asset scrapping for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
461	Reverse asset transaction with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
462	Execute depreciation run for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
463	Recalculate depreciation for fixed assets for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
464	Process unplanned depreciation for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
465	Process low value asset capitalization for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
466	Process asset componentization for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
467	Process asset split for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
468	Process asset merger for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
469	Record asset insurance details for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
470	Record asset warranty details for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
471	Process asset physical verification for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
472	Update asset verification status for fixed assets for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
473	Asset accounting and lifecycle for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
474	Asset accounting and lifecycle for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion for activity 474.		
475	Asset accounting and lifecycle for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion for activity 475.		
476	Asset accounting and lifecycle for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion for activity 476.		
477	Asset accounting and lifecycle for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	exceptions and changes, and retain evidence for Head of Fixed Assets through completion for activity 477.		
478	Asset accounting and lifecycle for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion for activity 478.		
479	Asset accounting and lifecycle for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion for activity 479.		
480	Asset accounting and lifecycle for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion for activity 480.		
481	Runway taxiway terminal cns power or mechanical assets for technical object and maintenance planning, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data, apply role-based approvals for Maintenance Manager; Maintenance Planner; Maintenance Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion.		
482	Equipment master for technical object and maintenance planning, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data, apply role-based approvals for Maintenance Manager; Maintenance Planner; Maintenance Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion.		
483	Equipment bill of material for technical object and maintenance planning, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data, apply role-based approvals for Maintenance Manager; Maintenance Planner; Maintenance		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion.		
484	Classify technical object for equipment maintenance for technical object and maintenance planning, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data, apply role-based approvals for Maintenance Manager; Maintenance Planner; Maintenance Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion.		
485	Create maintenance strategy for technical object and maintenance planning, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data, apply role-based approvals for Maintenance Manager; Maintenance Planner; Maintenance Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion.		
486	Create preventive maintenance plan for technical object and maintenance planning, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data, apply role-based approvals for Maintenance Manager; Maintenance Planner; Maintenance Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion.		
487	Create calibration plan for technical object and maintenance planning, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data, apply role-based approvals for Maintenance Manager; Maintenance Planner; Maintenance Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion.		
488	Create shutdown maintenance worklist for technical object and maintenance planning, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data, apply role-based approvals for Maintenance Manager; Maintenance Planner; Maintenance Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
489	Plan maintenance material requirements for equipment maintenance for technical object and maintenance planning, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data, apply role-based approvals for Maintenance Manager; Maintenance Planner; Maintenance Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion.		
490	Plan maintenance labor requirements for equipment maintenance for technical object and maintenance planning, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data, apply role-based approvals for Maintenance Manager; Maintenance Planner; Maintenance Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion.		
491	Plan maintenance service requirements for equipment maintenance for technical object and maintenance planning, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data, apply role-based approvals for Maintenance Manager; Maintenance Planner; Maintenance Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion.		
492	Schedule preventive maintenance order for equipment maintenance for technical object and maintenance planning, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data, apply role-based approvals for Maintenance Manager; Maintenance Planner; Maintenance Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion.		
493	Technical object and maintenance planning for technical object and maintenance planning, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data, apply role-based approvals for Maintenance Manager; Maintenance Planner; Maintenance Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion.		
494	Technical object and maintenance planning for technical object and maintenance planning, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data, apply role-based approvals for Maintenance Manager; Maintenance		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	Planner; Maintenance Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion for activity 494.		
495	Create malfunction notification for technical object and maintenance planning, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data, apply role-based approvals for Maintenance Manager; Maintenance Planner; Maintenance Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion.		
496	Create service request notification for technical object and maintenance planning, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data, apply role-based approvals for Maintenance Manager; Maintenance Planner; Maintenance Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion.		
497	Validate and create corrective maintenance work order for technical object and maintenance planning, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data, apply role-based approvals for Maintenance Manager; Maintenance Planner; Maintenance Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion.		
498	Approve maintenance work order with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for technical object and maintenance planning, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data, apply role-based approvals for Maintenance Manager; Maintenance Planner; Maintenance Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion.		
499	Issue spare parts to maintenance work order for equipment maintenance for technical object and maintenance planning, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data, apply role-based approvals for Maintenance Manager; Maintenance Planner; Maintenance		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion.		
500	Confirm maintenance work execution for equipment maintenance for technical object and maintenance planning, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data, apply role-based approvals for Maintenance Manager; Maintenance Planner; Maintenance Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion.		
501	Record maintenance labor hours for maintenance execution, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data, apply role-based approvals for Maintenance Manager; Maintenance Planner; Maintenance Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion.		
502	Record external service completion for maintenance execution, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data, apply role-based approvals for Maintenance Manager; Maintenance Planner; Maintenance Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion.		
503	Record calibration result for maintenance execution, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data, apply role-based approvals for Maintenance Manager; Maintenance Planner; Maintenance Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion.		
504	Complete maintenance work order for equipment maintenance for maintenance execution, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data, apply role-based approvals for Maintenance Manager; Maintenance Planner; Maintenance Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion.		
505	Technically close maintenance work order for equipment maintenance for maintenance execution, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data,		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	apply role-based approvals for Maintenance Manager; Maintenance Planner; Maintenance Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion.		
506	Authorized correction with documented authority for maintenance execution, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data, apply role-based approvals for Maintenance Manager; Maintenance Planner; Maintenance Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion.		
507	Capture equipment downtime for equipment maintenance for maintenance execution, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data, apply role-based approvals for Maintenance Manager; Maintenance Planner; Maintenance Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion.		
508	Capture root cause and failure code for equipment maintenance for maintenance execution, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data, apply role-based approvals for Maintenance Manager; Maintenance Planner; Maintenance Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion.		
509	Underlying equipment history control records for maintenance execution for maintenance execution, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data, apply role-based approvals for Maintenance Manager; Maintenance Planner; Maintenance Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion.		
510	Underlying maintenance backlog control records for maintenance execution for maintenance execution, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data, apply role-based approvals for Maintenance Manager; Maintenance Planner; Maintenance Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
511	Underlying preventive maintenance compliance control records for maintenance execution for maintenance execution, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data, apply role-based approvals for Maintenance Manager; Maintenance Planner; Maintenance Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion.		
512	Underlying mean time between failure control records for maintenance execution for maintenance execution, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data, apply role-based approvals for Maintenance Manager; Maintenance Planner; Maintenance Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion.		
513	Underlying maintenance cost control records for maintenance execution for maintenance execution, using controlled technical-object, maintenance-plan, work-order, spare-part and downtime records. The process should validate required data, apply role-based approvals for Maintenance Manager; Maintenance Planner; Maintenance Technician, record exceptions and changes, and retain evidence for Director Engineering Services through completion.		
514	Quality inspection plan for quality planning and inspection, using controlled inspection, defect, notification, corrective-action, calibration and audit records. The process should validate required data, apply role-based approvals for Quality Manager; Quality Inspector; Compliance Officer, record exceptions and changes, and retain evidence for Head of Quality & Compliance through completion.		
515	Master inspection characteristic for quality planning and inspection, using controlled inspection, defect, notification, corrective-action, calibration and audit records. The process should validate required data, apply role-based approvals for Quality Manager; Quality Inspector; Compliance Officer, record exceptions and changes, and retain evidence for Head of Quality & Compliance through completion.		
516	Sampling procedure for quality planning and inspection, using controlled inspection, defect, notification, corrective-action, calibration and audit records. The process should validate required data, apply role-based approvals for Quality Manager; Quality Inspector; Compliance Officer, record exceptions and changes, and retain evidence for Head of Quality & Compliance through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
517	Create inspection lot from goods receipt for quality planning and inspection, using controlled inspection, defect, notification, corrective-action, calibration and audit records. The process should validate required data, apply role-based approvals for Quality Manager; Quality Inspector; Compliance Officer, record exceptions and changes, and retain evidence for Head of Quality & Compliance through completion.		
518	Record incoming material inspection result for quality planning and inspection, using controlled inspection, defect, notification, corrective-action, calibration and audit records. The process should validate required data, apply role-based approvals for Quality Manager; Quality Inspector; Compliance Officer, record exceptions and changes, and retain evidence for Head of Quality & Compliance through completion.		
519	Post accepted stock to unrestricted use for quality planning and inspection, using controlled inspection, defect, notification, corrective-action, calibration and audit records. The process should validate required data, apply role-based approvals for Quality Manager; Quality Inspector; Compliance Officer, record exceptions and changes, and retain evidence for Head of Quality & Compliance through completion.		
520	Process supplier defect notification for quality planning and inspection, using controlled inspection, defect, notification, corrective-action, calibration and audit records. The process should validate required data, apply role-based approvals for Quality Manager; Quality Inspector; Compliance Officer, record exceptions and changes, and retain evidence for Head of Quality & Compliance through completion.		
521	Validate and create service quality checklist for quality planning and inspection, using controlled inspection, defect, notification, corrective-action, calibration and audit records. The process should validate required data, apply role-based approvals for Quality Manager; Quality Inspector; Compliance Officer, record exceptions and changes, and retain evidence for Head of Quality & Compliance through completion.		
522	Record service inspection result for quality planning and inspection, using controlled inspection, defect, notification, corrective-action, calibration and audit records. The process should validate required data, apply role-based approvals for Quality Manager; Quality Inspector; Compliance Officer, record exceptions and changes, and retain evidence for Head of Quality & Compliance through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
523	Quality notification for quality planning and inspection, using controlled inspection, defect, notification, corrective-action, calibration and audit records. The process should validate required data, apply role-based approvals for Quality Manager; Quality Inspector; Compliance Officer, record exceptions and changes, and retain evidence for Head of Quality & Compliance through completion.		
524	Classify defect for quality management for quality planning and inspection, using controlled inspection, defect, notification, corrective-action, calibration and audit records. The process should validate required data, apply role-based approvals for Quality Manager; Quality Inspector; Compliance Officer, record exceptions and changes, and retain evidence for Head of Quality & Compliance through completion.		
525	Define corrective action task for quality planning and inspection, using controlled inspection, defect, notification, corrective-action, calibration and audit records. The process should validate required data, apply role-based approvals for Quality Manager; Quality Inspector; Compliance Officer, record exceptions and changes, and retain evidence for Head of Quality & Compliance through completion.		
526	Approve corrective action plan with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for quality planning and inspection, using controlled inspection, defect, notification, corrective-action, calibration and audit records. The process should validate required data, apply role-based approvals for Quality Manager; Quality Inspector; Compliance Officer, record exceptions and changes, and retain evidence for Head of Quality & Compliance through completion.		
527	Verify corrective action completion for quality management for quality planning and inspection, using controlled inspection, defect, notification, corrective-action, calibration and audit records. The process should validate required data, apply role-based approvals for Quality Manager; Quality Inspector; Compliance Officer, record exceptions and changes, and retain evidence for Head of Quality & Compliance through completion.		
528	Create audit plan for quality planning and inspection, using controlled inspection, defect, notification, corrective-action, calibration and audit records. The process should validate required data, apply role-based approvals for Quality Manager; Quality Inspector; Compliance Officer, record exceptions and changes, and retain evidence for Head of Quality & Compliance through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
529	Record audit finding for quality planning and inspection, using controlled inspection, defect, notification, corrective-action, calibration and audit records. The process should validate required data, apply role-based approvals for Quality Manager; Quality Inspector; Compliance Officer, record exceptions and changes, and retain evidence for Head of Quality & Compliance through completion.		
530	Track audit corrective action with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for quality planning and inspection, using controlled inspection, defect, notification, corrective-action, calibration and audit records. The process should validate required data, apply role-based approvals for Quality Manager; Quality Inspector; Compliance Officer, record exceptions and changes, and retain evidence for Head of Quality & Compliance through completion.		
531	Calibration inspection lot for quality planning and inspection, using controlled inspection, defect, notification, corrective-action, calibration and audit records. The process should validate required data, apply role-based approvals for Quality Manager; Quality Inspector; Compliance Officer, record exceptions and changes, and retain evidence for Head of Quality & Compliance through completion.		
532	Record calibration inspection result for quality planning and inspection, using controlled inspection, defect, notification, corrective-action, calibration and audit records. The process should validate required data, apply role-based approvals for Quality Manager; Quality Inspector; Compliance Officer, record exceptions and changes, and retain evidence for Head of Quality & Compliance through completion.		
533	Quality planning and inspection for quality planning and inspection, using controlled inspection, defect, notification, corrective-action, calibration and audit records. The process should validate required data, apply role-based approvals for Quality Manager; Quality Inspector; Compliance Officer, record exceptions and changes, and retain evidence for Head of Quality & Compliance through completion.		
534	Quality planning and inspection for quality planning and inspection, using controlled inspection, defect, notification, corrective-action, calibration and audit records. The process should validate required data, apply role-based approvals for Quality Manager; Quality Inspector; Compliance Officer, record exceptions and changes, and retain evidence for Head of Quality & Compliance through completion for activity 534.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
535	Quality planning and inspection for quality planning and inspection, using controlled inspection, defect, notification, corrective-action, calibration and audit records. The process should validate required data, apply role-based approvals for Quality Manager; Quality Inspector; Compliance Officer, record exceptions and changes, and retain evidence for Head of Quality & Compliance through completion for activity 535.		
536	Quality planning and inspection for quality planning and inspection, using controlled inspection, defect, notification, corrective-action, calibration and audit records. The process should validate required data, apply role-based approvals for Quality Manager; Quality Inspector; Compliance Officer, record exceptions and changes, and retain evidence for Head of Quality & Compliance through completion for activity 536.		
537	Validate and create land parcel record for property and space master data, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		
538	Building record for property and space master data, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		
539	Room record for property and space master data, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		
540	Lounge record for property and space master data, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
541	Create covered space record for property and space master data, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		
542	Create uncovered space record for property and space master data, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		
543	Create container space record for property and space master data, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		
544	Architectural object and floor area for property and space master data, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		
545	Commercial operational and administrative space for property and space master data, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		
546	Occupancy status for property and space master data, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
547	Tenant master data for property and space master data, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		
548	Property valuation reference for property and space master data, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		
549	Utility meter reference for leased premises for property and space master data, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		
550	Property and space master data for property and space master data, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		
551	Create lease-in agreement for lease-in and lease-out management, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		
552	Amend lease-in agreement with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for lease-in and lease-out management, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
553	Process lease-in payment schedule for lease-in and lease-out management, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		
554	Lease-out agreement for lease-in and lease-out management, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		
555	Rental agreement for lease-in and lease-out management, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		
556	Concession agreement for lease-in and lease-out management, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		
557	Create lounge operator agreement for lease-in and lease-out management, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		
558	Create kiosk shop or counter agreement for lease-in and lease-out management, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
559	Create covered or uncovered space agreement for lease-in and lease-out management, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		
560	Create container placement agreement for lease-in and lease-out management, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		
561	Lease terms and escalation rules for lease-in and lease-out management, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		
562	Process rent escalation for lease-in and lease-out management, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		
563	Process lease renewal for lease-in and lease-out management, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		
564	Process lease termination for lease-in and lease-out management, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
565	Process tenant handover for lease-in and lease-out management, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		
566	Process tenant vacation and final settlement for lease-in and lease-out management, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		
567	Process security deposit receipt for lease-in and lease-out management, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		
568	Process security deposit adjustment for lease-in and lease-out management, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		
569	Process security deposit refund for lease-in and lease-out management, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		
570	Service charges and utilities for service charges and utilities, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
571	Service charges and utilities for service charges and utilities, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion for activity 571.		
572	Service charges and utilities for service charges and utilities, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion for activity 572.		
573	Service charges and utilities for service charges and utilities, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion for activity 573.		
574	Define service charge allocation key for service charges and utilities, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		
575	Tenant premises from business trigger through approval for service charges and utilities, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		
576	Bill electricity water cooling or common area service charges for service charges and utilities, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
577	Service charges and utilities for service charges and utilities, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion for activity 577.		
578	Post service charge difference for service charges and utilities, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		
579	Process tenant utility dispute for service charges and utilities, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion.		
580	Service charges and utilities for service charges and utilities, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion for activity 580.		
581	Service charges and utilities for service charges and utilities, using controlled property, space, lease, tenant, utility, charge and settlement records. The process should validate required data, apply role-based approvals for Real Estate Manager; Estate Officer; Master Data Steward, record exceptions and changes, and retain evidence for Director Commercial & Estate through completion for activity 581.		
582	Approved tariff catalogue for billing governance and pricing, using controlled tariff, pricing, tax, billing, adjustment and reconciliation records. The process should validate required data, apply role-based approvals for Billing Manager; AR Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Director Revenue through completion.		
583	Rate validity calendar for billing governance and pricing, using controlled tariff, pricing, tax, billing, adjustment and reconciliation records. The process should validate required data, apply role-based approvals for Billing Manager; AR		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Director Revenue through completion.		
584	Customer billing rules for billing governance and pricing, using controlled tariff, pricing, tax, billing, adjustment and reconciliation records. The process should validate required data, apply role-based approvals for Billing Manager; AR Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Director Revenue through completion.		
585	Airport-wise charge applicability for billing governance and pricing, using controlled tariff, pricing, tax, billing, adjustment and reconciliation records. The process should validate required data, apply role-based approvals for Billing Manager; AR Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Director Revenue through completion.		
586	Tax and exemption rules for billing for billing governance and pricing, using controlled tariff, pricing, tax, billing, adjustment and reconciliation records. The process should validate required data, apply role-based approvals for Billing Manager; AR Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Director Revenue through completion.		
587	Approve billing rate change with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for billing governance and pricing, using controlled tariff, pricing, tax, billing, adjustment and reconciliation records. The process should validate required data, apply role-based approvals for Billing Manager; AR Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Director Revenue through completion.		
588	Simulate billing impact of tariff change for service billing for billing governance and pricing, using controlled tariff, pricing, tax, billing, adjustment and reconciliation records. The process should validate required data, apply role-based approvals for Billing Manager; AR Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Director Revenue through completion.		
589	Billing governance and pricing for billing governance and pricing, using controlled tariff, pricing, tax, billing, adjustment and reconciliation records. The process should validate required data, apply role-based approvals for Billing Manager; AR Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Director Revenue through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
590	Billing governance and pricing for billing governance and pricing, using controlled tariff, pricing, tax, billing, adjustment and reconciliation records. The process should validate required data, apply role-based approvals for Billing Manager; AR Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Director Revenue through completion for activity 590.		
591	Billing governance and pricing for billing governance and pricing, using controlled tariff, pricing, tax, billing, adjustment and reconciliation records. The process should validate required data, apply role-based approvals for Billing Manager; AR Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Director Revenue through completion for activity 591.		
592	Import scheduled and non-scheduled flight movement data for flight movement billing, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion.		
593	Validate aircraft registration and maximum take-off weight for aeronautical revenue for flight movement billing, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion.		
594	Validate route sector and flight information region usage for aeronautical revenue for flight movement billing, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion.		
595	Validate arrival departure and turnaround movement for aeronautical revenue for flight movement billing, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion.		
596	Calculate landing charges for flight movement billing, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion.		
597	Calculate aircraft parking charges for flight movement billing, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion.		
598	Calculate passenger service charges for flight movement billing, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion.		
599	Calculate security charges related to passenger or aircraft movement for flight movement billing, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion.		
600	Calculate route navigation charges for flight movement billing, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion.		
601	Calculate overflight or air navigation charges for flight movement billing, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion.		
602	Calculate approach and aerodrome control charges for flight movement billing, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion.		
603	Calculate aircraft power supply charges for flight movement billing, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion.		
604	Calculate aircraft fueling concession charge where applicable for flight movement billing, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion.		
605	Calculate ground handling related airport charge where applicable for flight movement billing, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion.		
606	Calculate aircraft maintenance related airport charge where applicable for flight movement billing, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
607	Flight movement billing for flight movement billing, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion.		
608	Approve airline billing formal records with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for flight movement billing, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion.		
609	Issue airline invoice for aeronautical revenue for flight movement billing, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion.		
610	Process airline billing adjustment for flight movement billing, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion.		
611	Process airline credit memo for flight movement billing, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion.		
612	Process airline debit memo for flight movement billing, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion.		
613	Reconcile flight movement billing with operational statistics for aeronautical revenue for airline account management, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion.		
614	Airline account management for airline account management, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion.		
615	Airline account management for airline account management, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion for activity 615.		
616	Create airline billing account for airline account management, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion.		
617	Airline contract and billing profile for airline account management, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion.		
618	Airline security deposit and guarantee record for airline account management, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion.		
619	Airline account management for airline account management, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion for activity 619.		
620	Process airline billing dispute for airline account management, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion.		
621	Resolve airline charge dispute with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for airline account management, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion.		
622	Monitor airline credit exposure with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for airline account management, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion.		
623	Airline account management for airline account management, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion for activity 623.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
624	Airline account management for airline account management, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion for activity 624.		
625	Airline account management for airline account management, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion for activity 625.		
626	Airline account management for airline account management, using controlled airport, airline, aircraft, route, flight-movement, tariff and billing records. The process should validate required data, apply role-based approvals for Aeronautical Revenue Officer; Flight Data Officer; Airline Accounts Officer, record exceptions and changes, and retain evidence for OIC Billing (Aeronautical Billing) through completion for activity 626.		
627	Bill retail shop fixed rent for commercial billing, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion.		
628	Concessionaire from business trigger through approval for commercial billing, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion.		
629	Concession agreement from business trigger through approval for commercial billing, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
630	Bill food and beverage concession charge for commercial billing, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion.		
631	Bill duty-free concession charge for commercial billing, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion.		
632	Bill advertising space rental for commercial billing, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion.		
633	Bill lounge operator charge for commercial billing, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion.		
634	Bill commercial counter rental for commercial billing, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion.		
635	Bill office room or storage space rental for commercial billing, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
636	Bill covered or uncovered parking revenue share for commercial billing, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion.		
637	Bill landside car parking operator concession for commercial billing, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion.		
638	Bill cargo-related commercial service charge for commercial billing, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion.		
639	Bill cargo import commercial handling charge for commercial billing, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion.		
640	Bill cargo export commercial handling charge for commercial billing, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion.		
641	Bill container placement rental for commercial billing, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
642	Bill telecom banking or atm site rental for commercial billing, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion.		
643	Bill utility recovery from tenant for commercial billing, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion.		
644	Process tenant billing adjustment for commercial billing, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion.		
645	Process concessionaire credit memo for commercial billing, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion.		
646	Process concessionaire debit memo for commercial billing, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion.		
647	Reconcile concession sales declaration with billed revenue for non-aeronautical revenue for commercial billing, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
648	Commercial performance and tenant management for commercial performance and tenant management, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion.		
649	Commercial performance and tenant management for commercial performance and tenant management, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion for activity 649.		
650	Commercial performance and tenant management for commercial performance and tenant management, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion for activity 650.		
651	Monitor concessionaire sales submissions with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for commercial performance and tenant management, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion.		
652	Review tenant payment compliance with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for commercial performance and tenant management, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
653	Review concession minimum guarantee utilization with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for commercial performance and tenant management, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion.		
654	Track commercial agreement milestones with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for commercial performance and tenant management, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion.		
655	Track tenant fit-out approval status with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for commercial performance and tenant management, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion.		
656	Track tenant insurance and guarantee validity with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for commercial performance and tenant management, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion.		
657	Commercial performance and tenant management for commercial performance and tenant management, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion for activity 657.		
658	Commercial performance and tenant management for commercial performance and tenant management, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion for activity 658.		
659	Commercial performance and tenant management for commercial performance and tenant management, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion for activity 659.		
660	Commercial performance and tenant management for commercial performance and tenant management, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion for activity 660.		
661	Commercial performance and tenant management for commercial performance and tenant management, using controlled tenant, concession, rental, utility, sales-declaration and billing records. The process should validate required data, apply role-based approvals for Non-Aeronautical Revenue Officer; Concession Manager; AR Accountant, record exceptions and changes, and retain evidence for Director Commercial Revenue through completion for activity 661.		
662	Create employee personnel record for workforce administration, using controlled employee, organization, attendance, leave, payroll-input and learning records. The process should validate required data, apply role-based approvals for HR Manager; Payroll Officer; Process Owner, record exceptions and changes, and retain evidence for Director Human Resources through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
663	Employee assignment and position record for workforce administration, using controlled employee, organization, attendance, leave, payroll-input and learning records. The process should validate required data, apply role-based approvals for HR Manager; Payroll Officer; Process Owner, record exceptions and changes, and retain evidence for Director Human Resources through completion.		
664	Process employee transfer for workforce administration, using controlled employee, organization, attendance, leave, payroll-input and learning records. The process should validate required data, apply role-based approvals for HR Manager; Payroll Officer; Process Owner, record exceptions and changes, and retain evidence for Director Human Resources through completion.		
665	Process employee promotion for workforce administration, using controlled employee, organization, attendance, leave, payroll-input and learning records. The process should validate required data, apply role-based approvals for HR Manager; Payroll Officer; Process Owner, record exceptions and changes, and retain evidence for Director Human Resources through completion.		
666	Process employee separation for workforce administration, using controlled employee, organization, attendance, leave, payroll-input and learning records. The process should validate required data, apply role-based approvals for HR Manager; Payroll Officer; Process Owner, record exceptions and changes, and retain evidence for Director Human Resources through completion.		
667	Organization position hierarchy for workforce administration, using controlled employee, organization, attendance, leave, payroll-input and learning records. The process should validate required data, apply role-based approvals for HR Manager; Payroll Officer; Process Owner, record exceptions and changes, and retain evidence for Director Human Resources through completion.		
668	Employee document record for workforce administration, using controlled employee, organization, attendance, leave, payroll-input and learning records. The process should validate required data, apply role-based approvals for HR Manager; Payroll Officer; Process Owner, record exceptions and changes, and retain evidence for Director Human Resources through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
669	Process employee leave request for workforce administration, using controlled employee, organization, attendance, leave, payroll-input and learning records. The process should validate required data, apply role-based approvals for HR Manager; Payroll Officer; Process Owner, record exceptions and changes, and retain evidence for Director Human Resources through completion.		
670	Process employee attendance exception for workforce administration, using controlled employee, organization, attendance, leave, payroll-input and learning records. The process should validate required data, apply role-based approvals for HR Manager; Payroll Officer; Process Owner, record exceptions and changes, and retain evidence for Director Human Resources through completion.		
671	Process overtime request for workforce administration, using controlled employee, organization, attendance, leave, payroll-input and learning records. The process should validate required data, apply role-based approvals for HR Manager; Payroll Officer; Process Owner, record exceptions and changes, and retain evidence for Director Human Resources through completion.		
672	Process travel request for workforce administration, using controlled employee, organization, attendance, leave, payroll-input and learning records. The process should validate required data, apply role-based approvals for HR Manager; Payroll Officer; Process Owner, record exceptions and changes, and retain evidence for Director Human Resources through completion.		
673	Process employee reimbursement claim for workforce administration, using controlled employee, organization, attendance, leave, payroll-input and learning records. The process should validate required data, apply role-based approvals for HR Manager; Payroll Officer; Process Owner, record exceptions and changes, and retain evidence for Director Human Resources through completion.		
674	Underlying workforce headcount control records for workforce administration for workforce administration, using controlled employee, organization, attendance, leave, payroll-input and learning records. The process should validate required data, apply role-based approvals for HR Manager; Payroll Officer; Process Owner, record exceptions and changes, and retain evidence for Director Human Resources through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
675	Underlying leave liability control records for workforce administration for workforce administration, using controlled employee, organization, attendance, leave, payroll-input and learning records. The process should validate required data, apply role-based approvals for HR Manager; Payroll Officer; Process Owner, record exceptions and changes, and retain evidence for Director Human Resources through completion.		
676	Performance goal plan for workforce administration, using controlled employee, organization, attendance, leave, payroll-input and learning records. The process should validate required data, apply role-based approvals for HR Manager; Payroll Officer; Process Owner, record exceptions and changes, and retain evidence for Director Human Resources through completion.		
677	Conduct performance review cycle for human resources for performance, learning and payroll support, using controlled employee, organization, attendance, leave, payroll-input and learning records. The process should validate required data, apply role-based approvals for HR Manager; Payroll Officer; Process Owner, record exceptions and changes, and retain evidence for Director Human Resources through completion.		
678	Record learning need for performance, learning and payroll support, using controlled employee, organization, attendance, leave, payroll-input and learning records. The process should validate required data, apply role-based approvals for HR Manager; Payroll Officer; Process Owner, record exceptions and changes, and retain evidence for Director Human Resources through completion.		
679	Create training calendar for performance, learning and payroll support, using controlled employee, organization, attendance, leave, payroll-input and learning records. The process should validate required data, apply role-based approvals for HR Manager; Payroll Officer; Process Owner, record exceptions and changes, and retain evidence for Director Human Resources through completion.		
680	Record training completion for performance, learning and payroll support, using controlled employee, organization, attendance, leave, payroll-input and learning records. The process should validate required data, apply role-based approvals for HR Manager; Payroll Officer; Process Owner, record exceptions and changes, and retain evidence for Director Human Resources through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
681	Process payroll input for performance, learning and payroll support, using controlled employee, organization, attendance, leave, payroll-input and learning records. The process should validate required data, apply role-based approvals for HR Manager; Payroll Officer; Process Owner, record exceptions and changes, and retain evidence for Director Human Resources through completion.		
682	Validate payroll deduction input for human resources for performance, learning and payroll support, using controlled employee, organization, attendance, leave, payroll-input and learning records. The process should validate required data, apply role-based approvals for HR Manager; Payroll Officer; Process Owner, record exceptions and changes, and retain evidence for Director Human Resources through completion.		
683	Prepare payroll accounting support file for human resources for performance, learning and payroll support, using controlled employee, organization, attendance, leave, payroll-input and learning records. The process should validate required data, apply role-based approvals for HR Manager; Payroll Officer; Process Owner, record exceptions and changes, and retain evidence for Director Human Resources through completion.		
684	Underlying payroll variance control records for performance, learning and payroll support for performance, learning and payroll support, using controlled employee, organization, attendance, leave, payroll-input and learning records. The process should validate required data, apply role-based approvals for HR Manager; Payroll Officer; Process Owner, record exceptions and changes, and retain evidence for Director Human Resources through completion.		
685	Underlying training compliance control records for performance, learning and payroll support for performance, learning and payroll support, using controlled employee, organization, attendance, leave, payroll-input and learning records. The process should validate required data, apply role-based approvals for HR Manager; Payroll Officer; Process Owner, record exceptions and changes, and retain evidence for Director Human Resources through completion.		
686	Underlying performance completion control records for performance, learning and payroll support for performance, learning and payroll support, using controlled employee, organization, attendance, leave, payroll-input and learning records. The process should validate required data, apply role-based approvals for HR Manager; Payroll Officer; Process Owner, record exceptions and changes, and retain evidence for Director Human Resources through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
687	Cross-functional process control for enterprise reporting and dashboards, using controlled cross-functional control evidence, ownership, exceptions and approvals. The process should validate required data, apply role-based approvals for Reporting Analyst; Process Owner; Executive Sponsor, record exceptions and changes, and retain evidence for Director Strategy & Performance through completion.		
688	Cross-functional process control for enterprise reporting and dashboards, using controlled cross-functional control evidence, ownership, exceptions and approvals. The process should validate required data, apply role-based approvals for Reporting Analyst; Process Owner; Executive Sponsor, record exceptions and changes, and retain evidence for Director Strategy & Performance through completion for activity 688.		
689	Cross-functional process control for enterprise reporting and dashboards, using controlled cross-functional control evidence, ownership, exceptions and approvals. The process should validate required data, apply role-based approvals for Reporting Analyst; Process Owner; Executive Sponsor, record exceptions and changes, and retain evidence for Director Strategy & Performance through completion for activity 689.		
690	Cross-functional process control for enterprise reporting and dashboards, using controlled cross-functional control evidence, ownership, exceptions and approvals. The process should validate required data, apply role-based approvals for Reporting Analyst; Process Owner; Executive Sponsor, record exceptions and changes, and retain evidence for Director Strategy & Performance through completion for activity 690.		
691	Cross-functional process control for enterprise reporting and dashboards, using controlled cross-functional control evidence, ownership, exceptions and approvals. The process should validate required data, apply role-based approvals for Reporting Analyst; Process Owner; Executive Sponsor, record exceptions and changes, and retain evidence for Director Strategy & Performance through completion for activity 691.		
692	Cross-functional process control for enterprise reporting and dashboards, using controlled cross-functional control evidence, ownership, exceptions and approvals. The process should validate required data, apply role-based approvals for Reporting Analyst; Process Owner; Executive Sponsor, record exceptions and changes, and retain evidence for Director Strategy & Performance through completion for activity 692.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
693	Cross-functional process control for enterprise reporting and dashboards, using controlled cross-functional control evidence, ownership, exceptions and approvals. The process should validate required data, apply role-based approvals for Reporting Analyst; Process Owner; Executive Sponsor, record exceptions and changes, and retain evidence for Director Strategy & Performance through completion for activity 693.		
694	Cross-functional process control for enterprise reporting and dashboards, using controlled cross-functional control evidence, ownership, exceptions and approvals. The process should validate required data, apply role-based approvals for Reporting Analyst; Process Owner; Executive Sponsor, record exceptions and changes, and retain evidence for Director Strategy & Performance through completion for activity 694.		
695	Cross-functional process control for enterprise reporting and dashboards, using controlled cross-functional control evidence, ownership, exceptions and approvals. The process should validate required data, apply role-based approvals for Reporting Analyst; Process Owner; Executive Sponsor, record exceptions and changes, and retain evidence for Director Strategy & Performance through completion for activity 695.		
696	Cross-functional process control for enterprise reporting and dashboards, using controlled cross-functional control evidence, ownership, exceptions and approvals. The process should validate required data, apply role-based approvals for Reporting Analyst; Process Owner; Executive Sponsor, record exceptions and changes, and retain evidence for Director Strategy & Performance through completion for activity 696.		
697	Cross-functional process control for enterprise reporting and dashboards, using controlled cross-functional control evidence, ownership, exceptions and approvals. The process should validate required data, apply role-based approvals for Reporting Analyst; Process Owner; Executive Sponsor, record exceptions and changes, and retain evidence for Director Strategy & Performance through completion for activity 697.		
698	Cross-functional process control for enterprise reporting and dashboards, using controlled cross-functional control evidence, ownership, exceptions and approvals. The process should validate required data, apply role-based approvals for Reporting Analyst; Process Owner; Executive Sponsor, record exceptions and changes, and retain evidence for Director Strategy & Performance through completion for activity 698.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
699	Cross-functional process control for enterprise reporting and dashboards, using controlled cross-functional control evidence, ownership, exceptions and approvals. The process should validate required data, apply role-based approvals for Reporting Analyst; Process Owner; Executive Sponsor, record exceptions and changes, and retain evidence for Director Strategy & Performance through completion for activity 699.		
700	Cross-functional process control for enterprise reporting and dashboards, using controlled cross-functional control evidence, ownership, exceptions and approvals. The process should validate required data, apply role-based approvals for Reporting Analyst; Process Owner; Executive Sponsor, record exceptions and changes, and retain evidence for Director Strategy & Performance through completion for activity 700.		
701	Cross-functional process control for enterprise reporting and dashboards, using controlled cross-functional control evidence, ownership, exceptions and approvals. The process should validate required data, apply role-based approvals for Reporting Analyst; Process Owner; Executive Sponsor, record exceptions and changes, and retain evidence for Director Strategy & Performance through completion for activity 701.		
702	Cross-functional process control for enterprise reporting and dashboards, using controlled cross-functional control evidence, ownership, exceptions and approvals. The process should validate required data, apply role-based approvals for Reporting Analyst; Process Owner; Executive Sponsor, record exceptions and changes, and retain evidence for Director Strategy & Performance through completion for activity 702.		
703	Internal control logs for internal controls and audit, using controlled control, access, risk, audit, exception and remediation records. The process should validate required data, apply role-based approvals for Compliance Officer; Internal Auditor; Security & Access Administrator, record exceptions and changes, and retain evidence for Chief Internal Auditor through completion.		
704	Segregation of duties rule control logs for internal controls and audit, using controlled control, access, risk, audit, exception and remediation records. The process should validate required data, apply role-based approvals for Compliance Officer; Internal Auditor; Security & Access Administrator, record exceptions and changes, and retain evidence for Chief Internal Auditor through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
705	Perform periodic user access review for controls, audit & compliance for internal controls and audit, using controlled control, access, risk, audit, exception and remediation records. The process should validate required data, apply role-based approvals for Compliance Officer; Internal Auditor; Security & Access Administrator, record exceptions and changes, and retain evidence for Chief Internal Auditor through completion.		
706	Review approval delegation compliance with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for internal controls and audit, using controlled control, access, risk, audit, exception and remediation records. The process should validate required data, apply role-based approvals for Compliance Officer; Internal Auditor; Security & Access Administrator, record exceptions and changes, and retain evidence for Chief Internal Auditor through completion.		
707	Review high-risk transaction exception with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for internal controls and audit, using controlled control, access, risk, audit, exception and remediation records. The process should validate required data, apply role-based approvals for Compliance Officer; Internal Auditor; Security & Access Administrator, record exceptions and changes, and retain evidence for Chief Internal Auditor through completion.		
708	Review manual journal control records with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for internal controls and audit, using controlled control, access, risk, audit, exception and remediation records. The process should validate required data, apply role-based approvals for Compliance Officer; Internal Auditor; Security & Access Administrator, record exceptions and changes, and retain evidence for Chief Internal Auditor through completion.		
709	Review supplier bank change audit trail with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for internal controls and audit, using controlled control, access, risk, audit, exception and remediation records. The process should validate required data, apply role-based approvals for Compliance Officer; Internal Auditor; Security & Access Administrator, record exceptions and changes, and retain evidence for Chief Internal Auditor through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
710	Review billing adjustment audit trail with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for internal controls and audit, using controlled control, access, risk, audit, exception and remediation records. The process should validate required data, apply role-based approvals for Compliance Officer; Internal Auditor; Security & Access Administrator, record exceptions and changes, and retain evidence for Chief Internal Auditor through completion.		
711	Review procurement emergency purchase exception with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for internal controls and audit, using controlled control, access, risk, audit, exception and remediation records. The process should validate required data, apply role-based approvals for Compliance Officer; Internal Auditor; Security & Access Administrator, record exceptions and changes, and retain evidence for Chief Internal Auditor through completion.		
712	Review budget override exception with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for internal controls and audit, using controlled control, access, risk, audit, exception and remediation records. The process should validate required data, apply role-based approvals for Compliance Officer; Internal Auditor; Security & Access Administrator, record exceptions and changes, and retain evidence for Chief Internal Auditor through completion.		
713	Review asset physical verification exception with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for internal controls and audit, using controlled control, access, risk, audit, exception and remediation records. The process should validate required data, apply role-based approvals for Compliance Officer; Internal Auditor; Security & Access Administrator, record exceptions and changes, and retain evidence for Chief Internal Auditor through completion.		
714	Internal audit plan for internal controls and audit, using controlled control, access, risk, audit, exception and remediation records. The process should validate required data, apply role-based approvals for Compliance Officer; Internal Auditor; Security & Access Administrator, record exceptions and changes, and retain evidence for Chief Internal Auditor through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
715	Execute internal audit assignment for internal controls and audit, using controlled control, access, risk, audit, exception and remediation records. The process should validate required data, apply role-based approvals for Compliance Officer; Internal Auditor; Security & Access Administrator, record exceptions and changes, and retain evidence for Chief Internal Auditor through completion.		
716	Record audit observation for internal controls and audit, using controlled control, access, risk, audit, exception and remediation records. The process should validate required data, apply role-based approvals for Compliance Officer; Internal Auditor; Security & Access Administrator, record exceptions and changes, and retain evidence for Chief Internal Auditor through completion.		
717	Track management action plan with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for internal controls and audit, using controlled control, access, risk, audit, exception and remediation records. The process should validate required data, apply role-based approvals for Compliance Officer; Internal Auditor; Security & Access Administrator, record exceptions and changes, and retain evidence for Chief Internal Auditor through completion.		
718	Close audit observation with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for internal controls and audit, using controlled control, access, risk, audit, exception and remediation records. The process should validate required data, apply role-based approvals for Compliance Officer; Internal Auditor; Security & Access Administrator, record exceptions and changes, and retain evidence for Chief Internal Auditor through completion.		
719	Internal controls and audit for internal controls and audit, using controlled control, access, risk, audit, exception and remediation records. The process should validate required data, apply role-based approvals for Compliance Officer; Internal Auditor; Security & Access Administrator, record exceptions and changes, and retain evidence for Chief Internal Auditor through completion.		
720	Internal controls and audit for internal controls and audit, using controlled control, access, risk, audit, exception and remediation records. The process should validate required data, apply role-based approvals for Compliance Officer; Internal Auditor; Security & Access Administrator, record exceptions and changes,		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	and retain evidence for Chief Internal Auditor through completion for activity 720.		
721	Exchange aeronautical billing data with revenue management source for operational system interfaces, using controlled interface, mapping, authorization, error-queue and reconciliation records. The process should validate required data, apply role-based approvals for IT Service Owner; Data Governance Lead; Process Owner, record exceptions and changes, and retain evidence for Chief Information Officer through completion.		
722	Cargo commercial billing from business trigger through approval for operational system interfaces, using controlled interface, mapping, authorization, error-queue and reconciliation records. The process should validate required data, apply role-based approvals for IT Service Owner; Data Governance Lead; Process Owner, record exceptions and changes, and retain evidence for Chief Information Officer through completion.		
723	Exchange bank transaction records data with banking channels for operational system interfaces, using controlled interface, mapping, authorization, error-queue and reconciliation records. The process should validate required data, apply role-based approvals for IT Service Owner; Data Governance Lead; Process Owner, record exceptions and changes, and retain evidence for Chief Information Officer through completion.		
724	Exchange payroll accounting data with payroll source for operational system interfaces, using controlled interface, mapping, authorization, error-queue and reconciliation records. The process should validate required data, apply role-based approvals for IT Service Owner; Data Governance Lead; Process Owner, record exceptions and changes, and retain evidence for Chief Information Officer through completion.		
725	Monitor interface exception queue with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for operational system interfaces, using controlled interface, mapping, authorization, error-queue and reconciliation records. The process should validate required data, apply role-based approvals for IT Service Owner; Data Governance Lead; Process Owner, record exceptions and changes, and retain evidence for Chief Information Officer through completion.		
726	Resolve interface data mismatch with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	operational system interfaces, using controlled interface, mapping, authorization, error-queue and reconciliation records. The process should validate required data, apply role-based approvals for IT Service Owner; Data Governance Lead; Process Owner, record exceptions and changes, and retain evidence for Chief Information Officer through completion.		
727	Integration & data exchange for operational system interfaces, using controlled interface, mapping, authorization, error-queue and reconciliation records. The process should validate required data, apply role-based approvals for IT Service Owner; Data Governance Lead; Process Owner, record exceptions and changes, and retain evidence for Chief Information Officer through completion.		
728	Operational system interfaces for operational system interfaces, using controlled interface, mapping, authorization, error-queue and reconciliation records. The process should validate required data, apply role-based approvals for IT Service Owner; Data Governance Lead; Process Owner, record exceptions and changes, and retain evidence for Chief Information Officer through completion.		
729	Operational system interfaces for operational system interfaces, using controlled interface, mapping, authorization, error-queue and reconciliation records. The process should validate required data, apply role-based approvals for IT Service Owner; Data Governance Lead; Process Owner, record exceptions and changes, and retain evidence for Chief Information Officer through completion for activity 733.		
730	Create business user access request for operational system interfaces, using controlled interface, mapping, authorization, error-queue and reconciliation records. The process should validate required data, apply role-based approvals for IT Service Owner; Data Governance Lead; Process Owner, record exceptions and changes, and retain evidence for Chief Information Officer through completion.		
731	Approve user access request with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for access, security and continuity, using controlled interface, mapping, authorization, error-queue and reconciliation records. The process should validate required data, apply role-based approvals for IT Service Owner; Data Governance Lead; Process Owner, record exceptions and changes, and retain evidence for Chief Information Officer through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
732	Assign business role based on approved duty for access, security and continuity, using controlled interface, mapping, authorization, error-queue and reconciliation records. The process should validate required data, apply role-based approvals for IT Service Owner; Data Governance Lead; Process Owner, record exceptions and changes, and retain evidence for Chief Information Officer through completion.		
733	Lock or unlock user account with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for access, security and continuity, using controlled interface, mapping, authorization, error-queue and reconciliation records. The process should validate required data, apply role-based approvals for IT Service Owner; Data Governance Lead; Process Owner, record exceptions and changes, and retain evidence for Chief Information Officer through completion.		
734	Transferred or separated employee for integration & data exchange for access, security and continuity, using controlled interface, mapping, authorization, error-queue and reconciliation records. The process should validate required data, apply role-based approvals for IT Service Owner; Data Governance Lead; Process Owner, record exceptions and changes, and retain evidence for Chief Information Officer through completion.		
735	Integration & data exchange for access, security and continuity, using controlled interface, mapping, authorization, error-queue and reconciliation records. The process should validate required data, apply role-based approvals for IT Service Owner; Data Governance Lead; Process Owner, record exceptions and changes, and retain evidence for Chief Information Officer through completion.		
736	Access exception control logs for access, security and continuity, using controlled interface, mapping, authorization, error-queue and reconciliation records. The process should validate required data, apply role-based approvals for IT Service Owner; Data Governance Lead; Process Owner, record exceptions and changes, and retain evidence for Chief Information Officer through completion.		
737	Monitor system availability and service continuity with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for access, security and continuity, using controlled interface, mapping, authorization, error-queue and reconciliation records. The process should validate required data, apply role-based approvals for IT Service Owner; Data		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	Governance Lead; Process Owner, record exceptions and changes, and retain evidence for Chief Information Officer through completion.		
738	Integration & data exchange for access, security and continuity, using controlled interface, mapping, authorization, error-queue and reconciliation records. The process should validate required data, apply role-based approvals for IT Service Owner; Data Governance Lead; Process Owner, record exceptions and changes, and retain evidence for Chief Information Officer through completion for activity 742.		
739	Integration & data exchange for access, security and continuity, using controlled interface, mapping, authorization, error-queue and reconciliation records. The process should validate required data, apply role-based approvals for IT Service Owner; Data Governance Lead; Process Owner, record exceptions and changes, and retain evidence for Chief Information Officer through completion for activity 743.		
740	Define supplier profile fields for legal identity and aviation supplier classification for supplier foundation, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
741	Define modular supplier questionnaires for identity for supplier foundation, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
742	Define supplier approval workflow for supplier foundation, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
743	Establish the supplier governance foundation for maintain commodity, region and department combinations for supplier management use for supplier foundation, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
744	Establish the supplier governance foundation for maintain buyer, category manager, supplier manager and approver access for supplier foundation, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
745	Supplier document types and validity controls for supplier foundation, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
746	Create supplier request initiated for supplier request, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
747	Process external supplier request submitted for supplier request, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
748	Run supplier duplicate prevention before inviting supplier to enroll for supplier request, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
749	Send supplier invitation and control invite expiration or restart for supplier request, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
750	Guide supplier to connect supplier collaboration network account for enrollment for supplier enrollment, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
751	Capture supplier enrollment questionnaire and supporting documents for supplier enrollment, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
752	Process supplier-initiated profile update during enrollment for supplier enrollment, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
753	Validate submitted supplier enrollment data before approval for supplier enrollment, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
754	Validate supplier tax and bank details before supplier activation for supplier enrollment, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
755	Validate supplier legal documents and commercial eligibility for supplier enrollment, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
756	Validate supplier compliance declarations and restricted party outcome for supplier enrollment, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
757	Validate critical supplier requirements for aviation operations for supplier enrollment, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
758	Approve or return supplier enrollment for correction for supplier enrollment, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
759	Replicate approved supplier data to downstream supplier master for supplier master handoff, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
760	Confirm supplier creation outcome from downstream system for supplier master handoff, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
761	Supplier site for supplier master handoff, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
762	Process change to supplier primary and secondary contacts for supplier profile changes, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
763	Process supplier bank detail change with enhanced approval for supplier profile changes, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
764	Process supplier tax identifier and tax classification change for supplier profile changes, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
765	Process supplier legal and ordering address change for supplier profile changes, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
766	Process expiring supplier document renewal for supplier profile changes, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
767	Create qualification project for commodity for supplier qualification, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
768	Receive and validate supplier qualification questionnaire response for supplier qualification, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward,		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	record exceptions and changes, and retain evidence for Head of Procurement through completion.		
769	Approve supplier qualification for defined buying scope for supplier qualification, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
770	Deny supplier qualification and capture operational reason for supplier qualification, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
771	Process supplier requalification for expired or changed scope for supplier qualification, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
772	Disqualify supplier for commodity for supplier qualification, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
773	Assign preferred supplier status for approved category scope for supplier qualification, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
774	Supplier classification controls for classify supplier by operational criticality and procurement category, distinguishing operational criticality, public-sector status, strategic development markers and category eligibility in a way that guides permitted procurement use. The process should capture the classification rationale, validate legal or compliance triggers, route approval for blocked or restricted use, and update		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	affected supplier categories, so buyers apply the correct restrictions before sourcing or ordering for supplier classification, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
775	Supplier classification controls for maintain local, public-sector or strategic development supplier markers, distinguishing operational criticality, public-sector status, strategic development markers and category eligibility in a way that guides permitted procurement use. The process should capture the classification rationale, validate legal or compliance triggers, route approval for blocked or restricted use, and update affected supplier categories, so buyers apply the correct restrictions before sourcing or ordering for supplier classification, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
776	Restrict supplier based on legal for supplier classification, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
777	Define supplier operational evaluation template without management output content for supplier evaluation, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
778	Launch supplier operational evaluation for a completed delivery or service period for supplier evaluation, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
779	Create supplier corrective action from operational evaluation outcome for supplier evaluation, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
780	Deactivate supplier no longer eligible for use for supplier exit, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
781	Reactivate previously blocked supplier after approved clearance for supplier exit, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
782	Support supplier record merge after duplicate remediation decision for supplier exit, using controlled supplier profile, qualification, compliance, approval and activation records. The process should validate required data, apply role-based approvals for Supplier Manager / Supplier Data Steward, record exceptions and changes, and retain evidence for Head of Procurement through completion.		
783	Contract type catalogue for procurement agreements for contract types, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
784	Contract record templates and phases for contract record templates, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
785	Approved clause library and fallback clauses for clause library, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
786	Contract numbering and naming rules for contract numbering, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
787	Contract user groups and access controls for user groups, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
788	Create contract request from procurement or business need for request intake, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
789	Validate contract request before contract record creation for request validation, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
790	Create contract record from approved request for contract record creation, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
791	Create contract record from awarded sourcing event for contract record creation, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
792	Copy existing contract record for repeat agreement for contract record creation, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
793	Assign internal contract project team for team setup, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
794	Invite supplier contacts into negotiation contract record for supplier participation, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
795	Prepare and validate contract content for author contract using approved buyer template for buyer paper, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
796	Process supplier-provided contract document for supplier paper, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
797	Replace or add contract clause from approved library for clause handling, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	and changes, and retain evidence for Head of Procurement Contracts through completion.		
798	Create contract line-item document for goods or services for line items, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
799	Prepare aviation-specific service scope attachment for aviation service scope, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
800	Prepare concessionaire or tenant contract scope attachment for concession contract scope, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
801	Route contract for internal commercial and legal validation. Required steps include routing the agreement to procurement for internal validation, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
802	Send contract document to supplier for negotiation. Required steps include routing the agreement to procurement for supplier negotiation, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
803	Resolve supplier redlines and proposed clause changes. Required steps include routing the agreement to procurement for negotiation resolution, using controlled contract request, clause, document, negotiation, approval and obligation records.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
804	Approve final contract record and contract documents. Required steps include routing the agreement to procurement for approval workflow, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
805	Publish approved contract record for operational use. Required steps include routing the agreement to procurement for publish contract record, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
806	Procurement execution in the scenario create or update downstream purchase contract from supplier and contract management contract for enterprise system handoff, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
807	Procurement execution in the scenario use approved contract for source of supply, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
808	Procurement execution in the scenario create purchase order from approved contract reference for release order, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
809	Procurement execution in the scenario maintain delivery schedules against contract where applicable for delivery schedule, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
810	Create contract amendment for scope for amendment, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
811	Extend contract term through approved amendment for extension, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
812	Create successor contract from expiring agreement for renewal, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
813	Suspend contract usage due to supplier or legal issue for suspension, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
814	Terminate contract before planned end date for termination, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
815	Close contract record after obligations are completed for closeout, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
816	Control contract-linked insurance and certificate obligations for insurance and certificates, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
817	Control security and confidentiality obligations in contract record for security and confidentiality, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
818	Create contract dispute support task for unresolved supplier issue for dispute support, using controlled contract request, clause, document, negotiation, approval and obligation records. The process should validate required data, apply role-based approvals for Contract Manager / Legal Counsel / Category Manager, record exceptions and changes, and retain evidence for Head of Procurement Contracts through completion.		
819	Define goal plan template for annual employee goals for goal plan template, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		
820	Goal library for government aviation roles for goal library, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
821	Goal permissions for employee for goal permissions, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		
822	Define team goal framework for directorates and airport operations for team goals, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		
823	Create personal goal from library or blank entry for personal goals, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		
824	Route newly created goal for manager approval for goal approval, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		
825	Cascade goal from leadership or directorate owner to employees for goal cascading, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		
826	Align employee goal with manager or team goal for goal alignment, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
827	Update goal progress and milestone status for goal update, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		
828	Change goal scope during active cycle for goal change, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		
829	Transfer goals when employee changes manager or position for goal transfer, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		
830	Close completed or withdrawn goal for goal closure, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		
831	Define employee assessment form template for form template, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		
832	Rating scales and labels for employee assessment for rating scale, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
833	Competency library and job-role mapping for competency library, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		
834	Define assessment route map and step ownership for workflow route, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		
835	Launch employee assessment forms for eligible population for form launch, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		
836	Capture employee self-assessment on goals and competencies for self-assessment, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		
837	Capture manager assessment on employee goals and competencies for manager assessment, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		
838	Capture additional manager input for shared employees for matrix manager input, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
839	Validate completed assessment form before final acknowledgement for hr. validation, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		
840	Capture employee acknowledgement of final assessment for employee acknowledgement, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		
841	Reopen assessment form for authorized correction for form reopen, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		
842	Transfer active form after manager or position change for form transfer, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		
843	Request feedback from peer for feedback request, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		
844	Provide feedback linked to activity or goal for feedback provided, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
845	Capture employee activity or achievement during cycle for activity capture, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		
846	Document one-to-one discussion topic and action for one-to-one discussion, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		
847	Nominate raters for multi-rater assessment for participant nomination, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		
848	Capture multi-rater input for competencies and behaviors for rater input, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		
849	Finalize multi-rater assessment form without vendor output content for assessment consolidation, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		
850	Define calibration template for talent consistency session for calibration template, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
851	Create calibration session for defined employee population for session setup, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		
852	Finalize calibration decisions for eligible employees for session execution, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		
853	Close completed assessment cycle for employee population for assessment completion, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		
854	Process employee appeal against assessment outcome for appeal or grievance, using controlled goal, assessment, competency, workflow, feedback and acknowledgement records. The process should validate required data, apply role-based approvals for Employee / Manager / HR Business Partner, record exceptions and changes, and retain evidence for Head of Talent Management through completion.		
855	Learning domains and administrator permissions for learning domains, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		
856	Item types and completion statuses for item types, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
857	Learning catalog structure and access for learning catalog, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		
858	Establish the learning administration foundation for maintain instructors, rooms and virtual session resources, defining how courses, administrators, facilities, instructors and approval rules are organized for aviation and corporate training needs. The process should control domain access, completion statuses, catalog visibility, room or virtual resource capacity, instructor ownership, approval routing, policy exceptions and evidence retention before learning activities are assigned to employees for instructors and facilities, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		
859	Define learning approval workflow for approval rules, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		
860	Create learning item for classroom or online course for learning item, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		
861	Attach online content object to learning item for online content, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
862	Create quiz or assessment object for learning item for assessment object, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		
863	Create learning program with ordered agenda for learning program, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		
864	Create curriculum for recurring qualification track for curriculum, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		
865	Curriculum requirement rules for curriculum requirement, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		
866	Prerequisite rules for learning item for prerequisites, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		
867	Create assignment rule set for automatic learning assignment for assignment rule set, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
868	Assign mandatory learning to employee population for mandatory assignment, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		
869	Allow employee self-assignment from catalog for self-assignment, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		
870	Assigning learning to direct employee for manager assignment, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		
871	Create scheduled class for instructor-led course for class creation, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		
872	Enroll learner in class or learning item for enrollment, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		
873	Waitlisted learners and seat release for waitlist, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
874	Substitute learner or class assignment where policy allows for substitution, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		
875	Record classroom or virtual class attendance for attendance, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		
876	Record learning completion result for completion, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		
877	Record approved external training completion for external event, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		
878	Correct learning history entry after authorized request for learning history correction, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		
879	Capture electronic signature for validated learning completion for e-signature, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
880	Assign certification curriculum for safety or regulatory role for certification assignment, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		
881	Issue certificate after completion of required learning for certificate issuance, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		
882	Trigger retraining assignment before qualification expiry for retraining, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		
883	Handle expired learning qualification for expired qualification, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		
884	Cancel class and handle learner reassignment for cancellation, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		
885	Process learner no-show and fee or escalation rule for no-show handling, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
886	Assign course feedback questionnaire after completion for learning survey, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		
887	Process paid external learning request where applicable for commerce, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		
888	Synchronize employee and organizational data to learning for hr. data synchronization, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		
889	Link learning activities to development or assessment process for learning-to-performance link, using controlled learning item, assignment, class, attendance, completion and certification records. The process should validate required data, apply role-based approvals for Learning Administrator / Instructor / Manager / Employee, record exceptions and changes, and retain evidence for Head of Learning and Development through completion.		
890	Align legal entity and directorate data for supplier and contract management and human capital management processes for organization data, using controlled cross-domain master data, mapping, security, migration, testing and handoff records. The process should validate required data, apply role-based approvals for Process Owner / Integration Lead / Security Lead / Data Migration Lead, record exceptions and changes, and retain evidence for the process owner through completion.		
891	Align supplier data model between supplier and contract management and downstream purchasing for supplier master, using controlled cross-domain master data, mapping, security, migration, testing and handoff records. The process should validate required data, apply role-based approvals for Process Owner / Integration Lead / Security Lead / Data Migration Lead,		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	record exceptions and changes, and retain evidence for the process owner through completion.		
892	Align employee and organizational data for human capital management and payroll for employee master, using controlled cross-domain master data, mapping, security, migration, testing and handoff records. The process should validate required data, apply role-based approvals for Process Owner / Integration Lead / Security Lead / Data Migration Lead, record exceptions and changes, and retain evidence for the process owner through completion.		
893	Align cost center for cost objects, using controlled cross-domain master data, mapping, security, migration, testing and handoff records. The process should validate required data, apply role-based approvals for Process Owner / Integration Lead / Security Lead / Data Migration Lead, record exceptions and changes, and retain evidence for the process owner through completion.		
894	Define user roles for procurement for role mapping, using controlled cross-domain master data, mapping, security, migration, testing and handoff records. The process should validate required data, apply role-based approvals for Process Owner / Integration Lead / Security Lead / Data Migration Lead, record exceptions and changes, and retain evidence for the process owner through completion.		
895	Apply segregation-of-duties checks for sensitive processes for segregation duties, using controlled cross-domain master data, mapping, security, migration, testing and handoff records. The process should validate required data, apply role-based approvals for Process Owner / Integration Lead / Security Lead / Data Migration Lead, record exceptions and changes, and retain evidence for the process owner through completion.		
896	Approval responsibility matrix across business domains for approver rules, using controlled cross-domain master data, mapping, security, migration, testing and handoff records. The process should validate required data, apply role-based approvals for Process Owner / Integration Lead / Security Lead / Data Migration Lead, record exceptions and changes, and retain evidence for the process owner through completion.		
897	Operational notification templates for notification templates, using controlled cross-domain master data, mapping, security, migration, testing and handoff records. The process should validate required data, apply role-based approvals for Process Owner / Integration Lead / Security Lead / Data Migration Lead,		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	record exceptions and changes, and retain evidence for the process owner through completion.		
898	Operate supplier replication from supplier and contract management to downstream system for supplier replication, using controlled cross-domain master data, mapping, security, migration, testing and handoff records. The process should validate required data, apply role-based approvals for Process Owner / Integration Lead / Security Lead / Data Migration Lead, record exceptions and changes, and retain evidence for the process owner through completion.		
899	Operate contract replication to purchase contract or outline agreement for contract replication, using controlled cross-domain master data, mapping, security, migration, testing and handoff records. The process should validate required data, apply role-based approvals for Process Owner / Integration Lead / Security Lead / Data Migration Lead, record exceptions and changes, and retain evidence for the process owner through completion.		
900	Operate employee data replication to learning and payroll for employee replication, using controlled cross-domain master data, mapping, security, migration, testing and handoff records. The process should validate required data, apply role-based approvals for Process Owner / Integration Lead / Security Lead / Data Migration Lead, record exceptions and changes, and retain evidence for the process owner through completion.		
901	Operate learning completion handoff to employee talent profile for learning completion handoff, using controlled cross-domain master data, mapping, security, migration, testing and handoff records. The process should validate required data, apply role-based approvals for Process Owner / Integration Lead / Security Lead / Data Migration Lead, record exceptions and changes, and retain evidence for the process owner through completion.		
902	Operate goal and learning linkage where development activity is assigned for goal linkage, using controlled cross-domain master data, mapping, security, migration, testing and handoff records. The process should validate required data, apply role-based approvals for Process Owner / Integration Lead / Security Lead / Data Migration Lead, record exceptions and changes, and retain evidence for the process owner through completion.		
903	Operate payroll posting handoff to finance for payroll posting handoff, using controlled cross-domain master data, mapping, security, migration, testing and handoff records. The process should validate required data, apply role-based approvals for		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	Process Owner / Integration Lead / Security Lead / Data Migration Lead, record exceptions and changes, and retain evidence for the process owner through completion.		
904	Migrate supplier profile and qualification data for supplier migration, using controlled cross-domain master data, mapping, security, migration, testing and handoff records. The process should validate required data, apply role-based approvals for Process Owner / Integration Lead / Security Lead / Data Migration Lead, record exceptions and changes, and retain evidence for the process owner through completion.		
905	Migrate active procurement contracts for contract migration, using controlled cross-domain master data, mapping, security, migration, testing and handoff records. The process should validate required data, apply role-based approvals for Process Owner / Integration Lead / Security Lead / Data Migration Lead, record exceptions and changes, and retain evidence for the process owner through completion.		
906	Migrate active employee goals where needed for goal migration, using controlled cross-domain master data, mapping, security, migration, testing and handoff records. The process should validate required data, apply role-based approvals for Process Owner / Integration Lead / Security Lead / Data Migration Lead, record exceptions and changes, and retain evidence for the process owner through completion.		
907	Migrate learning records and certification history for learning migration, using controlled cross-domain master data, mapping, security, migration, testing and handoff records. The process should validate required data, apply role-based approvals for Process Owner / Integration Lead / Security Lead / Data Migration Lead, record exceptions and changes, and retain evidence for the process owner through completion.		
908	Migrate payroll opening balances and year-to-date data for payroll migration, using controlled cross-domain master data, mapping, security, migration, testing and handoff records. The process should validate required data, apply role-based approvals for Process Owner / Integration Lead / Security Lead / Data Migration Lead, record exceptions and changes, and retain evidence for the process owner through completion.		
909	Integrated test from supplier enrollment to contract release for end-of-the-end test, using controlled cross-domain master data, mapping, security, migration, testing and handoff records. The process should validate required data, apply role-based approvals for Process Owner / Integration Lead / Security Lead /		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
	Data Migration Lead, record exceptions and changes, and retain evidence for the process owner through completion.		
910	Integrated test from goal setup to learning assignment for hr. test, using controlled cross-domain master data, mapping, security, migration, testing and handoff records. The process should validate required data, apply role-based approvals for Process Owner / Integration Lead / Security Lead / Data Migration Lead, record exceptions and changes, and retain evidence for the process owner through completion.		
911	Integrated test from HR master update to payroll posting for payroll test, using controlled cross-domain master data, mapping, security, migration, testing and handoff records. The process should validate required data, apply role-based approvals for Process Owner / Integration Lead / Security Lead / Data Migration Lead, record exceptions and changes, and retain evidence for the process owner through completion.		
912	Cutover activities for go-live readiness for cutover control, using controlled cross-domain master data, mapping, security, migration, testing and handoff records. The process should validate required data, apply role-based approvals for Process Owner / Integration Lead / Security Lead / Data Migration Lead, record exceptions and changes, and retain evidence for the process owner through completion.		
913	Resolve production issue across business domain boundaries for issue handling, using controlled cross-domain master data, mapping, security, migration, testing and handoff records. The process should validate required data, apply role-based approvals for Process Owner / Integration Lead / Security Lead / Data Migration Lead, record exceptions and changes, and retain evidence for the process owner through completion.		
914	Process business change request after go-live for change request, using controlled cross-domain master data, mapping, security, migration, testing and handoff records. The process should validate required data, apply role-based approvals for Process Owner / Integration Lead / Security Lead / Data Migration Lead, record exceptions and changes, and retain evidence for the process owner through completion.		

b) Student Lifecycle Management

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
1	Maintain school operating structure master data with effective dates, validation controls, approval evidence and downstream use by admissions, enrollment, fees and academic processes.		
2	Maintain academic year and session master data with effective dates, validation controls, approval evidence and downstream use by admissions, enrollment, fees and academic processes.		
3	Maintain grade level framework master data with effective dates, validation controls, approval evidence and downstream use by admissions, enrollment, fees and academic processes.		
4	Maintain section and capacity master data with effective dates, validation controls, approval evidence and downstream use by admissions, enrollment, fees and academic processes.		
5	Maintain subject catalogue master data with effective dates, validation controls, approval evidence and downstream use by admissions, enrollment, fees and academic processes.		
6	Maintain scheme of studies master data with effective dates, validation controls, approval evidence and downstream use by admissions, enrollment, fees and academic processes.		
7	Maintain fee category master data with effective dates, validation controls, approval evidence and downstream use by admissions, enrollment, fees and academic processes.		
8	Maintain guardian relationship master data with effective dates, validation controls, approval evidence and downstream use by admissions, enrollment, fees and academic processes.		
9	Maintain document classification master data with effective dates, validation controls, approval evidence and downstream use by admissions, enrollment, fees and academic processes.		
10	Maintain student numbering rules master data with effective dates, validation controls, approval evidence and downstream use by admissions, enrollment, fees and academic processes.		
11	Maintain integration catalogue master data with effective dates, validation controls, approval evidence and downstream use by admissions, enrollment, fees and academic processes.		
12	Maintain data cleansing rulebook master data with effective dates, validation controls, approval evidence and downstream use by admissions, enrollment, fees and academic processes.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
13	Process prospect inquiry for applicants from inquiry through decision, including eligibility checks, documents, seat control, approvals and applicant-to-student handover.		
14	Process admission campaign setup for applicants from inquiry through decision, including eligibility checks, documents, seat control, approvals and applicant-to-student handover.		
15	Process application account for applicants from inquiry through decision, including eligibility checks, documents, seat control, approvals and applicant-to-student handover.		
16	Process age eligibility for applicants from inquiry through decision, including eligibility checks, documents, seat control, approvals and applicant-to-student handover.		
17	Process document intake for applicants from inquiry through decision, including eligibility checks, documents, seat control, approvals and applicant-to-student handover.		
18	Process sibling and staff category for applicants from inquiry through decision, including eligibility checks, documents, seat control, approvals and applicant-to-student handover.		
19	Process entrance assessment for applicants from inquiry through decision, including eligibility checks, documents, seat control, approvals and applicant-to-student handover.		
20	Process merit and waitlist for applicants from inquiry through decision, including eligibility checks, documents, seat control, approvals and applicant-to-student handover.		
21	Process admission offer for applicants from inquiry through decision, including eligibility checks, documents, seat control, approvals and applicant-to-student handover.		
22	Process offer acceptance for applicants from inquiry through decision, including eligibility checks, documents, seat control, approvals and applicant-to-student handover.		
23	Process admission fee initiation for applicants from inquiry through decision, including eligibility checks, documents, seat control, approvals and applicant-to-student handover.		
24	Process offer decline for applicants from inquiry through decision, including eligibility checks, documents, seat control, approvals and applicant-to-student handover.		
25	Process admission exception for applicants from inquiry through decision, including eligibility checks, documents, seat control, approvals and applicant-to-student handover.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
26	Process reapplication for applicants from inquiry through decision, including eligibility checks, documents, seat control, approvals and applicant-to-student handover.		
27	Process admission cancellation for applicants from inquiry through decision, including eligibility checks, documents, seat control, approvals and applicant-to-student handover.		
28	Process admission deferral for applicants from inquiry through decision, including eligibility checks, documents, seat control, approvals and applicant-to-student handover.		
29	Process admission file handover for applicants from inquiry through decision, including eligibility checks, documents, seat control, approvals and applicant-to-student handover.		
30	Manage student enrollment in the student file by capturing identity, relationships, placement, status, documents and lifecycle changes with controlled history.		
31	Manage student identity in the student file by capturing identity, relationships, placement, status, documents and lifecycle changes with controlled history.		
32	Manage guardian profile in the student file by capturing identity, relationships, placement, status, documents and lifecycle changes with controlled history.		
33	Manage family linkage in the student file by capturing identity, relationships, placement, status, documents and lifecycle changes with controlled history.		
34	Manage previous school history in the student file by capturing identity, relationships, placement, status, documents and lifecycle changes with controlled history.		
35	Manage grade placement in the student file by capturing identity, relationships, placement, status, documents and lifecycle changes with controlled history.		
36	Manage section allocation in the student file by capturing identity, relationships, placement, status, documents and lifecycle changes with controlled history.		
37	Manage roll number assignment in the student file by capturing identity, relationships, placement, status, documents and lifecycle changes with controlled history.		
38	Manage subject group selection in the student file by capturing identity, relationships, placement, status, documents and lifecycle changes with controlled history.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
39	Manage board registration preparation in the student file by capturing identity, relationships, placement, status, documents and lifecycle changes with controlled history.		
40	Manage fee account setup in the student file by capturing identity, relationships, placement, status, documents and lifecycle changes with controlled history.		
41	Manage document gap closure in the student file by capturing identity, relationships, placement, status, documents and lifecycle changes with controlled history.		
42	Manage enrollment status change in the student file by capturing identity, relationships, placement, status, documents and lifecycle changes with controlled history.		
43	Manage no-show handling in the student file by capturing identity, relationships, placement, status, documents and lifecycle changes with controlled history.		
44	Manage re-enrollment in the student file by capturing identity, relationships, placement, status, documents and lifecycle changes with controlled history.		
45	Administer curriculum framework by linking curriculum, subject rules, teacher ownership, student support actions and academic change approvals to the student lifecycle.		
46	Administer learning outcomes by linking curriculum, subject rules, teacher ownership, student support actions and academic change approvals to the student lifecycle.		
47	Administer subject teacher assignment by linking curriculum, subject rules, teacher ownership, student support actions and academic change approvals to the student lifecycle.		
48	Administer homeroom assignment by linking curriculum, subject rules, teacher ownership, student support actions and academic change approvals to the student lifecycle.		
49	Administer subject change by linking curriculum, subject rules, teacher ownership, student support actions and academic change approvals to the student lifecycle.		
50	Administer section transfer by linking curriculum, subject rules, teacher ownership, student support actions and academic change approvals to the student lifecycle.		
51	Administer medium or language preference by linking curriculum, subject rules, teacher ownership, student support actions and academic change approvals to the student lifecycle.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
52	Administer project work by linking curriculum, subject rules, teacher ownership, student support actions and academic change approvals to the student lifecycle.		
53	Administer curriculum exception by linking curriculum, subject rules, teacher ownership, student support actions and academic change approvals to the student lifecycle.		
54	Coordinate school calendar by maintaining academic dates, event schedules, room or staff allocation, conflict checks and approved schedule changes.		
55	Coordinate bell schedule by maintaining academic dates, event schedules, room or staff allocation, conflict checks and approved schedule changes.		
56	Coordinate master timetable by maintaining academic dates, event schedules, room or staff allocation, conflict checks and approved schedule changes.		
57	Coordinate teacher timetable by maintaining academic dates, event schedules, room or staff allocation, conflict checks and approved schedule changes.		
58	Coordinate room timetable by maintaining academic dates, event schedules, room or staff allocation, conflict checks and approved schedule changes.		
59	Coordinate exam timetable by maintaining academic dates, event schedules, room or staff allocation, conflict checks and approved schedule changes.		
60	Coordinate exam seating plan by maintaining academic dates, event schedules, room or staff allocation, conflict checks and approved schedule changes.		
61	Coordinate schedule change by maintaining academic dates, event schedules, room or staff allocation, conflict checks and approved schedule changes.		
62	Record and control daily attendance for active students with roster validation, authorized changes, attendance status handling and follow-up evidence.		
63	Record and control period attendance for active students with roster validation, authorized changes, attendance status handling and follow-up evidence.		
64	Record and control student leave for active students with roster validation, authorized changes, attendance status handling and follow-up evidence.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
65	Record and control attendance correction for active students with roster validation, authorized changes, attendance status handling and follow-up evidence.		
66	Record and control attendance freeze for active students with roster validation, authorized changes, attendance status handling and follow-up evidence.		
67	Capture practical activity as student academic work or classroom evidence with subject linkage, teacher validation, due dates and controlled student record updates.		
68	Operate assessment scheme across exam setup, candidate eligibility, mark entry, grading, outcome release and locked academic record maintenance.		
69	Operate assessment calendar across exam setup, candidate eligibility, mark entry, grading, outcome release and locked academic record maintenance.		
70	Operate exam candidate eligibility across exam setup, candidate eligibility, mark entry, grading, outcome release and locked academic record maintenance.		
71	Operate mark entry across exam setup, candidate eligibility, mark entry, grading, outcome release and locked academic record maintenance.		
72	Operate practical marks across exam setup, candidate eligibility, mark entry, grading, outcome release and locked academic record maintenance.		
73	Operate marks moderation across exam setup, candidate eligibility, mark entry, grading, outcome release and locked academic record maintenance.		
74	Operate grade calculation across exam setup, candidate eligibility, mark entry, grading, outcome release and locked academic record maintenance.		
75	Operate outcome withholding across exam setup, candidate eligibility, mark entry, grading, outcome release and locked academic record maintenance.		
76	Operate supplementary assessment across exam setup, candidate eligibility, mark entry, grading, outcome release and locked academic record maintenance.		
77	Operate assessment absence across exam setup, candidate eligibility, mark entry, grading, outcome release and locked academic record maintenance.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
78	Operate board result capture across exam setup, candidate eligibility, mark entry, grading, outcome release and locked academic record maintenance.		
79	Operate certificate request across exam setup, candidate eligibility, mark entry, grading, outcome release and locked academic record maintenance.		
80	Operate transcript preparation across exam setup, candidate eligibility, mark entry, grading, outcome release and locked academic record maintenance.		
81	Operate assessment record lock across exam setup, candidate eligibility, mark entry, grading, outcome release and locked academic record maintenance.		
82	Execute promotion rule by applying progression rules, academic outcomes, grade placement, completion checks and approved student status updates.		
83	Execute annual promotion by applying progression rules, academic outcomes, grade placement, completion checks and approved student status updates.		
84	Execute conditional promotion by applying progression rules, academic outcomes, grade placement, completion checks and approved student status updates.		
85	Execute grade retention by applying progression rules, academic outcomes, grade placement, completion checks and approved student status updates.		
86	Execute stream allocation by applying progression rules, academic outcomes, grade placement, completion checks and approved student status updates.		
87	Execute graduation plan by applying progression rules, academic outcomes, grade placement, completion checks and approved student status updates.		
88	Execute class list rollover by applying progression rules, academic outcomes, grade placement, completion checks and approved student status updates.		
89	Execute student batch closure by applying progression rules, academic outcomes, grade placement, completion checks and approved student status updates.		
90	Execute pre-school transition by applying progression rules, academic outcomes, grade placement, completion checks and approved student status updates.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
91	Execute primary transition by applying progression rules, academic outcomes, grade placement, completion checks and approved student status updates.		
92	Execute middle transition by applying progression rules, academic outcomes, grade placement, completion checks and approved student status updates.		
93	Execute ssc transition by applying progression rules, academic outcomes, grade placement, completion checks and approved student status updates.		
94	Execute completion clearance by applying progression rules, academic outcomes, grade placement, completion checks and approved student status updates.		
95	Execute academic probation by applying progression rules, academic outcomes, grade placement, completion checks and approved student status updates.		
96	Execute student transfer in grade by applying progression rules, academic outcomes, grade placement, completion checks and approved student status updates.		
97	Run fee structure through student accounting by linking fee rules, billing, receipts, concessions, holds, refunds and student account balances.		
98	Run fee schedule through student accounting by linking fee rules, billing, receipts, concessions, holds, refunds and student account balances.		
99	Run student invoice through student accounting by linking fee rules, billing, receipts, concessions, holds, refunds and student account balances.		
100	Run admission dues through student accounting by linking fee rules, billing, receipts, concessions, holds, refunds and student account balances.		
101	Run monthly tuition through student accounting by linking fee rules, billing, receipts, concessions, holds, refunds and student account balances.		
102	Run transport fee through student accounting by linking fee rules, billing, receipts, concessions, holds, refunds and student account balances.		
103	Run examination fee through student accounting by linking fee rules, billing, receipts, concessions, holds, refunds and student account balances.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
104	Run fee receipt through student accounting by linking fee rules, billing, receipts, concessions, holds, refunds and student account balances.		
105	Run partial payment through student accounting by linking fee rules, billing, receipts, concessions, holds, refunds and student account balances.		
106	Run installment plan through student accounting by linking fee rules, billing, receipts, concessions, holds, refunds and student account balances.		
107	Run concession through student accounting by linking fee rules, billing, receipts, concessions, holds, refunds and student account balances.		
108	Run staff ward benefit through student accounting by linking fee rules, billing, receipts, concessions, holds, refunds and student account balances.		
109	Run waiver through student accounting by linking fee rules, billing, receipts, concessions, holds, refunds and student account balances.		
110	Run late fee through student accounting by linking fee rules, billing, receipts, concessions, holds, refunds and student account balances.		
111	Run arrears follow-up through student accounting by linking fee rules, billing, receipts, concessions, holds, refunds and student account balances.		
112	Run fee hold through student accounting by linking fee rules, billing, receipts, concessions, holds, refunds and student account balances.		
113	Run refund through student accounting by linking fee rules, billing, receipts, concessions, holds, refunds and student account balances.		
114	Run credit adjustment through student accounting by linking fee rules, billing, receipts, concessions, holds, refunds and student account balances.		
115	Run opening balance through student accounting by linking fee rules, billing, receipts, concessions, holds, refunds and student account balances.		
116	Run fee category change through student accounting by linking fee rules, billing, receipts, concessions, holds, refunds and student account balances.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
117	Run dues clearance through student accounting by linking fee rules, billing, receipts, concessions, holds, refunds and student account balances.		
118	Manage student record restriction as a confidential student service case with authorized access, guardian involvement, action tracking and closure evidence.		
119	Handle parent profile change by maintaining guardian-facing requests, communication preferences, acknowledgements and controlled changes connected to the student file.		
120	Manage achievement portfolio for student activities with eligibility checks, consent, participation evidence, equipment handling and achievement updates.		
121	Control classroom allocation for student-facing facilities by reserving spaces or resources, checking capacity and safety, and preserving approval evidence.		
122	Control lab resource booking for student-facing facilities by reserving spaces or resources, checking capacity and safety, and preserving approval evidence.		
123	Control hall booking for student-facing facilities by reserving spaces or resources, checking capacity and safety, and preserving approval evidence.		
124	Support equivalence support by preparing student identity, subject, fee and academic evidence for external board processing and record updates.		
125	Complete withdrawal request by validating withdrawal or completion requirements, clearances, record release, alumni status and archive controls.		
126	Complete transfer certificate by validating withdrawal or completion requirements, clearances, record release, alumni status and archive controls.		
127	Complete noc issuance by validating withdrawal or completion requirements, clearances, record release, alumni status and archive controls.		
128	Complete withdrawal clearance by validating withdrawal or completion requirements, clearances, record release, alumni status and archive controls.		
129	Complete refund on withdrawal by validating withdrawal or completion requirements, clearances, record release, alumni status and archive controls.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
130	Complete records handover by validating withdrawal or completion requirements, clearances, record release, alumni status and archive controls.		
131	Complete alumni profile by validating withdrawal or completion requirements, clearances, record release, alumni status and archive controls.		
132	Complete alumni access by validating withdrawal or completion requirements, clearances, record release, alumni status and archive controls.		
133	Complete graduate certificate by validating withdrawal or completion requirements, clearances, record release, alumni status and archive controls.		
134	Complete record archive by validating withdrawal or completion requirements, clearances, record release, alumni status and archive controls.		
135	Complete rejoin request by validating withdrawal or completion requirements, clearances, record release, alumni status and archive controls.		
136	Complete exit interview by validating withdrawal or completion requirements, clearances, record release, alumni status and archive controls.		
137	Govern student data interface by mapping student lifecycle data, validating payloads, controlling exceptions and preserving acknowledgement or access evidence.		
138	Govern fee bank interface by mapping student lifecycle data, validating payloads, controlling exceptions and preserving acknowledgement or access evidence.		
139	Govern board portal handoff by mapping student lifecycle data, validating payloads, controlling exceptions and preserving acknowledgement or access evidence.		
140	Govern access review by mapping student lifecycle data, validating payloads, controlling exceptions and preserving acknowledgement or access evidence.		
141	Govern data migration cutover by mapping student lifecycle data, validating payloads, controlling exceptions and preserving acknowledgement or access evidence.		
142	Run admission decision framework so application, eligibility, offer outcome and applicant-to-student conversion remain in one governed lifecycle record.		

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
143	Book required modules or subjects for a selected cohort using module booking controls with capacity, prerequisites and academic session validity.		
144	Evaluate each student's completed work, grades and credits against the configured grade or program completion pathway before progression or completion approval.		
145	Maintain academic, financial or administrative holds directly on the student file so registration, results or certificate release follow approved controls.		
146	Record attempt number, completed academic work and appraisal status in so retake and supplementary outcomes remain traceable.		
147	Determine equivalency for external or transferred academic work and connect the result to grade placement, subject eligibility and student progression.		
148	Use admission portal form dependencies to show relevant application questions and document requests based on applicant responses.		
149	Trigger application, admission or first-period fee calculation from the applicant record before final conversion to an active student.		
150	Assign academic advisor or support owner to a student using student-advisor relationships and validity periods.		
151	Process de-registration from with status change, effective date, account balance visibility and academic record preservation.		
152	Create bookable event packages for classes, labs or assessments and connect bookings to students, instructors, rooms and fee rules.		
153	Display the student fee account balance from student file so academic and finance decisions use one controlled student record.		

1.2 Technical Requirements

The bidder must provide responses against each query by selecting any of the below:

- Yes = Fully Compliant available in Standard (FC)
- No = Not available in standard (NA)

S.#	Area	Functionalities	Bidder Response
1	IT Admin	Sys. Admin. Define ERP landscape strategy	
2	IT Admin	Sys. Admin. Configure development client	
3	IT Admin	Sys. Admin. Configure quality client	
4	IT Admin	Sys. Admin. Configure production client	
5	IT Admin	Sys. Admin. Perform system refresh	
6	IT Admin	Sys. Admin. Maintain system parameters	
7	IT Admin	Sys. Admin. Configure transport routes	
8	IT Admin	Sys. Admin. Release development transport	
9	IT Admin	Sys. Admin. Import transport to quality	
10	IT Admin	Sys. Admin. Import transport to production	
11	IT Admin	Sys. Admin. Monitor transport failure	
12	IT Admin	Sys. Admin. Prepare transport audit log	
13	IT Admin	Sys. Admin. Create business user	
14	IT Admin	Sys. Admin. Assign composite role	
15	IT Admin	Sys. Admin. Maintain authorization object	
16	IT Admin	Sys. Admin. Perform SOD role review	
17	IT Admin	Sys. Admin. Lock and unlock user	
18	IT Admin	Sys. Admin. Execute periodic user access review	
19	IT Admin	Sys. Admin. Monitor system health	
20	IT Admin	Sys. Admin. Analyze dump	
21	IT Admin	Sys. Admin. Monitor update failures	
22	IT Admin	Sys. Admin. Monitor background jobs	
23	IT Admin	Sys. Admin. Monitor database growth	
24	IT Admin	Sys. Admin. Prepare technical operations dashboard	
25	IT Admin	Sys. Admin. Analyze workload statistics	
26	IT Admin	Sys. Admin. Monitor work process utilization	
27	IT Admin	Sys. Admin. Perform memory parameter review	
28	IT Admin	Sys. Admin. Analyze response time trend	
29	IT Admin	Sys. Admin. System performance tunning	
30	IT Admin	Sys. Admin. Create background job	
31	IT Admin	Sys. Admin. Schedule periodic job	
34	IT Admin	Sys. Admin. Maintain batch job calendar	
35	IT Admin	Sys. Admin. Report on job completion status	
36	IT Admin	Sys. Admin. Schedule database backup	
37	IT Admin	Sys. Admin. Validate backup completion	
39	IT Admin	Sys. Admin. Maintain printer configuration	
40	IT Admin	Sys. Admin. Maintain RFC destinations	

S.#	Area	Functionalities	Bidder Response
41	IT Admin	Sys. Admin. Execute system start and stop procedure	
42	IT Admin	Sys. Admin. Configure SSO integration	
43	IT Admin	Sys. Admin. Enable audit logging	
44	IT Admin	Sys. Admin. Review privileged access	
45	IT Admin	Sys. Admin. Monitor failed login attempts	
46	IT Admin	Sys. Admin. Approval process for configuration/transport movement between development, quality and production environments	
47	IT Admin	Sys. Admin. Server Backup Operations	
49	IT Integrations	Integration Adapter Define integration inventory	
50	IT Integrations	Integration Adapter Develop ERP inbound integration	
51	IT Integrations	Integration Adapter Develop ERP outbound integration	
52	IT Integrations	Integration Adapter Configure SOAP integration	
53	IT Integrations	Integration Adapter Configure REST integration	
54	IT Integrations	Integration Adapter Configure OData integration	
55	IT Integrations	Integration Adapter Integrate HR employee data	
56	IT Integrations	Integration Adapter Integrate Cloud Procurement purchasing documents	
57	IT Integrations	Integration Adapter Integrate supplier master data	
58	IT Integrations	Integration Adapter Integrate service procurement workflow	
59	IT Integrations	Integration Adapter Integrate learning management data	
60	IT Integrations	Integration Adapter Integrate bank statement MT940 or CAMT	
61	IT Integrations	Integration Adapter Integrate payment file to bank	
62	IT Integrations	Integration Adapter Integrate payment acknowledgement	
64	IT Integrations	Integration Adapter Apply API authentication policy	
65	IT Integrations	Integration Adapter Configure OAuth client credential	
66	IT Integrations	Integration Adapter Configure certificate-based security	
67	IT Integrations	Integration Adapter Reprocess failed message	
68	IT Integrations	Integration Adapter Configure alert notification	

S.#	Area	Functionalities	Bidder Response
69	IT Integrations	Integration Adapter Standard integration operations report	
71	IT Integrations	Integration Adapter Conduct end-to-end interface test	
72	IT Integrations	Integration Adapter Security role validation for Banking and Finance Integration	
73	IT Integrations	Integration Adapter Approval workflow validation for ERP Integration	
74	All	Online Apps User-Interface Configure Online Apps launchpad site	
75	All	Online Apps User-Interface Create business catalog	
76	All	Online Apps User-Interface Create business groups	
77	All	Online Apps User-Interface Assign business role	
78	All	Online Apps User-Interface Activate standard Online Apps	
79	All	Online Apps User-Interface Activate OData service	
80	All	Online Apps User-Interface Assign app to role	
81	All	Online Apps User-Interface Test app authorization	
82	All	Online Apps User-Interface Consume OData service	
83	All	Online Apps User-Interface Implement UI validation logic	
84	All	Online Apps User-Interface Deploy app to launchpad	
85	All	Online Apps User-Interface Configure ERP Inbox for approvals	
86	All	Online Apps User-Interface Conduct user acceptance UX test	
87	All	Online Apps User-Interface Configure role-based app visibility	
88	All	Online Apps User-Interface Apply catalog authorization	

ELIGIBILITY AND QUALIFICATION CRITERIA
The qualification method is QCBS (Quality and Cost based) - 90% Technical Score + 10% Financial Score - Passing marks shall be 70 out of 100

ELIBILITY CRITERIA

S#	Mandatory Eligibility Criteria	PPRA-Compliant Requirement Definition	Specific Required Documentary Evidence	
E-01	**Tax Registration & Active Status**	Valid registration with Federal Board of Revenue (FBR) for NTN and active status on ATL.	Valid FBR Registration Certificate and ATL Status Verification Document	
E-02	**Relevant Business Standing**	Minimum **five (05) years** of status being separate taxable entity in Pakistan delivering Technology Services.	SECP Certificate of incorporation along with Memorandum & Articles of Association or Registrar of Firms / Partnership Deed	
E-03	**Non-Blacklisting Undertaking**		Legal Affidavit on stamp paper of appropriate value.	
E-04		**OEM's** ***(of offered product)*** **Eligibility Criteria**		
E-04A	**OEM Ecosystem & Localization**	The proposed OEM (of offered product) must exist in Pakistan as an Entity OR Liason office, and must have an established Office in Pakistan.	Please attach OEM office location and address of quoted OEM.	
E-04B	**OEM ERP Product**	The offered ERP product must be recognized as a Leader in the relevant ERP category by a reputable independent industry analyst/research organization, such as Gartner or IDC, based on the latest applicable published assessment available on the bid submission date.	Relevant Gartner/IDC report / website, the proposed OEM must reflect as Leader for ERP.	
E-04C	**Core ERP Product Type**	The offered product must be available **on-premise** for Core ERP (including Finance, SCM, Projects, Commercial & Estate, Asset Maintenance). Non-core components may be cloud-based	The bidder or OEM must submit declaration on it's Letterhead.	
E-04D	**OEM's Offered product footprints in Public Sector in Pakistan**	The proposed ERP product shall have been implemented in at least four (04) distinct Public Sector legal entities, Organizations, Autonomous Bodies, or State-Owned Enterprises in Pakistan.	List of Entities where the OEM's ERP is implemented.	
E-05		**Implementation Services Partner's Eligibility Criteria**		
E-05A	**OEM Partner**	The Bidder shall have been an authorized Services Partner of the proposed ERP OEM.	OEM Published Status available on OEM Website.	
E-05B	**Financial Capacity**	The Bidder Average Annual Turnover of at least **PKR 2.5 Billion** over the last three (03) fiscal years.	Financial Statements for the last three (03) completed financial years duly signed by bidder's authorized representative	
E-05C	**International Quality Certifications**	The Bidder must be an Active **ISO 27001** (ISMS) or **ISO 20000-1** or **CMMI Level 3** (or higher) certifications in software/consulting services.	Valid ISO 27001 or ISO 20000-1 or CMMI Accreditation Certificates issued in the name of Bidder	
E-05D	**Local Presence & Support Infrastructure**	Fully functional local office in Pakistan	Lease Agreements / Utility Bills.	
E-05E	**Resource Capacity**	The Bidder must have at least thirty (30) full-time ERP technical and functional consultants who are trained on the same OEM ERP product being offered.	Undertaking on Bidder's Letterhead signed by Bidder's authorized representative	

QUALIFICATION CRITERIA / TECHNICAL CRITERIA SCORING BASED

S#	Sub-Criteria Description	Objective Scoring Breakdown	Specific Required Documentary Evidence	Max Marks
1		**OEM Market Position & Industry Deployments**		**30**
1.1	OEM Global Aviation & Airports Deployments	The OEM's ERP Solutions must be implemented in at least ten (10) distinct organizations/entities within the global aviation sector	Official OEM Published Case Studies or Published Customer Success Stories, or OEM Reference List (signed by OEM 's authorized representative) or any other verifiable document.	**10**
1.2	ERP OEM's deployment in Public Sector in Pakistan	Proposed OEM ERP platform is implemented in Pakistani Public Sector Organizations / Autonomous Bodies / State-Owned Enterprises (SOEs): 12 or more : 20 Marks 10 or more : 16 Marks 08 or more: 12 Marks 06 or more: 08 Marks 04 or more : 04 Mark	Copy of OEM Client Reference List in Pakistan Public Sector accompanied by either OEM's Letterhead undertaking or verified completion/go-live certificates or client confirmation letters or any verifiable document that verifies that OEM's ERP is deployed in Public Sector	**20**
2		**Financial Position & Capacity of OEM Service Partner**		**20**
2.1	Average Annual Turnover (Last 3 Years)	• More than PKR 6.5 Billion: 20 Marks • More than PKR 5.5 Billion up to PKR 6.5 Billion: 16 Marks • More than PKR 4.5 Billion up to PKR 5.5 Billion: 12 Marks	Financial Statements for the last 3 years duly attested by the Bidder	**20**

		• More than PKR 3.5 Billion up to PKR 4.5 Billion: 08 Marks		
		• PKR 2.5 Billion up to PKR 3.5 Billion: 04 Mark		
3	**Relevant Implementation Experience**			**23**
3.1	The Bidder having the experience of Implementation of the quoted OEM's Core ERP each valuing USD 1.0 Million or above excluding license / Subscription fees / Equipment **(Local experience with in last ten years)** *Core ERP means complete implementations of core modules including but not limited to Finance & SCM	• 05 or more projects: 05 Marks • 04 projects: 04 Marks • 03 projects: 03 Marks • 02 projects: 02 Marks • 01 project: 01 Mark	Verifiable clientele list alongwith the details of Scope of Services clearly mentioning the implementation Services of USD 1.0 Million or Equivalent excluding License / Subscription Fees / Equipment.	**5**
3.2	The Bidder having the experience of Implementation of the quoted OEM's Core ERP each valuing USD 1.0 Million or above excluding license /Subscription fees / Equipment **(Global experience with in last ten years)** *Core ERP means complete implementations of core modules including but not limited to Finance & SCM	• 05 or more projects: 05 Marks • 04 projects: 04 Marks • 03 projects: 03 Marks • 02 projects: 02 Marks • 01 project: 01 Mark	Verifiable clientele list alongwith the details of Scope of Services clearly mentioning the implementation Services of USD 1.0 Million or Equivalent excluding License / Subscription Fees / Equipment.	**5**
3.3	The Bidder must have an experience of at least one Business Process Re-engineering (BPR) assignment in Pakistan during the last ten (10) years, involving assessment and transformation of business processes, including development/revision of policies, SOPs, procedures or regulations. **(Local experience with in last ten years)**	• 03 or more projects: 03 Marks • 02 projects: 02 Marks • 01 project: 01 Mark	Verifiable clientele list alongwith the details of Scope of Services clearly mentioning the Business Process Re-engineering.	**3**
3.4	The Bidder must have an experience of at least one **Fixed Asset Register Development assignment in Pakistan during the last ten (10) years,** including physical verification, data cleansing and asset tagging.	• 05 or more projects: 05 Marks • 04 projects: 04 Marks • 03 projects: 03 Marks • 02 projects: 02 Marks • 01 project: 01 Mark	Verifiable clientele list mentioning Fixed Asset Physical Verification, Asset Tagging and Data Cleansing Activities in Scope of Services	**5**
3.5	The Bidder must have an experience of at least one Core ERP implementation of the quoted OEM's ERP for an **Aviation-sector organization during the last ten (10) years.** Core ERP means an integrated implementation covering the principal core modules, including at minimum Finance and SCM/Procurement.	01 or more project : 05 Marks	Verifiable clientele list alongwith the details of Scope of Services clearly mentioning the implementation Services of Core ERP in Aviation sector	**5**
4	**Resource Capacity**			**5**
4.1	Staffing Capacity – OEM-Trained ERP Consultants Marks shall be awarded based on the number of OEM-trained ERP consultants	70+ : 5 Marks 60+ : 4 Marks 50+ : 3 Marks 40+ : 2 Marks 30+ : 1 Mark	Verifiable list of OEM Trained Consultants in bidder's organization.	**5**
5	**Key Personnel Qualifications & Experience**			**12**
5.1	Proposed Project Manager	The Project Manager must have experience of 15+ years in OEM ERP Full Scale Implementation as Project Manager in atleast (04) ERP Implementations	Comprehensive CV, PMP/OEM Training evidence, and Project Experience Sheets.	**5**
5.2	Proposed Functional & Technical Lead Consultants	Requirement: Dedicated Lead Consultants for each core module domain Marking Criteria: - Lead (Finance)+ 5 years Experience + OEM Trained = 01 - Lead(SCM) + 5 years Experience + OEM Trained = 01 - Lead(Projects) + 5 years Experience + OEM Trained = 01 - Lead(Asset Management) + 5 years Experience + OEM Trained = 01 -Lead (Estate Management)+ 5 years Experience + OEM Trained = 01 Total = 05 Marks	Detailed Resumes, OEM Trained evidence, Professional Certificates /Global certificate for relevant trainings.	**5**
5.3	Integration & Architecture Experts	Solution Architect & Integrations Team Leader Experience: (10+ years exp.)	Detailed Resume and relevant training Credentials.	**2**
6	**Implementation Methodology**			**5**
6.1		Project Implementation Methodology (including Business & Data Transformation /equivalent), Governance, QA, risk and escalations)		**2**

6.2	Implementation Approach & Work Plan	Change Management, Training, Knowledge Transfer & user Adoption Strategy		**1**
6.3		Detailed Project Schedule, Milestones and Deliverables		**1**
6.4		The Bidder shall provide evidence of its project governance and corrective-action mechanism for managing schedule and cost deviations, supported by at least one relevant case study.		**1**
7	**Partner Product Capability**			**5**
7.1	OEM validated accelerator packages developed by the bidder.	• 05 or more : 05 Marks	The accelarator products of bidder must be available and reflected on offered OEM official website as OEM Validated Accelerators	**5**
		• 04 : 04 Marks		
		• 03 : 03 Marks		
		• 02 : 02 Marks		
		• 01 : 01 Mark		
			CUMULATIVE MAXIMUM SCORE	**100**

SPECIAL NOTES	
1	Experience of a **subcontractor, independent consultant, consortium member, JV member or unrelated third party** shall not be considered as the Bidder's experience
2	**Bidder means "Organization / Affiliate / Group Company / Network Firm (Local/Global)"** means the bidding entity itself or an entity that is demonstrably part of the Bidder's global network, group or affiliated corporate structure. Experience & Credentials of an Affiliate, Group Company or Network Firm may be considered for the purpose of evaluation, subject to submission of documentary evidence establishing the relationship between the Bidder and the entity whose experience is being claimed.
3	**Historical Experience Evaluation:** For the purpose of evaluating past project experience or completed contract values expressed in currencies other than PKR/USD, the value shall be converted using the official exchange rate prevailing on the date of signing of that specific historical contract, Purchase Order, or Letter of Award, as published by the State Bank of Pakistan (SBP) or the respective central bank.
4	**Misrepresentation / Incorrect Information:** In the event that any information, document, statement, or experience claimed by the Bidder is found to be false, incorrect, misleading, or materially misrepresented at any stage of the procurement process or during the execution of the Contract, PAA shall have the right to take appropriate action in accordance with the applicable procurement laws, rules, regulations, and bidding documents. Such action may include disqualification of the Bidder, forfeiture of bid/performance security, blacklisting/debarment in accordance with applicable law, and/or termination of the Contract, as applicable. In case of termination on account of such misrepresentation or fraudulent claim, PAA shall not be liable to make any payment for the affected/unperformed portion of the Contract, without prejudice to PAA's right to recover any loss, damage, or other amounts recoverable under the Contract and applicable law.

Bid Specifics - Pakistan Airports Authority

1. Resource Requirements

The implementation partner shall provide appropriately qualified and experienced resources, including functional, technical, business, change management, data migration, testing, project management personnel etc., to deliver the project in accordance with the below listed requirements.

S#	Role	Generalized Description
1.	**Project Manager Governance**	Leads overall project governance, planning, coordination, and progress monitoring across workstreams. Manages timelines, risks, issues, dependencies, stakeholder communication, and reporting. Ensures the project is delivered within agreed scope, quality standards, and governance framework.
2.	**Functional Solution Architect**	Leads the end-to-end functional design of the ERP solution across assigned business areas. Responsible for understanding requirements, translating them into solution design, validating process fit, guiding functional consultants, and ensuring the proposed solution is aligned with business objectives and implementation best practices.
3.	**Technical Solution Architect**	Defines the overall technical solution architecture, ensuring components, integrations, data, security, and infrastructure work together effectively.
4.	**Finance Lead**	Leads the finance, treasury, and financial risk workstream, guiding requirements, solution design, delivery, and key decisions.
5.	**Finance Support**	Supports finance, treasury, and financial risk processes through configuration, testing, documentation, issue resolution, and user assistance.
6.	**Costing/Budgeting Lead**	Leads management accounting and funds management activities, aligning business requirements with solution design and delivery.
7.	Costing/Budgeting Support	Supports management accounting and funds management processes through analysis, testing, documentation, issue resolution, and user assistance.
8.	**Supply Chain Lead**	Leads end-to-end supply chain process design and delivery, coordinating requirements, improvements, testing, and stakeholder decisions.

S#	Role	Generalized Description
9.	Supply Chain Support	Supports supply chain processes through analysis, configuration, testing, documentation, issue resolution, and user assistance.
10.	Warehouse Lead	Leads warehouse process design and delivery, covering inventory movement, storage, fulfillment, controls, and operational improvements.
11.	Warehouse Support	Supports warehouse operations through process analysis, testing, documentation, issue resolution, and user assistance.
12.	**Commercial Lead**	Leads commercial process design and delivery, aligning business requirements, controls, customer-facing activities, and operational improvements.
13.	Commercial Support	Supports commercial processes through analysis, testing, documentation, issue resolution, and user assistance.
14.	CAPEX Project Execution Lead	Leads project management process design and delivery, including planning, budgeting, execution, monitoring, and reporting.
15.	CAPEX Project Execution Support	Supports project management processes through planning assistance, testing, reporting, documentation, issue resolution, and user support.
16.	**Asset Maintenance Lead**	Leads enterprise asset management processes, including asset maintenance, work planning, reliability, compliance, and lifecycle improvement.
17.	Asset Maintenance Support	Supports enterprise asset management through process analysis, testing, documentation, issue resolution, and user assistance.
18.	Sales/billing Lead	Leads sales and billing process design and delivery, from order handling through invoicing, controls, and performance improvement.
19.	Sales/billing Support	Supports sales and billing processes through analysis, testing, documentation, issue resolution, and user assistance.
20.	Quality Management Lead	Leads quality management processes, establishing controls, inspections, compliance practices, issue handling, and continuous improvement.

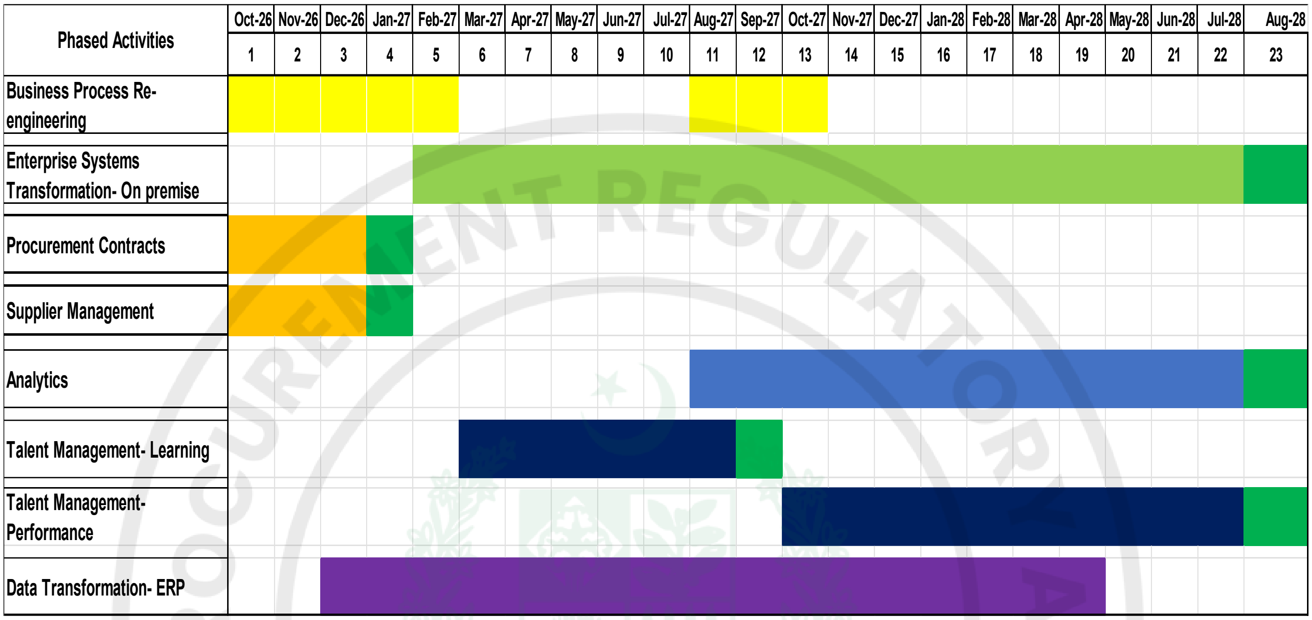
S#	Role	Generalized Description
21.	**Infrastructure Lead**	Leads the technology infrastructure workstream, ensuring platforms, environments, security, performance, availability, and operational readiness.
22.	Infrastructure Support	Supports technology infrastructure through environment administration, monitoring, troubleshooting, maintenance, documentation, and user assistance.
23.	**Integration Lead**	Leads system integration design and delivery, ensuring reliable data and process connections across applications and platforms.
24.	Integration Support	Supports system integrations through build assistance, testing, monitoring, troubleshooting, documentation, and issue resolution.
25.	**Development Lead**	Leads application development, translating requirements into scalable technical solutions and overseeing build quality and delivery.
26.	Development Support	Supports application development through coding, testing, defect resolution, documentation, deployment assistance, and maintenance.
27.	**Supplier Lifecycle Lead**	Leads supplier lifecycle processes, from onboarding and qualification through performance, compliance, risk, and relationship management.
28.	Supplier Lifecycle Support	Supports supplier lifecycle activities through data maintenance, workflow assistance, testing, documentation, issue resolution, and user support.
29.	**Contract Lifecycle Lead**	Leads contract lifecycle processes, including creation, review, approval, obligation tracking, renewal, compliance, and closure.
30.	Contract Lifecycle Support	Supports contract lifecycle activities through data maintenance, workflow assistance, testing, documentation, issue resolution, and user support.
31.	**Learning Management Lead**	Leads learning management processes, including course administration, assignment, delivery, completion tracking, compliance, and reporting.
32.	**Performance Management Lead**	Leads employee performance management processes, including goal setting, reviews, feedback, calibration, development, and reporting.
33.	**Analytics Lead**	Leads analytics strategy and delivery, turning business needs into trusted reporting, dashboards, insights, and decision support.
34.	Analytics Support	Supports analytics solutions through data preparation, report development, testing, documentation, issue resolution, and user assistance.
35.	**Data Warehouse Platform Consultant**	Leads enterprise data warehousing and reporting solutions, ensuring reliable data models, integrations, governance, and performance.

S#	Role	Generalized Description
36.	Data Transformation -Finance	Transforms finance data for migration or reporting by profiling, mapping, cleansing, converting, reconciling and loading.
37.	Data Transformation-Human Resource	Transforms human resources data for migration or reporting by profiling, mapping, cleansing, converting, reconciling and loading.
38.	Data Transformation-Supply Chain	Transforms supply chain data for migration or reporting by profiling, mapping, cleansing, converting, , reconciling and loading.
39.	Data Transformation - Project Management	Transforms project-related data for migration or reporting by profiling, mapping, cleansing, converting, , reconciling and loading.
40.	Data Transformation - Commercial	Transforms real estate data for migration or reporting by profiling, mapping, cleansing, converting, , reconciling and loading.
41.	BPR – Finance & Commercials	Reviews and redesigns end-to-end finance, real estate, treasury, controlling, and funds management processes to improve efficiency, control, and standardization.
42.	BPR - Supply Chain and Asset maintenance	Reviews and redesigns end-to-end supply chain processes across sales, materials, warehousing, and supplier management to improve efficiency, control, and standardization.
43.	BPR- Project & Engineering Functions	Provides functional expertise across project systems, investment management, and enterprise asset management, aligning processes, data, controls, and solution delivery.
44.	BPR- Human Resource	Provides functional expertise across human capital and cloud HR processes, supporting workforce administration, talent activities, data, and solution delivery.
45.	SLCM – Consultant Lead	Provides functional expertise for Student Lifecycle management solutions.
46.	SLCM – Support Consultant	Provides implementation support for Student Lifecycle management solutions.
47.	Fixed Asset Tagging – Consultant Lead	Responsible for Fixed Asset Data preparation and ensure physical asset verification including Barcoded Asset Tagging, compilation of digital asset record.
48.	Change Management – Consultant	Provides expertise in Organizational Change Management for the transformation project.

2. Timeline (Estimated)

The timelines for the ERP transformation of PAA are outlined below:

Pakistan Airports Authority



Phased Activities	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27	Nov-27	Dec-27	Jan-28	Feb-28	Mar-28	Apr-28	May-28	Jun-28	Jul-28	Aug-28
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Business Process Re-engineering	🟨	🟨	🟨	🟨	🟨						🟨	🟨	🟨										
Enterprise Systems Transformation- On premise					🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟢
Procurement Contracts	🟧	🟧	🟧	🟢																			
Supplier Management	🟧	🟧	🟧	🟢																			
Analytics											🟦	🟦	🟦	🟦	🟦	🟦	🟦	🟦	🟦	🟦	🟦	🟦	🟢
Talent Management- Learning						■	■	■	■	■	■	🟢											
Talent Management- Performance													■	■	■	■	■	■	■	■	■	■	🟢
Data Transformation- ERP			🟪	🟪	🟪	🟪	🟪	🟪	🟪	🟪	🟪	🟪	🟪	🟪	🟪	🟪	🟪	🟪	🟪				

3. Payment Milestones

<table>
<tr><th></th><th>Milestones</th><th>Payment</th></tr>
<tr><td>Item#1</td><td>License / Subscriptions and AMC
<i>Payment for ERP Software Licenses shall be made upon execution of the applicable OEM End User License Contract (EULA), issuance of OEM License Certificates, and successful verification by the Procuring Agency, in accordance with the Contract.</i></td><td>100%</td></tr>
<tr><td>Item#2</td><td>Implementation Services as per Scope of Work
<table>
<tr><th>Milestone</th><th>Payment</th></tr>
<tr><td>Enterprise Systems Transformation- On premise ERP</td><td>81%</td></tr>
<tr><td>Procurement Contracts & Supplier Management</td><td>2.7%</td></tr>
<tr><td>Talent Management- Learning</td><td>1%</td></tr>
<tr><td>Talent Management- Performance</td><td>1%</td></tr>
<tr><td>Data Transformation- ERP</td><td>1%</td></tr>
<tr><td>Analytics</td><td>7%</td></tr>
<tr><td>Business Process Re-engineering</td><td>3%</td></tr>
<tr><td>Fixed Asset Tagging & Evaluation</td><td>1%</td></tr>
<tr><td>PAA Mobile Application (Web-App & Mobile)</td><td>0.3%</td></tr>
<tr><td>Student Lifecycle Management</td><td>2%</td></tr>
</table></td><td>100%</td></tr>
<tr><td>Item#3</td><td>Hosting and Managed Services
<i>Payments for Hosting and Managed Infrastructure Services shall be made quarterly in arrears, based on the applicable monthly subscription charges, subject to achievement of the prescribed Service Levels (SLAs), verification of service performance and certification by the Procuring Agency.</i></td><td>100%</td></tr>
</table>

4. Key Deliverables & Payment Sub-Milestones for Implementation Services

1. Enterprise Systems Transformation- On premise ERP

Payment Milestone	Deliverables	Percentages
Mobilization	• Contract Signing *(Against Bank Guarantee, having a minimum validity of one (01) year and/or until completion of at least two (02) subsequent milestones specified under this Section, whichever is later, subject to the Bank being acceptable in accordance with Annex-I.)*	10%
Strategy and Plan	• Project Plan • Project Charter • Risk and Issue Register • Testing Strategy • Training Strategy • Data Strategy • To-Be System Landscape • Change Management Strategy	10%
Analysis & Design	• Business Requirements • To-Be Organizational Structure • GAP Analysis • To-Be Process Design Document • Approved Customization Tracker	15%
Configure & Build	• Customization Requirement Document • Solution Build • Validation of configured solution standalone/ integration • Process Integration Testing	10%
Training	• Preparation of Training • Materials Deliver training sessions	15%
Testing	• Develop Test Scenarios • Solution Acceptance Testing • Validation of Access Controls	15%
Readiness for Deployment	• End-User Training Completed • Cutover Activities Executed • Operational Environment Readiness	15% After go-live
Hyper Care Support (3 months after Go Live)	• Resolve Post-Implementation System Defects	10%

Payment Milestone	Deliverables	Percentages
Warranty Period (9 Months after completion of Hyper Care Support)	• Resolve Post-Implementation System Defects	-

2. Procurement Contracts & Supplier Management

Payment Milestone	Deliverables	Percentages
Planning	• Project Plan	10%
	• Data Strategy	
	• Testing Strategy	
	• Training Strategy	
Analysis & Design	• Business Requirement Document	-
	• Design Document	
Configure & Build	• Solution Build	15%
	• Validation of configured system	
	• Process Integration Testing	
Training	• Preparation of Training Material	15%
	• Deliver training sessions	
Testing	• Develop Test Scenarios	15%
	• Solution Acceptance Testing	
	• Validation of Access Controls	
Readiness for Deployment	• End-User Training Completed	35% After go-live
	• Cutover Activities	
	• Go-Live Readiness	
Support	• Resolve Post-Implementation Issues	10%

3. Talent Management- Learning

Payment Milestone	Deliverables	Percentages
Planning	• Project Plan	10%
	• Data Strategy	
	• Testing Strategy	
	• Training Strategy	
Analysis & Design	• Business Requirement Document	-
	• Design Document	
Configure & Build	• Solution Build	15%
	• Validation of configured system	
	• Process Integration Testing	

Payment Milestone	Deliverables	Percentages
Training	• Preparation of Training Material • Deliver training sessions	15%
Testing	• Develop Test Scenarios • Solution Acceptance Testing • Validation of Access Controls	15%
Readiness for Deployment	• End-User Training Completed • Cutover Activities • Go-Live Readiness	35% After go-live
Support	• Resolve Post-Implementation Issues	10%

4. Talent Management- Performance

Payment Milestone	Deliverables	Percentages
Planning	• Project Plan • Data Strategy • Testing Strategy • Training Strategy	10%
Analysis & Design	• Business Requirement Document • Design Document	-
Configure & Build	• Solution Build • Validation of configured system • Process Integration Testing	15%
Training	• Preparation of Training Material • Deliver training sessions	15%
Testing	• Develop Test Scenarios • Solution Acceptance Testing • Validation of Access Controls	15%
Readiness for Deployment	• End-User Training Completed • Cutover Activities • Go-Live Readiness	35% After go-live
Support	• Resolve Post-Implementation Issues	10%

5. Data Transformation- ERP

Payment Milestone	Deliverables	Percentages
Data Strategy	• Master Data Strategy	10%
	• Data Templates Submission	
Data Iteration for Design Phase	• Upon completion of Master Data Iteration 1 (Design Phase)	-
Data Iteration for Build Phase	• Upon completion of Master Data Iteration 2 (Unit Testing)	-
Data Iteration for Test Phase	• Upon completion of Master Data Iteration 3 (User Acceptance Testing)	30%
Data Iteration for Go Live	• Upon completion of Master Data Iteration 4 (ERP Go Live)	50%
Data Iteration for Support Phase	• Upon completion of Data Related Defects (Support Phase)	10%

6. Analytics

Payment Milestone	Deliverables	Percentages
Planning	• Project Plan	10%
	• Data Strategy	
	• Testing Strategy	
	• Training Strategy	
Storyboarding and Dashboard Design	• Business Requirement Document	-
	• Dashboard Wireframes	
	• Navigation Flows	
	• Drill Down Design	
	• ETL Desing	
Data Preparation and Modeling	• Data profiling	-
	• Transformation & Integration	
	• Modeling	
	• Measures & Dimensions	
	• Hierarchies & Calculations	
Dashboard / KPI Development	• Develop dashboards	10%
	• Develop KPIs scorecards and charts	
	• Design filters, drill-down and drill-through functionality	
User Acceptance and Testing	• Data validation	20%
	• Data Reconciliation	
	• Performance Testing	

Payment Milestone	Deliverables	Percentages
	• Functional Testing	
	• Defect resolution	
Deployment	• Production deployment, and validation	50% After go-live
Support	• Resolve Post-Implementation Issues	10%

7. Business Process Re-engineering

Payment Milestone	Deliverables	Percentages
Current State Assessment (As-Is)	• As Is Scenario List	-
Requirement traceability	• Requirement Traceability Matrix	-
GAP Analysis	• Gap Analysis Report	10%
Future State Design	• To Be Process Design	20%
Redesigning of Manuals, Procedures, SOPs etc	• Submission of revised SOPs, Manuals, procedures etc.	50%
Business Process Risk Assessment	• Risk and Control Matrix	20%

8. Fixed Asset Tagging & Evaluation

Payment Milestone	Deliverables	Percentages
Physical Asset Verification	• Fixed Asset Inventory across all locations including asset tagging and submission of digitalized data	70%
	• Verification as per the satisfaction of Director Finance upon completion of the task	30%

9. Student Lifecycle Management

Payment Milestone	Deliverables	Percentages
Design	• Upon completion of the design	10%
Test	• Test upon completion of UAT	20%
Go-Live	• Go-Live	60%
Support	• Support	10%

10. PAA Application (Web & Mobile)

Payment Milestone	Deliverables	Percentages
Design	• Upon completion of the design	10%
Test	• Test upon completion of UAT	20%
Go-Live	• Go-Live	60%
Support	• Support	10%

1. Existing Systems

The following sections present the existing business capabilities supported by applications currently operating across airport locations, including critical airport sites connected through a dedicated Wide Area Network (WAN) infrastructure, with primary hub operations located in Karachi, Lahore, and Islamabad. These systems support a diverse range of airport management, aviation operations, regulatory oversight, passenger services, revenue management, finance, human resources, engineering, and administrative functions across the national airport network.

While some applications operate as centralized enterprise solutions, several systems have been developed independently to address specific operational requirements at individual airports or business units. As a result, the current application landscape contains varying levels of process standardization, data integration, and operational visibility.

The objective of the proposed ERP Transformation program is to establish a unified digital core that harmonizes these distributed and, in certain cases, siloed business functions into a single governed enterprise platform. The target solution should enable standardized processes, centralized master data governance, enterprise-wide reporting, real-time operational visibility, executive dashboards, and advanced analytics to support timely, informed, and data-driven decision-making across PAA.

The list of application is hereby provided for understanding.

S.#	Applications	Functionalities
1	***Budget Management & Monitoring System (BMMS)***	**Current functional usage and value contribution:** • Supports annual budget preparation and monitoring across organizational units and expenditure heads. • Enables allocation and review of budget provisions for planned spending and operational consumption. • Supports budget adjustments, journal voucher-driven updates, and financial governance over approved spending limits. • Provides a basis for management visibility over budget availability, consumption and variance monitoring. **Potential business value:** The capability strengthens fiscal discipline, enables proactive expenditure control and supports transparent financial stewardship across airport and authority operations.
2	***FIRMS - Flight Information & Revenue Management System***	**Current functional usage and value contribution:** • Serves as the primary aviation revenue management platform for capturing, calculating, and administering both aeronautical and non-aeronautical revenue streams generated across PAA operations. • Supports the calculation and billing of key aeronautical charges, including landing charges, overflying charges, route navigation charges, entry and exit fees, and distance-based charges linked to aircraft weight and operational parameters. • Manages airport operational service charges associated with aircraft parking, power supply, fueling support, maintenance services, and aviation security-related activities, ensuring accurate revenue capture and customer billing. • Enables the administration of non-aeronautical commercial revenues, including airport concessions, retail outlets, commercial counters, integrated with cargo operations, import/export services, and other airport business activities. • Integrated environment synchronizing and evaluating revenue details from other specialized systems to consolidate receivables and billings. **Potential business value:** FIRMS plays a critical role in safeguarding both aeronautical and non-aeronautical revenue streams by ensuring accurate

S.#	Applications	Functionalities
		charge calculation, billing, receivables management, and revenue monitoring across the airport network. The system provides operational and financial transparency, strengthens revenue assurance, supports regulatory and commercial charging models, and enables management with timely insights into airport, airline, and commercial service revenues. Its capabilities contribute directly to sustainable revenue generation, financial governance, and informed decision-making across PAA operations.
3	***CATI Helpdesk - Helpdesk Application for CATI Hyderabad***	**Current functional usage and value contribution:** • Provides a centralized service desk platform for logging, tracking, and managing support requests raised by users across CATI operations. • Enables users to submit service tickets related to administrative, operational, technical, facilities, or support requirements through a structured request management process. • Facilitates assignment, escalation, monitoring, and resolution of service requests based on predefined workflows and responsibilities. • Maintains a complete history of requests, actions taken, status updates, response times, and resolution records to support service accountability and transparency. • Supports service-level monitoring by providing visibility into pending requests, turnaround times, bottlenecks, and resolution performance. **Potential business value:** The system improves operational efficiency by establishing a structured mechanism for service request management, issue resolution, and user support. It enhances accountability, improves response times, increases visibility of support activities, and enables management to monitor service delivery performance through centralized tracking and reporting. In the future-state ERP environment, such capabilities can contribute to enterprise service management, workflow automation, and improved user experience across PAA operations.
4	***Oracle Apex - Oracle Apex***	**Current functional usage and value contribution:** • Provides a platform environment for developing departmental or process-specific applications. • Supports rapid digitization of local workflows, forms, approvals and reporting use cases that may not be covered by core systems. • Enables business teams to address emerging operational needs through controlled application development. **Potential business value:** The platform enables rapid development and deployment of specialized business applications while supporting continuous process innovation and digital transformation initiatives across PAA. To avoid application silos, duplicate data repositories, and inconsistent user experiences, the proposed ERP solution should provide a unified low-code/no-code development environment based on a "change once, deploy everywhere" principle, enabling the development and management of both web-based and desktop-oriented business applications from a single governed platform. The solution should support centralized application lifecycle management, common master data, standardized security controls, workflow orchestration, reporting, and auditability, ensuring that all future business applications operate as part of the enterprise digital core rather than as standalone systems. This approach

S.#	Applications	Functionalities
		will enhance agility, accelerate business innovation, reduce maintenance overhead, and establish a scalable foundation for future digital services across all airport locations and business functions.
5	***RTL DBMS (BETA) - ATS Database Management System***	**Current functional usage and value contribution:** • Maintains air traffic controller ratings, duty roster information and duty location records. • Records hours consumed by resources and supports allowance calculation based on operational duty patterns. • Provides a basis for monthly allowance processing by integrating system with Payroll engine, resource deployment visibility, and operational workforce control. • Supports air traffic services by maintaining structured personnel qualifications and duty utilization information. **Potential business value:** The capability supports safety-sensitive workforce governance by linking qualifications, rosters, duty hours and allowance processing in a controlled manner.
6	***WAN NMS - Real time monitoring of nationwide connectivity***	**Current functional usage and value contribution:** • Supports real-time monitoring of nationwide wide area network connectivity. • Provides operational teams with visibility over service availability, incidents, capacity utilization and infrastructure health. • Enables proactive response to technology disruptions affecting airport and authority operations. **Potential business value:** The capability supports operational resilience by improving visibility of technology services that underpin airport regulatory and administrative processes.
7	***LAN NMS - Real time monitoring of HQLAN connectivity***	**Current functional usage and value contribution:** • Supports real-time monitoring of head office local area network connectivity. • Provides operational teams with visibility over service availability, incidents, capacity utilization and infrastructure health. • Enables proactive response to technology disruptions affecting airport and authority operations. **Potential business value:** The capability supports operational resilience by improving visibility of technology services that underpin airport regulatory and administrative processes.
8	***Realize - Monitoring and capacity planning of infrastructure servers***	**Current functional usage and value contribution:** • Provides centralized monitoring of virtual machine (VM) infrastructure and server resources supporting business-critical and operational applications across PAA. • Enables real-time visibility into server health, resource utilization, system availability, storage consumption, processing capacity, and overall virtual infrastructure performance.

S.#	Applications	Functionalities
		• Supports capacity planning activities by monitoring infrastructure growth trends, utilization patterns, and future resource requirements for hosted applications and services. • Assists IT operations teams in proactively identifying performance bottlenecks, resource constraints, and infrastructure-related issues before they impact business operations. • Supports infrastructure availability and service continuity for enterprise, airport, operational, financial, and regulatory applications hosted within the virtualized environment. • Provides operational insights required for infrastructure optimization, workload balancing, performance tuning, and effective utilization of computing resources. **Potential business value:** The capability strengthens IT operational resilience by providing centralized visibility into the virtual infrastructure that supports airport operations, regulatory systems, enterprise applications, and digital services across PAA. Effective infrastructure monitoring and capacity management help improve system availability, optimize resource utilization, reduce downtime risks, and support informed investment planning for future technology growth. The proposed ERP ecosystem should provide monitoring hooks, health monitoring, integration monitoring, and operational dashboards that enable technology teams to maintain end-to-end visibility of application availability, system performance, and critical business services hosted across the enterprise landscape.
9	***Retainer Payroll - Retainer Payroll***	**Current functional usage and value contribution:** • Supports payroll processing for retainer, daily-wage or fixed-pay workforce categories. • Maintains compensation details where traditional grade or designation structures may not apply. • Supports payment calculation, employee-category control and workforce payment administration. • Integrated with centralized Payroll Engine **Potential business value:** The capability enables controlled payment processing for non-regular workforce categories and supports compliance with approved employment arrangements.
10	***PPMS - Pension Payroll Management System***	**Current functional usage and value contribution:** • Supports pension payroll processing for retired personnel and pension beneficiaries. • Maintains pension payment records and supports periodic pension disbursement activities. • Provides the basis for pension-related controls, verification, reporting and service continuity. **Potential business value:** The capability supports timely pension disbursement, beneficiary service quality and financial control over pension obligations

S.#	Applications	Functionalities
11	***PAA Payroll***	**Current functional usage and value contribution:** • Supports payroll processing for PAA employees, including salary calculation and payment-related administration. • Provides the current operational basis for employee compensation processing, deductions and payroll records. • Supports payroll governance, financial posting inputs and employee payment continuity. **Potential business value:** The capability is critical for workforce payment accuracy, statutory compliance and continuity of HR-finance operations.
12	***Loan Cell***	**Current functional usage and value contribution:** • Supports employee loan administration for PAA personnel, including loan calculation, disbursement tracking, and repayment management. • Provides the operational framework for managing employee loan deductions through payroll integration and maintaining loan-related financial records. • Integrates with the core Payroll System and Oracle EBS to support loan accounting, payroll deductions, financial postings, and employee account management. • Enables monitoring of outstanding loan balances, repayment schedules, recoveries, and related employee financial obligations. **Potential business value:** The capability is critical for workforce payment accuracy, statutory compliance and continuity of HR-finance operations.
13	***GP fund / (Provident Fund)***	**Current functional usage and value contribution:** • Supports Provident Fund (PF) and General Provident Fund (GP Fund) administration for PAA employees, including contribution calculations, fund accounting, and payment processing. • Provides the operational framework for managing employee and employer contributions, fund balances, and deductions. • Integrates with the core Payroll System and Oracle EBS to support payroll processing, financial postings, fund reconciliation, and statutory reporting requirements. • Enables tracking of employee fund accumulations, contribution history, withdrawals, settlements, and related financial transactions. **Potential business value:** The capability is critical for workforce payment accuracy, statutory compliance and continuity of HR-finance operations.
14	***Pensioner web Portal - Pensioner web Portal***	**Current functional usage and value contribution:** • Provides pensioners with access to pension-related information through a self-service portal. • Enables pensioners to view pension details, salary slips or related payment information. • Reduces manual inquiries by making pension information accessible through a controlled digital channel.

S.#	Applications	Functionalities
		Potential business value: The capability improves service delivery for retired personnel and supports transparency in pension communication.
15	***Active Directory - Password Reset Portal***	**Current functional usage and value contribution:** • Supports user identity, password and authentication-related services for domain or internet access. • Enables controlled access to internal systems and network resources based on authorized user credentials. • Helps reduce administrative effort by providing self-service or controlled identity-management capabilities. **Potential business value:** The capability supports secure access management and reduces operational risk associated with unauthorized or unmanaged system access.
16	***Active Directory - Password Change Portal***	**Current functional usage and value contribution:** • Supports user identity, password and authentication-related services for domain or internet access. • Enables controlled access to internal systems and network resources based on authorized user credentials. • Helps reduce administrative effort by providing self-service or controlled identity-management capabilities. **Potential business value:** The capability supports secure access management and reduces operational risk associated with unauthorized or unmanaged system access.
17	***PAA Internet Login***	**Current functional usage and value contribution:** • Supports user identity, password and authentication-related services for domain or internet access. • Enables controlled access to internal systems and network resources based on authorized user credentials. • Helps reduce administrative effort by providing self-service or controlled identity-management capabilities. **Potential business value:** The capability supports secure access management and reduces operational risk associated with unauthorized or unmanaged system access.
18	***ADP Monitoring System - Engineering Services Date***	**Current functional usage and value contribution:** • Supports monitoring of annual development plans, engineering initiatives and project execution progress. • Tracks project expenditure, implementation status, milestones and management-level progress indicators. • Provides visibility over capital and development initiatives that support airport infrastructure improvement and operational readiness.

S.#	Applications	Functionalities
		Potential business value: The capability strengthens project governance and enables leadership oversight of development programs, budgets and delivery milestones.
19	***ADP Monitoring System ES (Training purpose) - Engineering Services Date***	**Current functional usage and value contribution:** - Serves as a dedicated training, testing, and simulation environment for the ADP Monitoring System used by Engineering Services Directorate. - Provides a safe platform for user training, process familiarization, and hands-on learning without impacting live project data or operational reporting. - Enables validation of system enhancements, configuration changes, reporting requirements, and process scenarios before deployment to the production environment. **Potential business value:** The capability supports organizational readiness, user adoption, and operational stability by providing a controlled environment for training, testing, and process validation. It enables Engineering Services teams to build user competency, validate enhancements, and mitigate risks associated with system changes before introducing them into live operations.
20	***ADP Progress Dashboard - ADP Progress Dashboard (Planning & Development)***	**Current functional usage and value contribution:** - Supports monitoring of annual development plans, engineering initiatives and project execution progress through multiple intelligent dashboards and KPIs. - Tracks project expenditure, implementation status, milestones and management-level progress indicators. - Provides visibility over capital and development initiatives that support airport infrastructure improvement and operational readiness. **Potential business value:** The capability strengthens project governance and enables leadership oversight of development programs, budgets and delivery milestones.
21	***Familiarization of ADP Monitoring software ES Directorate - ADP Monitoring software training material***	**Current functional usage and value contribution:** - Serves as a centralized repository for training manuals, user guides, standard operating procedures (SOPs), reference documents, and instructional material related to the ADP Monitoring System utilized by the Engineering Services Directorate. - Provides structured access to PDF-based training content that assists employees in understanding project monitoring processes, system navigation, reporting procedures, and operational workflows. **Potential business value:** The capability supports organizational learning, knowledge management, and user adoption by providing a centralized and controlled source of training and reference material. By ensuring consistent access to approved documentation and learning resources, it helps standardize business processes, reduce training effort, improve user proficiency, and accelerate adoption of project management and monitoring practices across the organization.

S.#	Applications	Functionalities
22	***Executive Information System and Project Management System***	**Current functional usage and value contribution:** • Supports monitoring of annual development plans, engineering initiatives and project execution progress. • Tracks project expenditure, implementation status, milestones and management-level progress indicators. • Provides visibility over capital and development initiatives that support airport infrastructure improvement and operational readiness. **Potential business value:** The capability strengthens project governance and enables leadership oversight of development programs, budgets and delivery milestones.
23	***Lost and Found - PAA Internal Access***	**Current functional usage and value contribution:** • Supports registration, tracking and resolution of passenger lost-and-found cases. • Maintains baggage or item-related complaint information, case status and airport/location references. • Improves passenger service handling by creating a structured case record for follow-up and closure. **Potential business value:** The capability contributes to passenger experience, service responsiveness and accountability in airport service operations by providing customers with a quick service about lost baggage
24	***Lost and Found Passengers - Islamabad***	**Current functional usage and value contribution:** • Supports registration, tracking and resolution of passenger lost-and-found cases for Islamabad region. • Maintains baggage or item-related complaint information, case status and airport/location references. • Improves passenger service handling by creating a structured case record for follow-up and closure. **Potential business value:** The capability contributes to passenger experience, service responsiveness and accountability in airport service operations by providing customers with a quick service about lost baggage at Islamabad Airport.
25	***3MS - Medical Management and Monitoring System***	**Current functional usage and value contribution:** • Supports employee medical consultation and panel doctor visit-slip generation. • Maintains in-patient and out-patient medical information and related billing records. • Provides visibility over medical entitlement utilization, claims processing and healthcare service administration. **Potential business value:** The capability improves employee service delivery and enables stronger control over medical benefits, claims and healthcare costs.

S.#	Applications	Functionalities
26	***Airport Monitoring & Evaluation System for Supreme Court***	**Current functional usage and value contribution:** • Supports recording and monitoring of legal cases, court matters and decision status. • Tracks case stages such as open, pending, decided or completed cases. • Provides a structured repository for legal information needed for reporting, follow-up and management review. **Potential business value:** The capability supports legal governance, reduces follow-up gaps and improves visibility of litigation and compliance-related obligations.
27	***LIMS - Legal Information Management System***	**Current functional usage and value contribution:** • Supports recording and monitoring of legal cases, court matters and decision status. • Tracks case stages such as open, pending, decided or completed matters. • Provides a structured repository for legal information needed for reporting, follow-up and management review. • Having records of all other legal matters relevant to court cases or government regulations. **Potential business value:** The capability supports legal governance, reduces follow-up gaps and improves visibility of litigation and compliance-related obligations.
28	***Feedback Mgt & Monitoring System - PAA Pax Feedback/Suggestion System***	**Current functional usage and value contribution:** • Captures passenger feedback, suggestions and service complaints across airport touchpoints. • Records issues such as trolley availability, air-conditioning, facilitation gaps or other service-quality concerns. • Supports monitoring, analysis and resolution of passenger experience matters across airports. **Potential business value:** The capability supports PAA's service-quality agenda by converting passenger feedback into actionable operational improvement areas.
29	***PAA Document Portal - Pakistan Airport Authority Document Portal***	**Current functional usage and value contribution:** • Provides a centralized repository for policies, guides, manuals, training material and operational documents. • Supports controlled access to approved reference material used by airport, regulatory or administrative teams. • Improves document availability, version visibility and institutional knowledge sharing. **Potential business value:** The capability supports knowledge management, compliance readiness and consistent access to approved guidance documents.

S.#	Applications	Functionalities
30	***Online Minutes movements and approval system***	**Current functional usage and value contribution:** • Supports official correspondence, document circulation, approvals and institutional communication workflows. • Provides access to letters, guidance material, training documents and office updates through a controlled digital channel. • An ongoing transition is underway to migrate these capabilities to the Government of Pakistan's E-Office platform. However, certain locations and business units continue to utilize this system where E-Office adoption and process transformation have not yet been fully completed. **Potential business value:** The capability improves administrative efficiency, correspondence traceability and governance over official communications. This will support a standardized and paperless operating model across all airport locations while ensuring consistent governance, compliance, and traceability of official communications and management decisions.
31	***Aviation Service Providers Complaints System***	**Current functional usage and value contribution:** • Enables aviation service providers or vendors to register service-related complaints and issues. • Maintains complaint records, follow-up status and resolution information for stakeholder service management. • Supports accountability for non-passenger service interactions linked with airport operations. **Potential business value:** The capability improves service-provider engagement, complaint traceability and operational issue resolution.
32	***TMMS - CATI Training Management & Monitoring System (TMMS)***	**Current functional usage and value contribution:** • Supports training administration for aviation and airport personnel, including course participation and training records. • Maintains learning outcomes such as marks, completion status and certificate generation. • Provides a structured record of capability development for operational, safety and professional training needs. **Potential business value:** The capability supports workforce competency management, regulatory readiness and continuous development across aviation functions.
33	***AJSM - APS Janitorial Store Management & Monitoring System***	**Current functional usage and value contribution:** • Supports management of janitorial staff and local store inventory used for airport services. • Tracks stock received from main store and consumed at local stores for cleaning and facility-support operations.

S.#	Applications	Functionalities
		- Provides visibility over service resources and consumables required to maintain terminal and airport facility standards. **Potential business value:** The capability supports airport service quality, facility readiness and accountable use of operational consumables.
34	***Search and Rescue Library - Search and Rescue Information Sharing Portal***	**Current functional usage and value contribution:** - Supports the management and tracking of Fire and Rescue Service activities conducted across airport facilities and operational locations. - Maintains records of emergency response operations, firefighting activities, rescue interventions, and operational incident handling related to airport safety and emergency preparedness. - Provides a structured mechanism for recording, tracking, and reviewing operational incidents, observations, lessons learned, and corrective actions arising from emergency events and safety exercises. - Maintains historical records of drills, incidents, emergency responses, and related documentation for audit, compliance, reporting, and continuous improvement purposes **Potential business value:** The capability strengthens airport emergency preparedness, operational safety, and regulatory compliance by providing a centralized platform for managing fire and rescue operations, emergency drills, and incident information. Within the future-state ERP and digital operations ecosystem, similar capabilities should support incident management, corrective action tracking, emergency preparedness monitoring, compliance reporting, training visibility, and operational risk management.
35	***ACC SMS - ACC SMS Management Monitoring System (Area Control)***	**Current functional usage and value contribution:** - Supports bulk SMS communication for departmental or area-control-related notifications. - Enables timely communication with employees or operational groups for alerts, instructions or coordination needs. - Provides an internal notification channel for time-sensitive operational messaging. **Potential business value:** The capability improves operational communication speed and supports coordinated response across distributed personnel.
36	***e-Billing - e-Billing (Aeronautical)***	**Current functional usage and value contribution:** - Supports periodic generation and communication of aeronautical bills to airlines and customers. - Provides airlines with access to billing documents and statements through a controlled digital channel. - Improves billing transparency, customer self-service and receivables follow-up. - Airlines can login to the portal and download bills relevant to them.

S.#	Applications	Functionalities
		Potential business value: The capability strengthens revenue realization by improving billing issuance, airline access and collection follow-up.
37	***Bank Integrations***	**Current functional usage and value contribution:** • Supports banking channels used for billing collections and payments. • Provides a basis for payment receipt visibility, reconciliation and collection monitoring through participating banks. • Assists finance teams in aligning bank collections with customer accounts and receivable balances. **Potential business value:** The capability strengthens collections governance, reduces reconciliation effort and improves cash application visibility.
38	***Integration with PSW (Pakistan Single Window)***	**Current functional usage and value contribution:** • Proposed ERP system should be supporting integration with Pakistan Single Window (PSW), the national digital trade facilitation platform that serves as a single-entry point for import, export, and transit-related regulatory processes and documentation. • Facilitates electronic exchange of information related to cargo movements, import/export activities, trade transactions, and associated regulatory requirements between airport operations and external trade stakeholders. **Potential business value:** The capability strengthens integration between airport cargo operations and Pakistan's national trade facilitation framework by enabling seamless information exchange with customs, regulatory agencies, commercial banks, logistics providers, freight forwarders, and other trade participants. By supporting electronic processing, standardized data exchange, and paperless transaction management, it helps improve cargo visibility, reduce processing times, enhance regulatory compliance, and support more efficient import and export operations.
39	***SQMS DTE Safety Applications:*** • **Safety and Audit Management** • **Safety Assessment** • **Safety Inspections** • **Safety Review** • **Safety Investigation** • **Birds Hit** • **Voluntary Hazard Incident**	**Current Functional Usage and Value Contribution:** The proposed ERP system should support integration and information exchange with aviation safety management platforms used for monitoring, reporting, assessment, investigation, and regulatory compliance of airport and airside safety operations. Existing safety compliance systems are used to: • Record and monitor aircraft arrivals and departures for safety analysis purposes. • Capture and investigate bird strike incidents, laser illumination events, runway incursions, airside violations, and other operational safety occurrences. • Maintain Safety Performance Indicators (SPIs) and safety metrics required by national and international aviation authorities. • Manage safety audits through the Safety Audit Management System (SAMS), including audit planning, findings, corrective actions, and compliance tracking for airport operators and airlines. • Conduct risk and safety assessments through the Safety Assessment System, including evaluation of aerodrome operations, airspace procedures, navigational aids, communication systems, runway availability, and other operational hazards.

S.#	Applications	Functionalities
		• Facilitate incident and hazard reporting through the Voluntary Hazard Incident Reporting System, allowing airport personnel and stakeholders to report safety concerns that can be evaluated through formal risk assessment processes. • Monitor equipment-related incidents and serviceability through the Incident Occurrence & Unserviceability (IOU) System, including tracking equipment failures, availability of replacement equipment, maintenance status, and warehouse inventory support. • Support safety investigations, root cause analysis, risk mitigation planning, corrective actions, trend analysis, and continuous safety improvement initiatives. **Potential Business Value:** The capability strengthens the airport's Safety Management System (SMS) by providing a centralized platform for safety reporting, compliance management, risk assessment, incident investigation, and performance monitoring. Integration with safety systems enables real-time visibility of safety events, improves regulatory compliance, facilitates corrective and preventive actions, enhances operational risk management, and supports adherence to ICAO and national aviation safety standards. By consolidating safety information across airport operations, airlines, engineering, and regulatory functions, the organization can improve safety culture, reduce operational risks, accelerate incident resolution, and support data-driven decision-making for continuous improvement in aviation safety performance.

ANNEX G

FINANCIAL PROPOSAL / PRICE SCHEDULE AND COMMERCIAL TERMS

DIGITAL TRANSFORMATION AND INTEGRATED ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM IN PAKISTAN AIRPORTS AUTHORITY

Important Note

This Annexure shall be read together with the Instructions to Bidders, Bid Data Sheet, Scope of Work, Technical Specifications, Evaluation Criteria, Bill of Materials (BOM), Implementation Schedule, General Conditions of Contract (GCC), Special Conditions of Contract (SCC), Additional Special Conditions of Contract and all other component of this RFP Document. In case of inconsistency.

PART A: PRICE SCHEDULE

The procurement comprises the following lot. Unless otherwise expressly provided in the Instructions to Bidders, **a Bidder must have to quote all items mentioned in a lot**, subject to satisfaction of the applicable eligibility, qualification and technical requirements.

S#	Description	Total (PKR)
LOT 1 -A	**ERP Licenses (On-Premise Core ERP) / Subscriptions:** The Bidder shall provide all **ERP licenses, subscriptions, and associated entitlements** specified in the **Bill of Materials (BoM)**, in accordance with **Terms and Conditions-I For License/Subscriptions**, the offered product must be fully compliant to Technical Specifications (Annex-C) and all other applicable requirements, specifications, terms, and obligations contained in any part of this RFP. The quoted price shall be **all-inclusive** and shall cover all ERP licenses, subscriptions, and associated entitlements required for the complete and functional operation of the proposed ERP solution, including the **Annual Maintenance Charges (AMC) for the first year.** The **prices shall be quoted in Pakistani Rupees (PKR), and all payments under this item shall be made in PKR**. **Price in Words: ____**	
LOT 1 -B	**Complete Turnkey Implementation** of the Enterprise Resource Planning (ERP) System for **Pakistan Airports Authority (PAA)** in strict accordance with the approved respective **Scope of Work (Annexure-B), Resource Requirements, Terms & Conditions -II For Implementation Services and any other section of this RFP.** **Price in Words: ____**	
Lot 1 -C	**Hosting & Managed Infrastructure Services –PAA:** The Hosting Charges shall be quoted in strict accordance with the approved respective **Technical Specification of Hosting Services (Annex-H), Terms & Conditions -III For Hosting & Managed Services and any other section of this RFP.** Phase – I : Rs_______/month x 4= Rs. __________ Phase – II : Rs_______/month x 14= Rs.__________ Phase – III : Rs._______/month x 18 = Rs________ *(at the time of full go live)* **Total Price of Hosting (Phase I + II +III) = Rs. ____________** *Note:* *The bidder is also required to fill price breakup under Terms & Conditions III: Hosting / Managed Services CL no. 8*	
	Total price for Lot ***[to be inserted in EPADS against the total Price of Lot-1 in PKR]***	

PART B: BILL OF MATERIALS (BOM) FOR LICENSE / SUBSCRIPTIONS

The bidder is required to fill offered License / Subscription Rates as below itemized:

License Category	Functionality	Quantity	Price (USD)
Developer User	OEM Developer User for required developments/ customizations	1	
Professional User/ Equivalent User	Full access of all ERP functionalities with transactional, administrative, configuration, reporting, approval, and management level access	50	
Managerial Users	Transactional, approvals, reporting, inquiry, and supervisory access of all functionalities	28	
Digital Login Solution	Single Sign-On solution, enabling a single set of credentials to securely access all OEM-provided enterprise solutions for 500 end Users	500	
Operational Users	Self-service, inventory operations, requisition, approvals, and day-to-day business transactions	162	
Warehouse Management Capability	Support for warehouse and inventory operations with annual processing capacity of at least 600,000 inventory transactions/documents	600,000 transactions/year	
Property Management	Management of land, buildings, commercial properties, airport facilities, leases, rooms, and related property assets	Min 4,000 managed property objects	
Enterprise Analytics & Data Warehouse Platform	Centralized analytics, dashboards, management reporting, historical data storage, and enterprise data warehouse capabilities	Minimum 512 GB managed analytical data capacity	
External/Third Party Access	Support for posting Third Party Documents /Transactions directly in ERP	Minimum 50,000 external transactions/documents per year	
Treasury & Financial Risk Management	Treasury, cash management, banking, investments, borrowings, and financial risk management capabilities	Capacity suitable for organizations up to USD 100 Million annual revenue	
Student Lifecycle Management	Management of admissions, enrollment, training records, certifications, assessments, and trainee lifecycle processes	200 active students/trainees	
Supplier Management - Cloud	Management of supplier registration, onboarding, qualification, performance evaluation, compliance monitoring, and supplier self-service capabilities	5 Admin Users + Suppliers Registration	
Contract Management - Cloud	Creation, review, approval, execution, renewal, compliance monitoring, and repository management of contracts and agreements	40 Users	
Analytics	Self-service analytics, dashboards, reporting, KPI monitoring, management scorecards, and business intelligence capabilities	60 Users	
Performance Management	Budgeting, planning, forecasting, target setting, performance monitoring, scorecards, and performance management capabilities	Self Service For Year 1-2(1100): For Year 3-5(4300):	
Learning Management	Training administration, course management, certifications, assessments, e-learning, competency development, and training records management	Self Service For Year 1-2(1100): For Year 3-5(4300):	
Enterprise Integration Platform	Integration platform supporting APIs, system-to-system integration, workflow orchestration, monitoring, security, and connectivity with internal and external applications	Capable of handling up to 180,000 messages per month for integration scenarios	
OEM Digital Training Development Tool	Training Content Development Tool for the quoted OEM ERP	25 Users Licenses for Training Content Development	
Total Price of Licenses / Subscriptions in USD			

TERMS & CONDITIONS – I FOR LICENSE / SUBSCRIPTIONS

CL	FOR LOT – 1 A: LICENSE / SUBSCRIPTIONS
1	The bidder shall ensure the Licenses / Subscription to be provided in the name of Pakistan Airports Authority through OEM authorized Reseller. The bidder shall also ensure that the contract be signed directly between OEM authorized Reseller and PAA. And also ensure that the payment to be made directly to OEM authorized Reseller by PAA where applicable
2	The bidder must provide the OEM authorization letter for allowing sell of license / subscription in favour of the OEM authorized Reseller.
3	The bidder shall also ensure that the License / Subscriptions be provided as per the Bill of Materials (BOM). While also ensure that the subscriptions must be provided as per the year-wise utilization plan for the period of End User License for Subscriptions.
4	The bidder shall also ensure that the activation of Subscriptions must be as per the date of activation provided by PAA.
5	**Fees from Year 2 Onwards:** The **Subscription Fees and Annual Maintenance Fees** payable from Year 2 onwards shall be invoiced and paid in **Pakistani Rupees (PKR)**. Where such fees are denominated in a foreign currency under the Contract, the applicable PKR amount shall be calculated using the **prevailing exchange rate officially notified/published by the State Bank of Pakistan (SBP) on the date of issuance of the relevant invoice**.
6	All applicable taxes, duties, levies, and statutory charges, **excluding Provincial Sales Tax (PST)**, shall be applied, withheld, or borne, as applicable, in accordance with the prevailing laws and regulations of Pakistan.

TERMS & CONDITIONS – II FOR IMPLEMENTATION SERVICES

The **Lump Sum Price** shall be deemed to include all activities, services, resources, deliverables, professional obligations and associated costs expressly specified in the **Scope of Work** at Annexure B, Resource Requirements and Contract, as well as all ancillary activities reasonably necessary for the proper, complete and successful performance of the Contract, including, but not limited to, the following:

CL	FOR LOT – 1 B: IMPLEMENTATION SERVICES
1	**Business Process Re-engineering- Process:** Current State Analysis, As-Is Process Listing and development of Requirement Traceability Matrix. GAP Analysis and development of To-Be process design in alignment with recognized industry standards and best practices. Development, review, rationalization and/or refinement of up to **Twenty (20) Manuals and two hundred (200) SOPs/PAAOs/Policies**, aligned with the proposed ERP solution, applicable PAA requirements, and recognized industry standards and best practices;
2	**Fixed Asset Verification and Tagging:** Complete fixed asset verification activities in accordance with the Scope of Work, including physical verification, reconciliation with available records, identification of discrepancies and physical asset tagging;
3	**Custom Development and Configuration:** Development, testing, deployment and documentation of approved customizations (up to **two hundred (200))** including Workflows, Reports, Interfaces, APIs, Customizations, Uploads, Enhancements, Forms. These customizations shall be pre-approved by Project Steering Committee as part of the design phase.
4	**ERP Software Installation and Configuration:** Installation, activation and configuration of required in scope ERP software, licenses/subscriptions, middleware and OEM components.
5	**System Integration:** Integration of the ERP solution with approved internal, external and third-party applications, systems, databases and interfaces identified in the Scope of Work.
6	**Data Migration:** Complete data migration activities, including data profiling, cleansing, mapping, transformation, trial migration, Trial balance reconciliation and cutover, including resolution of migration-related discrepancies attributable to the Service Provider;
7	**Technical Environment:** Environment preparation and configuration, access controls, single sign-on, audit trails, backup arrangements, as applicable to the proposed ERP architecture;
8	**Testing and Quality Assurance:** Unit Testing, System Integration Testing (SIT), User Acceptance Testing (UAT), and Regression Testing, Roles & Authorizations Testings including the identification, correction and re-testing of defects attributable to the Service Provider;

9	**Go-Live and Support:** Deployment, commissioning, Go-Live, Hypercare, post-Go-Live stabilization, and successful defect resolution ERP solution;
10	**Project and System Documentation:** Preparation, submission and maintenance of required project and system documentation, including Functional Design Documents, Technical Design Documents, Configuration Documents, System Administration Manuals, User Manuals, Training Materials, Knowledge Repository, As-Built Documentation and deliverables as specified in the Contract;
11	**Organizational Change Management:** Organizational Change Management (OCM), stakeholder engagement, communication and user-adoption activities, knowledge transfer and institutional capacity building of PAA's nominated personnel;
12	**Trainings:** A. The Service Provider shall provide all training expressly specified in the Scope of Work (Annex-B). Power user-level functional, technical, system-administration shall be provided at PAA's designated premises and train-the trainer approach shall be used for end-user training delivery. B. Relevant OEM / Global Trainings / Customer Success Story Review to be conducted at Global Training Centre/ Location for **up to twenty (20) PAA-nominated officers. This shall be provided at the applicable OEM learning facility**. C. Unless expressly stated otherwise in the Contract, costs associated with such OEM training, including training fees, travel, airfare, visas, accommodation, boarding/lodging, meals, local transportation, travel insurance expenses, daily expenses, shall be borne by the Service Provider.
13	**Warranty and Post-Go-Live Support:** A. The Service Provider shall provide a comprehensive warranty period of twelve (12) months commencing from the date of ERP Go-Live. B. During the first three (3) months of the warranty period, the Service Provider shall provide onsite support at PAA's designated location(s). During the remaining nine (9) months, support may be provided remotely; however, where the nature or severity of an incident reasonably requires onsite intervention, the Service Provider shall deploy appropriately qualified technical personnel to the designated PAA location within twenty-four (24) hours of receipt of PAA's written request. C. Warranty services shall include defect correction, troubleshooting, configuration correction, applicable patches/fixes, technical support and rectification of implementation-related defects at no additional cost to PAA.
14	**OEM Methodology and Standards:** A. The Service Provider shall execute the implementation in accordance with the OEM's recommended / Global Tier-1 Implementation Methodology, implementation guides, globally accepted quality-assurance framework / governance model / implementation methodology and applicable OEM best practices. B. Any deviation from the approved OEM methodology standards without PAA's prior written approval shall constitute a contractual non-compliance and may result in rejection of affected deliverables, withholding of applicable milestone payment, corrective action at the Service Provider's cost and risk, application of contractual remedies, or other remedies available under the Contract.
15	**Implementation Payment Milestones:** Implementation payments shall be made upon completion of the milestones duly approved by the Project Steering Committee. The payment milestones are mentioned in **Annexure E - Bid Specifics** and Additional Special Conditions of the Contract.

TERMS & CONDITIONS – III FOR HOSTING / MANAGED SERVICES

CL	FOR LOT – 1 C : HOSTING / MANAGED SERVICES
1	Hardware specifications, sizing and capacity planning shall be carried out strictly in accordance with the OEM's officially recommended specifications, sizing methodology, standards and best practices.
2	All hardware, virtualization platforms, operating systems, storage, networking and supporting infrastructure shall comply with the OEM's compatibility and support requirements throughout the Contract Period.
3	The Primary Data Centre and Disaster Recovery (DR) Site shall be located within the territorial jurisdiction of Pakistan. PAA data hosted on data center shall not be moved/ copied to locations outside Pakistan’s territorial jurisdiction.
4	Both the Primary Data Centre and DR Site shall meet the minimum Tier-III requirement specified in the Technical Specifications, including applicable redundancy and availability requirements.
5	The hosting environment shall include the resources, security controls, monitoring, backup, disaster recovery, network connectivity and managed services expressly specified in the Technical Specifications and SLA.
6	Final infrastructure sizing shall be subject to PAA approval and shall not relieve the Service Provider of its obligation to provide adequate capacity and performance in accordance with the approved OEM sizing and SLA.

7 Performance Testing, Disaster Recovery Testing, including data center cyber security, penetration testing shall be included.

8 Hosting Price Breakup:

S#	Resource	Specification / Unit	Quantity	Monthly Price (PKR)
1	vCPU / CPU			
2	RAM / Memory			
3	SSD Storage			
4	HDD / Other Storage			
5	Network / Bandwidth			
6	Backup			
7	DR / Replication			
8	Security / Managed Services			
9	Other Required Resources			
	TOTAL MONTHLY HOSTING CHARGE			

9

Hosting Payment Terms:

A. Hosting charges shall be quoted on a monthly basis in PKR and shall remain fixed and firm throughout the applicable Contract Period, except for any adjustment expressly permitted under the Contract.
B. Payments shall be made quarterly in arrears based on actual services rendered and the applicable monthly charges, subject to verification of service performance, compliance with the SLA and certification by PAA's authorized representative.
C. PAA shall be entitled to apply any Service Level Credits, deductions or other contractual remedies arising from failure to achieve the prescribed SLA requirements.
D. The bidder shall ensure the Hosting & Managed Services to be provided in the name of Pakistan Airports Authority through Hosting Service Provider. The bidder shall also ensure that the contract be signed directly between Hosting Service Provider, where applicable and PAA. And also ensure that the payment to be made directly to Hosting Service Provider directly by PAA, where applicable.

10

Hosting Exit and Transition

A. PAA may, at its discretion and without assigning any reason, terminate the Hosting Services in whole or in part by giving the Service Provider not less than ninety (90) days' prior written notice, unless a different notice period is expressly provided in the Contract.
B. Upon expiry or termination, the Service Provider shall, at no additional cost to PAA, provide complete exit-management and transition assistance, including secure and accurate migration of application environments, databases, configurations, custom developments, integrations, audit logs, backups, metadata, documentation and associated PAA Data to the infrastructure or location designated by PAA.
C. The Service Provider shall continue to provide the contracted hosting, operational support and applicable SLA obligations until PAA issues written confirmation of successful migration and operational acceptance, unless otherwise agreed in writing.
D. No lien, retention right, technical restriction, proprietary limitation, suspension, encryption or other impediment shall be asserted or imposed that could prevent or delay PAA from obtaining access to and operational control of its systems, data and contracted deliverables.

11

Data Ownership, Confidentiality and Security

A. Transaction data, master data, metadata, audit logs, backups and system-generated records relating to PAA's operations, shall remain the exclusive property of PAA.
B. The Service Provider shall maintain strict confidentiality and shall comply with all applicable contractual, statutory, cybersecurity, information-security and data-protection requirements.
C. Upon expiry or termination, all PAA Data shall be returned or securely transferred to PAA in industry-standard.

TERMS & CONDITIONS – IV (GENERAL)

CL | **GENERAL**

1

Intellectual Property

A. Nothing in the Contract shall transfer ownership of the OEM's pre-existing software, proprietary platforms, tools, methodologies, frameworks or third-party intellectual property.
B. Subject to the foregoing, all bespoke/custom deliverables specifically developed for PAA under the Contract, including approved custom reports, forms, workflows, interfaces, integration components and project documentation, shall be made available to PAA with the rights necessary for PAA to use, maintain, operate and transition the implemented solution, in accordance with the Contract and applicable OEM licensing terms.

2

Price Completeness and No Additional Claims

A. The Service Provider warrants that its quoted Lump Sum Implementation Price is complete and sufficient to perform all activities expressly included in the Scope of Work and all ancillary activities reasonably necessary for their proper and complete performance.
B. No additional payment shall be admissible for any activity, resource, service, deliverable, integration, testing, migration, documentation, travel, logistics, custom development, software component, middleware or other requirement expressly included in or reasonably necessary for completion of the approved Scope of Work.

	C. Additional payment may only be considered where PAA has formally approved a Change Request or Contract Amendment in accordance with the Contract's change-control procedure, or where a statutory change is expressly recognized under the Contract.
3	**Change Control** A. No change to the approved Scope of Work, deliverables, quantities, specifications, implementation methodology, schedule or price shall be effective unless documented through the Contract's formal change-control procedure and approved by the competent authority of PAA. B. Service Provider-identified omission, under-estimation or failure to properly assess the requirements shall not constitute a compensable Change Request.

Bidder's Financial Undertaking

We, the undersigned, hereby declare that we have carefully examined and fully understood the Financial Proposal, Price Schedule, Scope of Work, Technical Specifications, BOM and all applicable commercial terms and conditions forming part of the Bidding Documents. We confirm that the prices quoted by us are complete, firm and binding for the periods expressly specified in the Bidding Documents and that all activities and obligations included in the Contract have been duly considered in our financial proposal.

We further confirm that the ERP licences/subscriptions proposed by us shall be sourced through the OEM or an OEM-authorized channel and registered in the name of Pakistan Airports Authority, and that we possess the legal, technical and financial capacity to perform the Contract in accordance with the applicable laws, rules, regulations and Bidding Documents.

Particular	Details
Authorized Signatory Name	________________________________
Designation	________________________________
CNIC / Passport No. (where required)	________________________________
Company Name	________________________________
NTN	________________________________
STRN / Sales Tax Registration No. (where applicable)	________________________________
Signature	________________________________
Official Company Stamp / Seal	________________________________
Date & Place	________________________________

End of Annexure G

1. Data Center and Hardware

The Issuer ("the Customer") intends to host its production, non-production, and disaster-recovery landscapes for its chosen Enterprise ERP Platform, including the underlying ERP database engine, application servers, front-end and web-access components, and integration middleware, in a dedicated private cloud delivered from datacenters located inside Pakistan.

This RFP sets out the mandatory (M) and recommended (R) certification, compliance, security, operational, and hardware requirements that any bidder ("Vendor") must meet or exceed to be considered. Where specific requirements are driven by the ERP vendor's own certification program. Vendors must meet the applicable standard for the Customer's chosen ERP platform.

1.1 Scope of Services Required

The Vendor should provide, on a dedicated single-tenant private-cloud basis:

1. Datacenter co-location or dedicated hosting in a Tier III or higher facility located in Pakistan
2. Geographically separated DR facility also inside Pakistan.
3. Latest versions of operating systems including, but not limited to, Linux operating systems such as SUSE Linux Enterprise Server, Red Hat Enterprise Linux, etc, Microsoft Windows Enterprise Server. The operating system should be with active vendor support subscriptions.
4. Managed operations for the hosted infrastructure and, at Customer's option, for ERP application administration, backup/restore administration, etc.
5. Backup, high availability, and disaster recovery services, including system replication configuration and administration where required
6. 24×7×365 monitoring, incident, problem, change and patch management aligned with ITIL/ISO 20000
7. Physical, logical, and network security controls aligned with ISO/IEC 27001, ISO/IEC 27017, ISO/IEC 27018, PCI DSS (if in scope), and Pakistan cybersecurity legislation.
8. Documented service levels (SLAs) for availability, incident response, RPO, RTO, and support.

2. Datacenter Facility Requirements

2.1 Facility Certification – Datacenter Tier

M = Mandatory Requirement
R = Recommended Requirement

S.#	Requirement	Basis	M/R
2.1.1	Primary datacenter must hold a valid Uptime Institute Tier III Certification of Constructed Facility (TCCF) as a minimum; TCDD (Design) alone is not acceptable for live workloads.	Uptime Institute Tier Standard (design vs constructed vs operational sustainability distinctions)	M
2.1.2	DR datacenter must independently hold Tier III (TCCF) or TIA-942 Rated-3 certification.	Same as above	M
2.1.3	Uptime Institute Tier Certification of Operational Sustainability (TCOS) at Silver or Gold level is preferred, evidencing that the operations team, maintenance regime, and site management match the design.	Uptime TCOS standard	R

2.2 Physical Datacenter Design (evidence in RFP response)

M = Mandatory Requirement
R = Recommended Requirement

S.#	Requirement	M/R
2.2.1	Redundant utility feeds (2N) plus onsite generators with a minimum 48-hour fuel autonomy under full IT load; contracted fuel-refueling SLA.	M
2.2.2	2N UPS with independent battery strings and static transfer switches on distinct distribution paths.	M
2.2.3	N+1 (Tier III) or 2N (Tier IV) precision cooling with ASHRAE TC 9.9 Class A1 compliant temperature/humidity envelope.	M
2.2.4	VESDA/Aspirating smoke detection and clean-agent (e.g., FM-200/NOVEC 1230) or hi-fog fire suppression, plus zoned pre-action sprinklers.	M
2.2.5	Multi-factor physical access control (biometric + card + PIN + mantrap), 24×7 manned security, CCTV with a minimum 90-day retention.	M
2.2.6	Seismic mitigation, water-ingress detection, and location outside 100-year flood zones; datacenter must not be co-located with fuel storage or hazardous industrial facilities.	M
2.2.7	Diverse duct entry with a minimum of two carrier-neutral fiber entry points from geographically separated telco exchanges.	M
2.2.8	Sufficient contiguous cage/suite capacity to grow the Customer's ERP footprint by at least 50% within the initial contract term without physical relocation.	R

2.3 International Certifications Required of the Vendor and the Datacenter

2.3.1 Mandatory International Certifications

Baseline requirements for any modern datacenter and cloud provider explicitly include ISO 27001, ISO 22301, and SOC 2.

M = Mandatory Requirement
R = Recommended Requirement

S.#	Certification	Purpose	Scope required	M/R
2.3.1	ISO/IEC 27001:2022 – Information Security Management System (ISMS)	Baseline information security.	Must cover the specific datacenter(s) and the hosting/managed-services organization.	M
2.3.2	ISO/IEC 27017:2015 – Code of practice for information security controls for cloud services	Cloud-specific extension of ISO 27001 — shared responsibility, virtualization isolation, admin operations.	Cloud/hosting services and the underlying infrastructure.	M
2.3.3	ISO/IEC 27018:2019 – Protection of Personally Identifiable Information (PII) in public clouds	Applies to any hosted service that processes personal data	Cloud/hosting services.	M
2.3.4	ISO 22301:2019 – Business Continuity Management System (BCMS)	Formal continuity/DR management.	Datacenter and hosting operations.	R
2.3.5	ISO/IEC 20000-1:2018 – IT Service Management (ITSM)	Structured incident, problem, change, and service delivery aligned to ITIL.	Managed services organization.	R
2.3.6	ISO 9001:2015 – Quality Management System	Organizational quality baseline.	Vendor organization.	R
2.3.7	SOC 2 Type II report (AICPA TSC — Security, Availability, Confidentiality, and Privacy) issued within the last 12 months	Independent auditor attestation.	Datacenter and hosting operations.	M

2.3.8	SOC 1 Type II report (SSAE 18 / ISAE 3402)	Where the Customer is subject to financial reporting controls over the hosted financial system.	Managed services organization.	R
2.3.9	PCI DSS compliance (Level 1 preferred)	Only if the Customer processes cardholder data via ERP	Applicable segments of the hosting environment.	M

2.4 High Availability, Disaster Recovery, and Backup

M = Mandatory Requirement
R = Recommended Requirement

S.#	Requirement	M/R
2.4.1	Local High Availability: System Replication in synchronous mode plus Operating system level HA cluster within the primary datacenter, providing automatic failover.	M
2.4.2	Disaster Recovery: Second Pakistan-based datacenter, with System Replication in asynchronous mode over dedicated dark-fibre or protected wavelength circuits.	M
2.4.3	Documented, tested runbooks for planned and unplanned failover for the Production applications and Databases	M
2.4.4	Semi-annual DR drills, with Customer participation and formal test reports.	M
2.4.5	Backup: ERP platform-certified backup solution supporting the ERP vendor's native backup interface or API, with encrypted backups at rest, off-site copy inside Pakistan, and retention configurable per Customer policy (default: daily, weekly, monthly, yearly).	M
2.4.6	Backup and DR replication data must remain within Pakistan unless explicit written authorization is provided.	M
2.4.7	Monthly restore tests (at least sample database restore) with formal reports.	M

2.5 Service Level Requirements

Bidders must commit to SLAs at least equal to the following minimums, with financial service credits (min. 10% monthly recurring fee per breach category, escalating).

Metric	Minimum SLA Target
Production ERP application availability (excluding agreed maintenance windows)	99.90% monthly
Underlying private-cloud infrastructure availability	99.95% monthly
Datacenter facility availability (power/cooling/network per Uptime Tier III)	99.982% annually (design target)
Severity 1 (production down) initial response	≤ 15 minutes, 24×7
Severity 1 restoration target (workaround)	≤ 4 hours

Severity 2 initial response	≤ 30 minutes, 24×7
Change advisory turnaround (standard change)	≤ 5 business days
Emergency change turnaround	≤ 24 hours
Patch deployment of application / Database	Within Customer-agreed window ≤ 30 days after Customer approval
DR drill success rate	100% (with corrective action if any failure)

3. Hardware sizing

The hardware sizing presented in this section defines the recommended compute, memory, and storage specifications required to support a robust, scalable, and highly available enterprise application landscape across all environments. The sizing spans three distinct tiers—Non-Production, Production, and Disaster Recovery—ensuring end-to-end coverage from development through to business continuity. The proposed sizing has been calculated to accommodate projected data and transaction growth over a five-year horizon, ensuring the landscape remains performant and scalable throughout the solution's operational lifecycle. These specifications represent the minimum recommended configuration; bidders are expected to validate, and where necessary enhance, the proposed size to meet the defined service levels, redundancy standards, and future scalability objectives of the solution.

Non-Production Systems — Proposed System Sizing

Sr.	Role	OS Disk Size (GB) /, temp, swap	Storage Disk Size (GB)	Total Disk Space (GB)	CPU Cores	RAM (GB)
1	Development Application and Database	500	1500	2000	16	256
2	Quality Assurance System Application and Database	500	3800	4300	32	764
3	Content Server DEV	300	1024	1324	16	48
4	Business Warehouse System (Development)	500	1500	2000	16	256
5	Sandbox Application and DB	500	1500	2000	16	512
6	Middleware Connectivity / Reverse Proxy System	300	0	300	8	32
			TOTAL	**11924**	**104**	**1868**

Production Systems — Proposed System Sizing

Sr.	Role	OS Disk Size (GB) /, temp, swap	Storage Disk Size (GB)	Total Disk Space (GB)	CPU Cores	RAM (GB)
1	Primary Application Server Production	500	0	500	32	64
2	Additional Application Server Production (Failover)	500	0	500	32	64
3	Primary Database System	300	3800	4100	64	1024
4	High Availability Database System	300	3800	4100	64	1024
5	Pre-Production Server	500	3800	4300	32	512
6	Content Server Production	300	2048	2348	32	80
7	IT Service & Operations Management System	500	1500	2000	16	256
8	Business Warehouse System Production	500	2000	2500	24	512
9	Middleware Connectivity / Reverse Proxy System	300	0	300	16	32
TOTAL				**20648**	**312**	**3568**

DR Systems — Proposed System Sizing

Sr.	Role	OS Disk Size (GB) /, temp, swap	Storage Disk Size (GB)	Total Disk Space (GB)	CPU Cores	RAM (GB)
1	Development DR Server Application and DB	500	800	1300	16	256
2	Production DR Server Application and DB	500	3800	4300	32	1024
3	Content Server DR	300	2048	2348	32	80
4	Middleware Connectivity / Reverse Proxy System DR	300	0	300	8	16
			TOTAL	**8248**	**88**	**1376**

LIST OF APPROVED BANKS FOR BID SECURITY & PERFORMANCE GUARANTEE

S. NO.	NAME OF BANK
Public Sector Banks	
1	National Bank of Pakistan
2	Sindh Bank Limited
3	The Bank of Punjab
Private Sector Banks	
4	Allied Bank Limited
5	Askari Bank Limited
6	Bank Al-Habib
7	Faysal Bank Limited
8	Habib Bank Limited
9	Habib Metropolitan Bank Limited
10	JS Bank Limited
11	MCB Bank Limited
12	Samba Bank Limited
13	Soneri Bank Limited
14	Standard Chartered Bank (Pakistan) Limited
15	United Bank Limited
16	Industrial & Commercial Bank of China Limited
Islamic Banks	
17	Al-Baraka Bank (Pakistan) Limited
18	Bank Islami Pakistan Limited
19	Dubai Islamic Bank (Pakistan) Limited
20	Meezan Bank Limited

Additional Special Conditions of Contract (SCC)

(This section contains generic / sample conditions of contract. Actual conditions of contract may vary at the time of signing of contract with most advantageous bidder)

(The following specific data for the goods (and allied services) to be procured shall complement, supplement or amend the provisions in the GCC or SCC above. Whenever there is a conflict, the provisions herein shall prevail over GCC and SCC above)

SCC Clause Number	GCC Clause Number	Amendments of, and Supplements to, Clauses in the GCC
Definitions (GCC 1)		
A1	**GCC 1**	“Procuring Agency” means the ‘Pakistan Airports Authority’. “Service Provider” means the bidder whose bid have been accepted for the subject procurement. “Software” means the Software product developed by OEM for the purpose of Enterprise Resource Planning “Implementation” means the configuration of Application software or parts thereof and its practical application by all departments as set forth in the Contract, scope of work or any part of this Contract. “Customization” refers to any modification or addition only of or to the standard Program or Database, forms, and tables of ERP, Report, Workflow, Interface, Form or software development or any changes that would modify and/or enhance the nature of the user interface will also be considered as a customization. “Non-compliance” means any deviation from the processes/requirements as defined in the Business Process Design Document of the Project and Scope of Work. “Bugs” means any defect found in the software that is attributable to OEM Software. “Convenience” means all reasons that do not fall within the definition of Force Majeure. “Go Live” of the system would mean when the Service Provider consultants has satisfactorily completed ERP system fitment testing, in writing, as per agreed scope of works (and/or Final Blueprint signed off by PA) and deliverables and Procuring Agency has successfully completed and certified in writing the completion of User Acceptance Testing of the OEM ERP system, notifying that ERP system is ready to accept live business operations. “Delays” means, any non-action from either side in performing its obligations counted in units of number days that have an adverse impact on the overall project schedule, affecting the end deadline as per agreed project plan will be a benchmark for determining the delay. “Error” would mean any configuration issue problem related to the work of Service Provider
Effectiveness of Contract:		
A2	GCC 7	The Service Provider shall be effective from the date of signature of the Contract by both parties.

Commencement of Services		
A3	GCC 8	The Service Provider/ Bidder shall provide Non-Consultancy Services from the effective date of Contract.
Starting Date / Expiration Date		
A5	GCC 10	The Time period shall be ___________________________
Modifications (Supplement to GCC)		
A6	GCC 12	**CHANGE IN SCOPE OF SERVICES AND CHANGE ORDERS** 1. In case any change is required to be made in the scope of the Services, either Party may make a request ("Change Request") in writing to the other Party to change the scope of the Work as outlined in **Annex B** and details of submitted technical proposal. Such Change Request shall include a description of the requested change, an assessment of its impact upon all aspects of the existing Services, the delivery schedule and a proposed plan for implementation of the change. 2. Upon receiving a Change Request, the receiving Party shall have a maximum fourteen (14) days in which to EITHER respond in writing accepting the change, or rejecting the change (giving written reasons for such rejection), OR to request negotiations with the requesting Party regarding the change. 3. Each Party shall use its best endeavors to reach an Contract in any such negotiations. 4. If there is any change in the Services agreed between the Parties pursuant to a Change Request, then such changes in the scope of the Work and other terms of this Contract including the delivery schedule hereunder shall forthwith be documented in a written Contract supplemental to this Contract.
Program Schedule		
A7	GCC 9	The Project Plan shall address the following subject**:** *[for example, specify:* ***(a) Project Organization and Management Plan;*** ***(b) Delivery and Installation Plan*** ***(c) Training Plan*** ***(d) Pre-commissioning and Operational Acceptance Testing Plan*** ***(e) Warranty Service Plan*** ***(f) Task, Time, and Resource Schedules*** ***(g) Post-Warranty Service Plan*** ***(h) Technical Support Plan (if applicable)*** ***(i) etc.***

		Within ***fifteen (15)*** days from the Effective Date of the Contract, the Contractor shall present a Project Plan to the Procuring Agency. The Procuring Agency shall, within ***fifteen (15)]*** days of receipt of the Project Plan, notify the Service Provider of any respects in which it considers that the Project Plan does not adequately ensure that the proposed program of work, proposed methods, and/or proposed Information Technologies will satisfy the Technical Requirements and/or the SCC. The Service Provider shall, within ***five (5)*** days of receipt of such notification, correct the Project Plan and resubmit to the Procuring Agency. The Procuring Agency shall, within ***five (5)*** days of resubmission of the Project Plan, notify the Service Provider of any remaining non-conformities. This procedure shall be repeated as necessary until the Project Plan is free from non- conformities. When the Project Plan is free from non-conformities, the Service Provider shall provide confirmation in writing to the Procuring Agency. This approved Project Plan ("the Agreed and Finalized Project Plan") shall be Contractually binding on the Procuring Agency and the Service Provider.
		The Service Provider shall submit to the Procuring Agency the following reports: *(a) Monthly progress reports, summarizing:* *(i) results accomplished during the prior period;* *(ii) cumulative deviations to date from schedule of progress milestones as specified in the Agreed and Finalized Project Plan;* *(iii) corrective actions to be taken to return to planned schedule of progress; proposed revisions to planned schedule;* *(iv) other issues and outstanding problems; proposed actions to be taken;* *(v) resources that the Service Provider expects to be provided by the Procuring Agency and/or actions to be taken by the Procuring Agency in the next reporting period;* *(vi) other issues or potential problems the Service Provider foresees that could impact on project progress and/or effectiveness.*
Obligation of the Service Provider		
A8	15	**Standard of Performance** 1. Service Provider will render the Services and deliver the deliverables to Procuring Agency as per the delivery schedule as set out in this Contract, based on the business requirements of Procuring Agency as shared and will be elaborated in greater detail during the Business blueprint phase of the project and as per scope defined in ***Annexure B.*** 2. In case, Service Provider foresees any delay in rendering of the implementation Services or delivery of the deliverable (as appended in the implementation services scope ***Annexure B***,), as attached with this Contract, for any reason whatsoever, Service Provider shall promptly inform Procuring Agency about the reasons for such delay. 3. Any bugs of software determined by Procuring Agency will be notified to Service Provider and Service Provider will coordinate and seek required support for prompt resolution by Service Provider product specialists and OEM of ERP.

4. Service Provider shall apply all measures necessary to ensure the deliverable are fit and compliant with Procuring Agency business requirements as elaborated, and only after the document approval by Procuring Agency Project Director, the deliverable shall be released to Procuring Agency for acceptance testing. Service Provider shall remain responsible to the fitment and quality of deliverables up to handing over the system administratively along with the complete passwords and backend access of the system which may include in part or in its entirety of system landscape to Procuring Agency.

5. The configurations/ customizing/ enhancements/ development of and in the OEM's ERP product to enable complete compliance with Procuring Agency business requirements as set out in this Contract's scope of work and as will be more elaborated during the Business Blueprint phase of the project, is complete responsibility of Service Provider and constitute as part of deliverables. For avoidance of any doubt, it is clarified that the scope of the project and any customizations / enhancements / developments under any and all circumstances are limited to the OEM ERP modules mentioned in Bill of Materials. As part of this Contract Service Provider will only be responsible to develop the agreed Customizations per entity as Price Schedule (i.e. Workflows, Reports, Enhancements, Integrations and Forms excluding dashboards).

6. Service Provider does not undertake to perform any obligation of Procuring Agency, whether regulatory or Contractual, or to assume any responsibility for Procuring Agency's business or operations.

7. Service Provider shall remain accountable to deliver all agreed deliverables to Procuring Agency, ensuring complete satisfaction of Procuring Agency business process owners on the deliverables and receive written acceptance on each deliverable item delivered. Procuring Agency shall provide feedback within 5 working days of submission of the routine deliverables (Minutes of Meetings, feedback on customizations, Master Data Templates etc.), after which time the deliverable will be deemed accepted by Procuring Agency. Date for submission of major deliverables/milestones (Business Blueprint) will be taken from Procuring Agency, after required workshops, discussions and presentations by Service Provider to process owners has been done. This shall not exceed 10 days, excluding gazette holidays, from the date of final submission of document, after which time the document shall be deemed accepted.

8. Service Provider personnel physically located at Procuring Agency's facilities shall comply with all the workplace, ethics, standards and policies applicable to Procuring Agency's employees of which Procuring Agency will apprise the Service Provider in writing.

9. Service Provider will be responsible to provide a qualified team of Consultants to perform the Services. In case of replacements of any Consultant for any reason, the replacement Consultant should have equivalent qualifications subject to Procuring Agency's approval. The Service Provider deployed functional team would work 100% for Procuring Agency and no sharing of resources will be allowed.

10. Service Provider shall ensure that the deployed personnel shall render the Services under the direction of Service Provider Project Manager and Procuring Agency Project Director in accordance with the highest

standards of reliability and skill appropriate to such services.

11. Procuring Agency shall ensure that its nominated personnel for the project have expert level process insight of their respective domains, and shall render the Services under the direction of respective Business Process Owners, Service Provider Project Manager and Procuring Agency Project Director in accordance with the highest standards of reliability and skill appropriate to such services.

12. In event, any deliverables are marked as non-go-live-critical and their delivery is agreed and scheduled after the project go live with an agreed delivery time frame, Service Provider shall remain accountable for complete delivery of all such non-go-live-critical agreed deliverables within the agreed time frame after go live. In such a scenario, a partial payment may be mutually agreed between Procuring Agency and Service Provider. All the agreed (Reports, Forms, Enhancements, Integrations and Workflows) items and business requirements should be documented and locked within Business Blueprint Phase. Service Provider will remain responsible to correct any non-compliances to the business blueprint as will be documented and shared by Procuring Agency as part of system testing/ UAT. UAT scripts will be prepared by Service Provider and shared with Procuring Agency project team within 5 working days before this testing starts.

13. Service Provider will not move from one milestone to the next until written acceptance is received from Procuring Agency on the milestone completion.

14. The Parties will inform the other party the names & profiles of the nominated (power users / consultants) for deployment on the project team for the entire tenure of the project.

15. During the course of implementation services execution, Service Provider/Procuring Agency will not replace or change any deputed Personnel; unless
    - **a.** Requested by Procuring Agency/Service Provider, arising out of the non- Satisfactory services rendering
    - **b.** Force Majeure
    - **c.** Resignation of services from Service Provider/Procuring Agency
    - **d.** Termination of services by Service Provider/Procuring Agency

    In such case, Service Provider/Procuring Agency will provide replacement within fifteen (15) work days' time. Until the replacement is done, the affected resource will remain active on the project. Service Provider shall ensure that the performance of the Services will not be materially affected by changes in the identity of the Personnel performing the Services.

PROJECT MANAGEMENT

16. Service Provider will nominate the Consultants who will be assigned to perform the Implementation Services and at the same time; Procuring Agency will also nominate their Project Team members who will be participating and coordinating with Service Provider in this project. Although each Party agrees to minimize the turnover of its personnel to be assigned to the project, it is agreed that each Party shall give written notice to the other Party of any changes in personnel assigned to perform

		the Services. 17. Procuring Agency Project Management has the right to request the replacement of Service Provider member in case a lack of experience or below par performance is noted during the implementation phase of project life cycle, Service Provider has to act within the given period with the needed actions for resource replacement and ensuring the handover between the resources. 18. The project success is based on the fact that Service Provider and Procuring Agency maintain positive and can-do approach to all project tasks and associated assigned responsibilities, find practical solutions to pressing issues, remain committed and agile throughout the engagement having clear focus on business enablement and digitization of processes. 19. The project completion on time is dependent on the commitment, timely delivery of assigned deliverables ensuring quality and fitment to use, and ensuring Procuring Agency feedback remains in loop during the Business Blueprint, Training and User Acceptance Testing phases. 20. Project status meetings must be held every Monday, attended by business process owners and consulting track leads, along with project management team. 21. Project steering committee meetings must be held bi-monthly, sharing progress and to seek decisions on unresolved issues and shall be attended by Project Sponsors of Procuring Agency.
Liquidated Damages (GCC 20)		
A9	GCC 20	**Liquidated Damages for Delay** **1. Applicability** In the event the Service Provider fails to achieve any **Key Deliverable, Milestone or Sub-Milestone** within the respective contractual timeline specified in the **Project Plan and Annexure-E (Key Deliverables and Timelines)**, the Service Provider shall be liable to pay **Liquidated Damages (LDs)** for the delay, subject to the terms and conditions of the Contract. **2. Grace Period** A grace period of **ten (10) calendar days** shall be allowed for each applicable Key Deliverable, Milestone or Sub-Milestone. No Liquidated Damages shall be imposed for delays falling within this grace period. Where the delay exceeds the said grace period, Liquidated Damages shall be calculated from the **day immediately following expiry of the grace period** until the actual date of completion/acceptance of the relevant Deliverable, Milestone or Sub-Milestone. **3. Rate of Liquidated Damages** Where the Service Provider fails to timely achieve a Key Deliverable, Milestone or Sub-Milestone within the stipulated contractual timeline, **Liquidated Damages at the rate of two percent (2%) per week or part thereof of the amount attributable to the delayed payment milestone/sub-milestone** shall be imposed for the period of delay, after expiry of the applicable grace period. **4. Recovery of Liquidated Damages** The Procuring Agency shall be entitled to recover the applicable Liquidated Damages from any amount **due or becoming due to the Service Provider** under the Contract and/or, where necessary, by encashment or adjustment against the **Performance Security**, without prejudice to any other rights and remedies available to the

<table>
<tr><td></td><td></td><td>Procuring Agency under the Contract and applicable law.

5. Delays Attributable to the Procuring Agency
Any delay arising directly and demonstrably from an act or omission of the Procuring Agency, or from any event for which the Procuring Agency is contractually responsible, shall not be taken into account in determining the period of delay for the purpose of Liquidated Damages, provided that the Service Provider has promptly notified the Procuring Agency in writing of such delay and its likely impact on the Project Plan and has taken all reasonable measures to mitigate its effects.

6. Maximum Liability
The aggregate amount of Liquidated Damages recoverable from the Service Provider under the Contract shall not exceed the total amount of the Performance Security, unless otherwise expressly provided in the Contract or permitted under applicable law.

7. No Waiver
The imposition or recovery of Liquidated Damages shall not relieve the Service Provider of its obligation to complete the delayed Deliverable, Milestone or Sub-Milestone and fulfil all other contractual obligations.</td></tr>
<tr><td colspan="3">Removal and / or replacement of Personnel</td></tr>
<tr><td>A10</td><td>GCC 24</td><td>1. The replacement consultant of each module shall be interviewed by Project Director and assess the capability and to ascertain the business knowledge and requirements. The Offered replacement must be more qualified and possess relevant and proven experience.</td></tr>
<tr><td colspan="3">Terms and Conditions of the Payment</td></tr>
<tr><td>A11</td><td>GCC 28</td><td>
<table>
<tr><th></th><th>Milestones</th><th>Payment</th></tr>
<tr><td>1</td><td>License / Subscriptions and AMC
<i>Payment for ERP Software Licenses shall be made upon activation of the respective software licenses, execution of the applicable OEM End User License Contract (EULA), issuance of OEM License Certificates, and successful verification by the Procuring Agency, in accordance with the Contract.</i></td><td>100%</td></tr>
<tr><td>2</td><td>Implementation Services as per Scope of Work
<table>
<tr><th>Milestone</th><th>Payment</th></tr>
<tr><td>Enterprise Systems Transformation- On premise ERP</td><td>81%</td></tr>
<tr><td>Procurement Contracts & Supplier Management</td><td>2.7%</td></tr>
<tr><td>Talent Management- Learning</td><td>1%</td></tr>
<tr><td>Talent Management- Performance</td><td>1%</td></tr>
<tr><td>Data Transformation- ERP</td><td>1%</td></tr>
<tr><td>Analytics</td><td>7%</td></tr>
<tr><td>Business Process Re-engineering</td><td>3%</td></tr>
<tr><td>Fixed Asset Tagging & Evaluation</td><td>1%</td></tr>
<tr><td>PAA Application (Web-App & Mobile)</td><td>0.3%</td></tr>
<tr><td>Student Lifecycle Management</td><td>2%</td></tr>
</table></td><td>100%</td></tr>
<tr><td>3</td><td>Hosting and Managed Services
<i>Payments for Hosting and Managed Infrastructure Services shall be made quarterly in arrears, based on the applicable monthly subscription charges, subject to achievement of the prescribed Service Levels (SLAs), verification of service performance and certification by the Procuring Agency. The maximum hosting period shall be thirty-six (36) months, unless terminated earlier in accordance with the Contract.</i></td><td>100%</td></tr>
<tr><td></td><td></td><td></td></tr>
</table>
</td></tr>
<tr><td colspan="3">Taxes and Duties (GCC 13)</td></tr>
<tr><td>A12</td><td>13.</td><td>The Contract Price shall include all applicable taxes within Pakistan excluding Provincial Sales Taxes on Services as the Procuring Agency is exempted from levy of such tax.</td></tr>
</table>

Termination		
A13	GCC 14	**TERM AND TERMINATION** 1. The term ("Term") of this Contract will begin from the date of signing and will end after the expiry of 03 months Post Implementation Support. The planned timeframe for the project is 24 calendar months including 03 Months post implementation support. The term of the Contract may be extended through mutual Contract as may be required by the Parties. 2. Either party may terminate this Contract based on the following: a. If either Party materially breaches this Contract, the other Party may give written notice of its desire to terminate this Contract and the specific grounds for such termination and, if a breach which is capable of remedy is not so remedied within thirty (30) days of such a notice, the other Party may terminate this Contract immediately upon written notice of its desire to terminate. b. Either Party shall be entitled to terminate this Contract forthwith in the event of the other Party: i. going into compulsory or voluntary liquidation or winding up; or ii. assigning its property and/or assets for the benefit of its creditors materially affecting its abilities to perform this Contract; **CONSEQUENCES OF TERMINATION** 3. Upon termination of this Contract, Procuring Agency will be entitled to a copy of the deliverables to the extent completed by Service Provider up to the date of termination in the form in which the same exists at that time and the payments are settled in favor of Service Provider by Procuring Agency, after due adjustments up to completed tasks (in case of disagreement process of arbitration will be applied). 4. All material containing any Information acquired and/ or collected as part of engagement at Procuring Agency project, or having received such information during the course of this Contract shall be returned to the Party disclosing such information or at the request of the Party disclosing such information be deleted or destroyed by the receiving Party who shall certify such deletion/ destruction thereof up to the satisfaction of disclosing party.
Copy Rights (GCC 14)		
A14	14.3	The Procuring Agency may assign, license, or otherwise voluntarily transfer its Contractual rights to use the Standard Software or elements of the Standard Software, without the Service Provider's prior written consent, under the following circumstances: *[state: **"none,"** or else specify: **circumstances]***
A15	14.4	The Procuring Agency and Service Provider's rights and obligations with respect to Custom Software or elements of the Custom Software are as follows *[state: **"not applicable"** if Custom Software is not part of the System; otherwise, specify: **items, rights, obligations, restrictions, exceptions, and provisos]**.* The Procuring Agency and Service Provider's rights and obligations with respect to Custom Materials or elements of the Custom Materials are as follows *[state: **"not applicable"** if Custom Materials are not part of the System; otherwise, specify: **items, rights, obligations, restrictions, exceptions, and provisos]**.*

A16	14.5	If not applicable, state: **"No software escrow Contract is required for the execution of the Contract;"** otherwise, specify: **maximum number of days during which a separate escrow Contract must be agreed upon with a reputable escrow agent and any specific rights and obligations that the Procuring agency wishes to establish in advance.**
A17	14.6	**Intellectual Property Rights and Source Code:** The custom-developed mobile application, including all source code, object code, software components, configurations, customizations, technical documentation, databases, interfaces, and other materials specifically developed for the Procuring Agency under this Contract, shall be the **exclusive intellectual property of the Procuring Agency**. The Service Provider shall provide the Procuring Agency with the **complete and unrestricted source code**, together with all associated technical documentation and development materials, upon completion of the relevant development and implementation activities. The Service Provider shall not, without the prior written consent of the Procuring Agency, **use, reproduce, modify, distribute, license, commercialize, disclose, or deploy the custom-developed application or any substantially similar derivative thereof for any third party or for any purpose other than performance of this Contract**.
Software License Contracts (GCC 15)		
A18	15	The Standard Software license shall be valid *[state:* ***"throughout the territory of the Procuring Agency's Country;"*** Use of the software shall be subject to the following additional restrictions *[state:* ***"none"*** *or specify:* ***restrictions]****.* The Software license shall permit the Software to be used or copied for use or transferred to a replacement computer *[state:* ***"provided the replacement computer falls within approximately the same class of machine and maintains approximately the same number of users, if a multi-user machine;"*** *or specify:* ***other necessary and appropriate restrictions on the replacement computer****].* The Software license shall permit the Software to be disclosed to and reproduced for use (including a valid sublicense) by *[state:* ***"support service suppliers or their sub Contractors, exclusively for such suppliers or sub Contractors in the performance of their support service Contracts;"*** *or specify:* ***other necessary and appropriate support entities and terms****],* subject to the same restrictions set forth in this Contract. The proposed software may be validated by Procuring Agency time to time, the material differences/defects shall be communicated to the Service Provider for rectification. The Service Provider is bound to rectify/remove the anomalies to the satisfaction of the Procuring Agency.
Confidential Information (GCC 16)		
A19	16	The Service Provider shall execute a non-disclosure Contract (**NDA**) attached as Annex- G NDA

Documents		
A20		The Service Provider shall provide to the Procuring Agency documents as specified, if applicable.
Products Upgrade		
Inspections and Tests (GCC 29) / Quality Control Identifying Defects GCC 29)		
A21		**INSPECTION AND TESTING (UAT Phase)** 1. UAT shall be considered complete upon successfully meeting the testing criteria set forth for the respective test case. 2. Procuring Agency under supervision of Service Provider shall conduct testing of business processes, developments/ customizations and financial authorization control during UAT phase. **FINAL ACCEPTANCE CERTIFICATE:** The Final Acceptance Certificate (FAC) will be issued upon completion of agreed Post Implementation Support period and providing a certificate of completion by respective Project Director of Procuring Agency. For avoidance of any doubt, within 10 days of the request for the issuance of FAC, Procuring Agency shall either issue the FAC or give written list of open defects preventing such issuance. Upon delivery of these open items, FAC will be issued. In case Procuring Agency doesn’t issue the FAC or list of open defects within 15 working days of request for FAC, the project shall be considered complete.
Defect Liability Period (GCC 30)		
A22	GCC 30	For Software, exceptions or limitations to the Service Provider’s warranty obligations shall be *“None”.* The Warranty Period shall begin from the date of successful Go-Live of the System or Subsystem and extend for ***twelve (12) months.*** During the Warranty Period, the Contractor must commence the work necessary to remedy defects or damage within the Contractor shall deploy appropriately qualified technical personnel to the designated PAA location.
Insurance (GCC Clause 17)		
A23	GCC 17	The Insurance is not applicable to the Project.
Notices (GCC Clause 4)		
A24	GCC 4	Procuring Agency’s address for notice purposes: **For Pakistan Airports Authority** **Director P&D** **Pakistan Airports Authority,** Headquarters Pakistan Airports Authority, Terminal -I, JIAP Karachi Pakistan —Service Provider’s address for notice purposes:

Related Services		
A25		Related services to be provided as per the Scope of Work.
A26		**NON-WAIVER:** 1. No provision of this Contract may be waived or changed except in writing signed by the Party against whom such waiver or change is sought to be enforced. No delay on the part of either Party in exercising any right or remedy under this Contract shall operate as a waiver thereof, nor shall any single or partial exercise of any right or remedy under this Contract preclude any other or further exercise of such right or remedy. Failure of either Party to enforce compliance with any term, provision or condition of this Contract shall not constitute a waiver of such term or condition, and shall not constitute a precedent. The waiver of one breach hereunder shall not constitute the waiver of any other or subsequent breach. 2. The failure by either Party to insist upon strict performance of any of the provisions contained in this Contract shall in no way constitute a waiver of its rights as set forth in this Contract, at law or in equity, or a waiver of any other provisions or subsequent default by the other Party in the performance of or compliance with any of the terms and conditions set forth in this Contract.
A27		**ENFORCEABILITY** If any provision of this Contract is held to be unenforceable, such provision shall not affect the validity or enforceability of the remaining provisions. If any provision of this Contract, or portion thereof, shall be declared invalid or unenforceable such provision shall be enforced to the maximum extent permitted by law and the remaining provisions shall nevertheless remain in full force and effect.
A28		**ASSIGNMENT** 1. Service Provider may transfer or assign this Contract or the rights granted hereunder to any successor upon the event of the sale or a merger of Service Provider with another entity or to a purchaser of all or substantially all of Service Provider assets with the assignee becoming Service Provider for all purposes under this Contract. 2. Except as provided herein, no Party may assign, sublease, extend or transfer, in whole or in part, this Contract or any of its rights and duties under this Contract without the express, prior written consent of the other Party. Any assignment in violation of this paragraph shall be void and of no effect. This Contract shall be binding upon and inure to the benefit of the Parties and their successors and permitted assigns.
A29		**LIMITATION OF LIABILITY** 1. In no event, either Party shall be liable to the other for any special, indirect, incidental, punitive, contingent or consequential loss or damage suffered by the other Party, including but not limited to a loss of use, data, business, anticipated savings, profit, reputation, goodwill or revenue, arising out of or in connection with this Contract, whether as a result of a breach of this Contract or otherwise and whether such liability arises from any claim based upon Contract, warranty, tort, product liability or otherwise, and whether or not such Party has been advised of the possibility of such loss or damage except where such loss or damage

		has been the result of gross negligence, fraudulent and/or willful acts of either Party. 2. Procuring Agency agrees that if Service Provider shall be in default in the due performance of any Services, then provided that it shall remedy that default at its own expense and within a reasonable time of having been given written notice to do so by Procuring Agency, then Service Provider shall have no further liability to Procuring Agency in respect of such default.
A30		**INDEMNIFICATION** 1. Procuring Agency shall indemnify and keep indemnified Service Provider in full on demand from and against all loss, claims, demands, liabilities and expenses arising directly or indirectly out of any claim by a third Party that any information, data, copyright work, material, software, hardware or methodologies provided by Procuring Agency to Service Provider for use in rendering of the Services, or incorporated at Procuring Agency's request into the deliverables or any part thereof, or otherwise used in developing the deliverables or in the rendering of the Services at the request of Procuring Agency, infringes any rights of such third Party, PROVIDED THAT Service Provider shall promptly notify Procuring Agency in writing of any allegations of infringement of which it has notice and will not make any admissions without Procuring Agency's prior written consent. 2. Both Parties agree to defend or settle, any and all suits, proceedings and claims for (i) infringement or alleged infringement of any rights in and to patents, trademarks (registered or unregistered), service marks, design rights, copyright, rights to extract or re-utilize data from a database or other database rights, registered designs, applications extensions or renewals for any of the foregoing, know-how, confidential information and any other industrial or commercial property right whatsoever, (collectively referred to as "Rights") of any third Party arising out of use by either party of the Services rendered by Service Provider pursuant to or in connection with this Contract during the term of this Contract.
A31		**POST IMPLEMENTATION SUPPORT** 1. Service Provider shall provide post-implementation support services to Procuring Agency in accordance with relevant clauses of this contract with reasonable care and skill after the completion of implementation and Go Live.
A32		**SUPPORT SERVICES** During post go live implementation support period, the Bidder shall provide Help Desk Services for reporting errors and malfunctions and for trouble shooting problems. Bidder's Help Desk Services shall be web-based and/or by telephone lines and/or via e-mail. On-Site support will also be required as may require. Bidder must provide One Month Post Live Support and after the Post Go-Live Period, one resource as Resident Engineer should be included in the annual maintenance/support cost. Bidder's Help Desk Services shall include, but are not limited to, the following services: i. Assistance related to questions on the use of the software solution; ii. Assistance in identifying and determining the causes of suspected errors or malfunctions in the software solution; iii. Advice on detours or workarounds for identified errors or malfunctions, where reasonably available; and

		iv. Information on errors previously identified by PAA and reported to Bidder and detours to these where available; v. Help desk operations - Initial Response, Immediate telephonic response and support for usage related and other minor problems. Dial-in support for handling, minor bug fix. vi. Onsite support - On-site support for hand holding the users, database recovery and data synchronization after crash, performance tuning, bug fix, update for all critical functions. vii. OEM support – Ensuring the ERP Solution OEM services for system performance, performance tuning, upgrades etc. viii. Documentation - upgrade the Documentation system on any new releases and provide any updates of technical and functional manual

ANNEXURE-L

SPECIMEN NON-DISCLOSURE AGREEMENT (NDA)

This Non-Disclosure Agreement (“Agreement”) is entered into by and between (Firm) (hereinafter called the “Firm” which expression shall include the successor, legal representatives and permitted assigns) and Pakistan Airports Authority (hereinafter called the “PAA” which expression shall include the successor, legal representatives and permitted assigns), effective as of the date of latest execution below (“Effective Date”).

WHEREAS, as part of scope/execution of awarded work, the PAA (disclosing party) shall provide financial, accounting and other proprietary information to Firm (Recipient); and

WHEREAS, the parties mutually desire to set forth the terms and conditions of their agreement for maintaining the confidentiality of such information and certain related matters;

NOW, THEREFORE, in consideration of the foregoing and the agreements contained herein, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties hereto agree as follows:

1. “Confidential Information” as used in this Agreement shall include all information provided by Disclosing Party to Recipient, except as noted herein, whether in oral, written, electronic, graphic, or other format, including without limitation:(a) Disclosing Party’s financial and accounting information; (b) Information regarding Disclosing Party’s, or such party’s corporate affiliates’, financial condition or performance, business operations, plans, strategies or techniques, know how, products or services ; (c) any information that is marked “confidential,” “proprietary,” or with like words, or that is summarized in writing as being confidential prior to or promptly after disclosure to the other party.
2. Additionally, the parties agree that “Confidential Information” shall also include (a) the existence of this Agreement; (b) the fact that the Confidential Information exists or has been, or may be, made available to Recipient; (c) the identity of the parties involved in the Transaction, including without limitation the parties hereto, andthe fact that either party hereto is considering or evaluating the Transaction; (d) the fact that discussionsor negotiations are taking or have taken place concerning the Transaction, including those discussions or negotiations pertaining to this Agreement; and (e) any term, condition or other facts relating to the Transaction or such discussions or negotiations, including without limitation the status thereof.
3. Confidential Information shall not include information which: (a) is or becomes generally available to the public other than as a result of disclosure by Recipient in violation of this Agreement; (b) was available to or already known by Recipient on a non-confidential basis prior to its disclosure by Disclosing Party; (c)is developed by Recipient independently of any information acquired from Disclosing Party; or (d) becomes available to Recipient on a non-confidential basis from a source other than Disclosing Party, provided that Recipient does not know that such source is be bound by confidentiality obligations to Disclosing Party.

4. Each party agrees to exercise reasonable care to protect and prevent unauthorized disclosure of the other party’s Confidential Information. Recipient may disclose Disclosing Party’s Confidential Information to any of its affiliates, officers, directors, employees, agents or representatives (collectively “Agents”) who have a need to know such information in connection with the Transaction, provided that Recipient advises each such Agent of the requirements to maintain the confidential nature of the Confidential Information. Except as expressly authorized in writing by Disclosing Party, Recipient of such Confidential Information will not, and will not permit any of its Agents to, directly or indirectly, (a) report, publish, distribute, disclose, or otherwise disseminate the Confidential Information, or any portion thereof, to any third party or (b) use the other party’s Confidential Information, or any portion thereof, for its own benefit or for the benefit of any of its Agents or any third party for any purpose (except as necessary for purposes of participating in or supporting the Transaction). Recipient acknowledges and agrees that it will be responsible for any breach of this Agreement by any of its Agents and agrees, at Recipient’s sole expense, to take reasonable measures to restrain Recipient’s Agents from prohibited or unauthorized disclosure or use of the Confidential Information.
5. Nothing in this Agreement shall prevent disclosures pursuant to a court order, subpoena, or other requirement of any governmental or regulatory authority, provided that Recipient promptly notifies Disclosing Party in writing (to the extent legally permissible) of any such order or requirement and cooperates, at Disclosing Party’s expense, in an effort to obtain a protective order from the issuing court or governmental or regulatory authority limiting disclosure and use of the information. If Disclosing Party does not timely obtain such protective order or if Disclosing Party consents to the Confidential Information being released, then Recipient may provide only the Confidential Information that is legally required to be disclosed.
6. Nothing in this Agreement precludes Recipient from disclosing any Confidential Information relating to Disclosing Party or the Transaction to the extent that the disclosure is made in any suit, action or proceeding (whether in law or in equity or pursuant to arbitration) involving the Transaction for the purpose of defending itself, reducing its liability or protecting or exercising any of its claims, rights, remedies or interests under or in connection with the Transaction.
7. The parties agree that impermissible disclosure or use of Confidential Information or other breach or violation of any of the provisions of this Agreement may cause irreparable harm to Disclosing Party and that remedies at law may be inadequate to protect against breach of this Agreement. The parties hereby agree in advance that Disclosing Party shall have the right, in addition to all other available remedies, to seek injunctive relief without proof of actual damages in order to prevent such acts, attempts and violations. Nothing herein shall prevent either party from competing in good faith for the business of any customer or customers, provided it does not use for such purpose any Confidential Information of the other party obtained in connection with the Transaction.
8. Each party understands and agrees that its access to and use of Confidential Information of the other party is at the sole control and discretion of such other party and that this Agreement does not establish any rights to continued access to or use of the Confidential Information furnished by the other party. Upon request of

Disclosing Party, Recipient shall return or destroy all Confidential Information of Disclosing Party which is in its possession or subject to its control, except for archival and backup copies that are not readily available for use and business records required by law to be retained, which Recipient will continue to treat as confidential pursuant to the terms of this Agreement. Additionally, upon request, such destruction of information shall be certified in writing to Disclosing Party by an authorized official of Recipient.

9. This Agreement shall inure to the benefit of, and shall be binding upon, the parties hereto and their respective legal representatives, successors and permitted assigns. This Agreement may not be assigned by either party without the prior written consent of the other.
10. It is understood and agreed that any failure or delay in exercising any right granted in this Agreement shall not operate as a waiver of the right, nor shall any single or partial exercise of any right preclude any other or further exercise of the right, or the exercise of any other right granted in this Agreement.
11. If any provision of this Agreement shall be finally determined to be invalid or unenforceable by any court of competent jurisdiction, such provision shall be deemed to be severed from this Agreement, but every other provision of this Agreement shall remain in full force and effect. With respect to any such provision so determined to be invalid or unenforceable, any court with jurisdiction over the parties and subject matter hereof shall have all necessary authority to rewrite such provision in order to provide for the enforceability thereof to the maximum extent permissible under law, and the parties hereto agree to abide by such court's determination.
12. The confidentiality obligations set out in this Agreement shall survive the termination of the business relationship between the parties and the termination of this Agreement.

IN WITNESS WHEREOF, the parties hereto, by their duly authorized representatives, have caused this Agreement to be executed, effective as of the Effective Date set forth above.

For and on behalf of firm	**For and on behalf of Pakistan Airports Authority PAA**
Signatures: ___________________	Signatures: ______________________
Name:________________________	Name: __________________________
Title: ________________________	Title: ___________________________

Date:

Historical Contract Non-Performance, and Pending Litigation and Litigation History

[The following table shall be filled in for the Applicant and for each member of a Joint Venture]

Applicant's Name: *[insert full name]*
Date: *[insert day, month, year]*
Joint Venture Member Name: *[insert full name]*
IFP No. and title: *[insert IFP number and title]*
Page *[insert page number]* of *[insert total number]* pages

☐ Not debarred due to deviation from commitment of Bid Securing Declaration-☐ Not debarred due to non-performance			
Year	**Non-performed portion of contract**	**Contract Identification**	**Total Contract Amount (current value, currency, exchange rate and PKR equivalent)**
[insert year]	*[insert amount and percentage]*	Contract Identification: *[indicate complete contract name/ number, and any other identification]* Name of Procuring Agency: *[insert full name]* Address of Procuring Agency: *[insert street/city/country]* Reason(s) for nonperformance: *[indicate main reason(s)]*	*[insert amount]*
Pending Litigation, in accordance with Section III, Qualification Criteria and Requirements			
☐ Pending litigation in accordance with Section III, Qualification Criteria and Requirements, Sub-Factor 2.3 as indicated below.			
Year of dispute	**Amount in dispute (currency)**	**Contract Identification**	**Total Contract Amount (currency), ~~US$~~ PKR Equivalent (exchange rate)**

[insert year]	*[insert amount]*	Contract Identification: [indicate complete contract name, number, and any other identification] Name of Procuring Agency: *[insert full name]* Address of Procuring Agency: *[insert street/city/country]* Matter in dispute: *[indicate main issues in dispute]* Party who initiated the dispute: *[indicate "Procuring Agency" or "Supplier"]* Status of dispute: *[Indicate if it is being treated by the Adjudicator, under Arbitration or being dealt with by the Judiciary]*	*[insert amount]*

☐ No consistent history of court/arbitral award decisions in accordance with Section III, Qualification Criteria and Requirements, Sub-Factor 2.4.

☐ Consistent history of court/arbitral award decisions in accordance with Section III, Qualification Criteria and Requirements, Sub-Factor 2.4 as indicated below.

Year of award	**Outcome as percentage of Net Worth**	**Contract Identification**	**Total Contract Amount (currency), PKR Equivalent (exchange rate)**
[insert year]	*[insert percentage]*	Contract Identification: [indicate complete contract name, number, and any other identification] Name of Procuring Agency: *[insert full name]* Address of Procuring Agency: *[insert street/city/country]* Matter in dispute: *[indicate main issues in dispute]* Party who initiated the dispute: *[indicate "Procuring Agency" or "Supplier"]* Court/ arbitral award decision: *[Indicate if the award decision was against the Applicant or any member of a joint venture.]y]*	*[insert amount]*