



E-TENDER NOTICE

PROVISION AND IMPLEMENTATION OF ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM IN PFAS

Procurement Reference No. PFAS/2025-26/03

Punjab Financial Advisory Services (PFAS) is a newly established entity under the Finance Department, Government of the Punjab, mandated to provide financial, fiscal, and management advisory services to the Government. PFAS supports public sector institutions through technical assistance, policy advice, and institutional strengthening initiatives.

PFAS invites bids from Bidders i.e. firms / companies / sole proprietor / general order suppliers / JV / consortium (hereinafter called “**Applicant**” or “**Bidder**”), registered on **EPADS** and with relevant Registration Authorities and Tax Departments / Authorities (Income Tax and Sales Tax), for all items (as per Section – III). Partial bidding for any item is not permitted. The Bids shall be received as per ‘**Single Stage Two Envelope**’ Bidding Procedure, as prescribed in PPRA Rules, 2014 (as amended). Tender Notice / Bidding Document containing detailed requirements, terms & conditions is available for the registered bidders on EPADS at <https://punjab.eprocure.gov.pk> and Punjab Procurement Regulatory Authority (PPRA) website: <https://ppra.punjab.gov.pk> and PFAS website: <https://pfas.com.pk/>

Bids must be submitted through **EPADS** on or before **9th June 2026 till 11:00 AM**, at the office address mentioned below. Bids submitted manually / hard copy or through courier will not be entertained. The original bid security instrument shall be submitted before the bid submission deadline to the office of the PFAS. The **Estimated total cost** of this procurement is **PKR 33,000,000/-** (inclusive of all applicable taxes). The **Bid Security** of **PKR 660,000/-** (2% of estimated cost) shall be in the form of Call Deposit Receipt / Bank Guarantee / Demand Draft / Pay Order / Banker’s Cheque valid for a period of minimum of six (6) months and issued from a scheduled bank in favor of “**Punjab Financial Advisory Services Fund**”.

Late Bids, or non-submission of original bid security instrument, shall result in rejection. The Bids will be opened through **EPADS** on the same day at **11:30 AM** in the presence of the Bidders’ representatives who may choose to be present at the address below. In case of official holiday on the day of submission, next day will be treated as closing date. Bidding Documents are immediately available after date of publication. PFAS will not be responsible for any cost or expense incurred by Bidders in connection with the preparation or submission of Bids through EPADS. The complete procurement process shall be governed by Punjab Procurement Rules, 2014 (Amended up to date).

The URL of the website of PPRA is <http://eproc.punjab.gov.pk/ViewTender.aspx>) and response time shall be calculated exclusively from the date of publication of the advertisement on the website of the PPRA.

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Daftarkhwan - Downtown, H-21, Mateen Fatima Road, Block H, Gulberg II, Lahore
website: <https://pfas.com.pk/>

**PUNJAB FINANCIAL ADVISORY SERVICES (PFAS)
GOVERNMENT OF THE PUNJAB**



BIDDING DOCUMENT
(Drafted as per PPRA SBD)

**PROVISION AND IMPLEMENTATION OF
ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM
IN PFAS**

(Single Stage Two Envelope)

(Note: Procurement is done by PFAS in line with Punjab Procurement Rules 2014)

Procurement Reference No. PFAS/2025-26/03

DISCLAIMER

1. The information contained in this Bidding Document or subsequently provided to Bidder(s), whether verbally or in written form by or on behalf of Punjab Financial Advisory Services (PFAS), or any of their employees or advisors, shall be subject to the terms and conditions set out in this Bidding Document and any other terms and conditions subject to which such information is provided.
2. This Bidding Document does not purport to contain all the information each Bidder may require. This Bidding Document may not be appropriate for all persons, and it is not possible for PFAS, their employees or advisors to consider the investment objectives, financial situation and particular needs of each Bidder who reads or uses this Bidding Document. Certain Bidders may have better knowledge of the proposed Project than others may. Each Bidder should conduct its own investigations and analysis and should check the accuracy, reliability and completeness of the information in this Bidding Document and obtain independent advice from appropriate sources. PFAS, its Representatives, their employees and advisors make no representation or warranty and shall incur no liability under any law, statute, rules or regulations as to the accuracy, reliability or completeness of the Bidding Document.
3. PFAS may, in their absolute discretion, but without being under any obligation to do so, update, amend, add to any or all of the provisions or supplement the information of this Bidding Document or cancel the present Invitation and call for fresh Invitations. Such changes would be intimated to all Bidders using this Bidding Document.
4. PFAS reserves the right to reject any or all of Bids submitted in response to this Invitation at any stage without assigning any reasons whatsoever before acceptance of any bid. PFAS also reserves the right to hold or withdraw from or cancel the process at any stage up to the final pre-qualification / shortlisting / selection.
5. Neither PFAS nor their employees or representatives will have any liability in case of non-receipt of any correspondence from them to the bidders due to the postal delays.
6. Mere submission of this Bid or Pre-qualification or issue of RFP does not vest any right in the Bidder for being selected for the project.
7. A bidder participating in this bid is directly accepting all the terms and conditions/clauses mentioned in this bidding document.
8. All the procurement procedures shall be conducted in accordance with Punjab Procurement Authority Act-2009 and Punjab Procurement Rules-2014, Amended till date of advertisement. In case of any conflict between the provision of this document and PPRA Act- 2009/ PPRA Rules-2014, the later shall prevail.

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Section-I: Invitation to Bid (E-Tender Notice)

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**General Manager Admin/HQ
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Section-II: Instructions to Bidders (ITB)

2.1. Introduction

2.1.1 Scope of Bid

- i) The Procuring Agency (PA), as indicated in the Bid Data Sheet (BDS) invites Bids for the provision of *[nature of services to be decided by the procuring agency]* as specified in the Section-IV Bid Data Sheet (BDS) and Section VII- Schedule of Requirements. The successful Bidders will be expected to provide the services for the specified period and timeline(s) as stated in the BDS.

2.1.2 Source of Funds

- i) The Procuring Agency named in the Bid Data Sheet has received budget from the Government of Punjab. The Procuring Agency intends to apply the provided funds/ a portion of this budget to make eligible payments under the contract for which the Invitation to bids has been issued.

2.1.3 Eligible Bidders

- i) The Invitation to Bids is open to all Service Providers i.e. association of firms/companies/sole proprietor/ JVs, registered with relevant Registration Authorities and Tax Departments/Authorities (Income Tax, Sales Tax & Punjab Sales Tax etc.) *[To be decided by the Procuring Agency]*, except as provided hereinafter.
- ii) Bidders should not be associated, or have been associated in the past, directly or indirectly, with a firm or any of its affiliates which have been engaged by the Procuring Agency to provide consultancy services for the preparation of the design, specifications, and other documents to be used for the procurement of the services to be purchased under this Invitation to Bids.
- iii) Government-owned enterprises may participate only if they are duly/legally authorized in this regard by the respective/relevant competent forum/authority.
- iv) Bidders shall not be under a declaration of blacklisting by the Procuring Agency.
- v) In the case of a joint venture, consortium, or association, all members shall be jointly and severally 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, who shall have the authority to conduct all business for and on behalf of any and all the members of the joint venture, consortium, or association during the Bidding process, and in case of award of contract, during the execution of contract.

[It is upon procuring agency to decide the participation of Bidders in J.V mode. The limit on the number of members of JV or Consortium or Association may be prescribed in BDS, in accordance with the guidelines issued by the PPRA].

- vi) The appointment of Lead Member in the joint venture, consortium, or association shall be confirmed by submission of a valid Power of Attorney to the Procuring Agency.
- vii) Any agreement that form a joint venture, consortium or association shall be required to be submitted as part of the Bid and shall be attested.
- viii) Any bid submitted by the joint venture, consortium or association shall indicate the part of proposed contract to be performed by each party and each party shall be evaluated or post qualified with respect to its contribution only and the responsibilities of each party and shall not be substantially altered without prior written approval of the Procuring Agency and in line with any instructions issued by the Authority.
- ix) The invitation for Bids is open to all prospective bidder/service provider subject to any provisions or licensing/regulatory requirements issued by the respective national/ provincial professional statutory body established for that particular trade or business.
- x) A Bidder shall not have a conflict of interest. All Bidders found to have a conflict of interest shall be disqualified. A Bidder may be considered to have a conflict of interest with one or more parties in this Bidding process, if they:
 - a) are associated or have been associated in the past, directly or indirectly with a firm or any of its affiliates which have been engaged by the Procuring Agency to provide consulting services for the preparation of the design, specifications and other documents to be used for the procurement of the services to be purchased under this Invitation for Bids.
 - b) have controlling shareholders in common; or
 - c) receive or have received any direct or indirect subsidy from any of them; or
 - d) have the same legal representative for purposes of this Bid; or
 - e) have a relationship with each other, directly or through common third parties, that puts them in a position to have access to information about or influence on the Bid of another

Bidder, or influence the decisions of the Procuring Agency regarding this Bidding process; or

- f) submit more than one Bid in this Bidding process, However, this does not limit the participation of subcontractors in more than one Bid.

xi) A Bidder may be ineligible if –

- (a) the Bidder is declared bankrupt or, in the case of company or firm, insolvent;
- (b) payments in favor of the Bidder is suspended in accordance with the judgment of a court of law other than a judgment declaring bankruptcy and resulting, in accordance with the national laws, in the total or partial loss of the right to administer and dispose of its property;
- (c) legal proceedings are instituted against such Bidder involving an order suspending payments and which may result, in accordance with the national laws, in a declaration of bankruptcy or in any other situation entailing the total or partial loss of the right to administer and dispose of the property;
- (d) the Bidder is convicted, by a final judgment, of any offence involving professional conduct;
- (e) The Bidder is debarred and blacklisted due to involvement in corrupt and fraudulent practices in accordance with the provision of section 17A of PPRA Act, 2009 and Rule-21, read with Schedule appended with, Punjab Procurement Rules, 2014.
- (f) The Bidder is debarred and blacklisted in general (i.e. to the extent of all public procurement) due to consistent performance failure in accordance with the section 17A of PPRA Act, 2009 and Rule-21, read with Schedule appended with, Punjab Procurement Rules, 2014.
- (g) The firm, Service Provider and contractor is blacklisted/ debarred by any international organization.

xii) Bidders shall provide to the Procuring Agency evidence of their eligibility, proof of compliance with the necessary legal requirements to carry out the contract effectively.

xiii) Bidders shall provide such evidence of their continued eligibility satisfactory to the Procuring Agency, as the Procuring Agency shall reasonably request.

- xiv) Bidders shall submit proposals relating to the nature, conditions and modalities of sub-contracting wherever the sub-contracting of any elements of the contract amounting to more than ten percent of the Bid price is envisaged.

2.1.4. Cost of Bidding

- i) The Bidder shall bear all costs associated with the preparation and submission of its Bid, and the Procuring Agency named in the Bid Data Sheet, hereinafter referred to as “the Procuring Agency,” will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the Bidding process-

2.1.5. One person one bid

- i) As per Rule 36A of Punjab Procurement Rules 2014, a Bidder shall submit only one Bid in the same bidding process, either individually as a Bidder or as a member in a joint venture or any similar arrangement.
- ii) No Bidder can be a sub-contractor while submitting a Bid individually or as a member of a joint venture in the same Bidding process.
- iii) A Bidder, if acting in the capacity of sub-contractor in any Bid, shall not submit bid for the same.

2.1.6. Work Plan/Deputation Plan

- i) The Bidder shall be responsible for the provision of bids as per work plan/deputation plan formulated by the procuring agency and procuring agency may also, from time to time amend the same as per its requirement.

2.2. The Bidding Documents

2.2.1. Content of Bidding Documents

- i) The services required, Bidding procedures, and contract terms are prescribed in the Bidding documents. The Bidding documents, inter alia, include:
 - (a) Invitation to Bids
 - (b) Instructions to Bidders (ITB)
 - (c) Technical Specifications
 - (d) Bid Data Sheet
 - (e) General Conditions of Contract (GCC)
 - (f) Special Conditions of Contract (SCC)

- (g) Schedule of Requirements
 - (h) Bid Form
 - (i) Bidder Profile Form
 - (j) General Information Form
 - (k) Affidavit
 - (l) Bid Security Form
 - (m) Technical Bid Form
 - (n) Contract Form
 - (o) Financial Bid Form / Price Schedule
 - (p) Performance Guarantee Form
 - (q) Check List
- ii) The Bidder is required to examine all instructions, forms, terms, and specifications in the Bidding documents. Failure to furnish all information as required by the Bidding documents or to submit a Bid not substantially responsive to the Bidding documents in every respect will be at the Bidder's risk and may result in the rejection of its Bid.
 - iii) In case of discrepancies between the Invitation to Bid and the Bidding Documents listed in **ITB 2.2.1 (i)** above, the said Bidding Documents, not in conflict with any provision of PPR-14, will take precedence.
 - iv) The Procuring Agency is not responsible for the completeness of the Bidding Documents and their addenda, if they were not obtained directly from the Procuring Agency or from its website or website of PPRA. Re-confirming from the Procuring Agency that all pages/ contents have been properly and clearly received is the prime responsibility of the Bidder.
- 2.2.2. Clarification of Bidding Documents**
- i) A prospective Bidder requiring any clarification of the Bidding documents may notify the Procuring Agency in writing or by email at the Procuring Agency's address indicated in Invitation to Bid/ Tender Notice/ Advertisement. The Procuring Agency will respond in writing to any request for clarification of the Bidding documents which it receives no later than seven (7) days prior to the deadline for the submission of Bids prescribed in the Bid Data Sheet. Written copies of the Procuring Agency's response (including an explanation

of the query but without identifying) will be sent to all prospective Bidders that have received the Bidding documents.

- ii) A prospective Bidder requiring any clarification of the Bidding Documents may notify the Procuring Agency in writing or in electronic form that provides record of the content of communication at the Procuring Agency's address indicated in the **BDS**.
- iii) The Procuring Agency will within three (3) working days after receiving the request for clarification, respond in writing or in electronic form to any request for clarification provided that such request is received not later than seven (7) days prior to the deadline for the submission of Bids. As prescribed in **ITB 2.2.2 (i), above**. However, this clause shall not apply in case of alternate methods of Procurement.
- iv) Copies of the Procuring Agency's response will be forwarded to all identified Prospective Bidders through an expeditious identified source of communication, e.g.: e-mail etc., including a description of the inquiry, but without identifying its source.
- v) Should the Procuring Agency deem it necessary to amend the Bidding Documents as a result of a clarification, it shall do so following the procedure under **ITB 2.2.3**.
- vi) 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 Bidders may request clarification of the schedule of requirement, the Evaluation Criteria or any other aspects of the Bidding Documents.
- vii) Minutes of the pre-Bid meeting, if applicable, including the text of the questions asked by Bidders, including those during the meeting (without identifying the source) and the responses given, together with any responses prepared after the meeting will be transmitted promptly to all prospective Bidders who have obtained the Bidding Documents. Any modification to the Bidding Documents 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 pursuant to ITB 2.2.3. Non-attendance at the pre-Bid meeting will not be a cause for disqualification of a Bidder.

2.2.3. Amendment of Bidding Documents

- i) At any time prior to the deadline for submission of Bids, but not later than three (3) days before the closing time of the submission of Bid, the Procuring Agency, for any reason, whether at its own initiative or in response to a clarification requested by a prospective Bidder, may modify the Bidding documents by amendment. Any such change/amendment in the Bidding documents shall be provided in a

timely manner, preferably through electronic means also, not later than three (3) days, and on equal opportunity basis as per Rule-25(3) of PPR-14.

- ii) All prospective Bidders that have received the Bidding documents will be notified of the amendment in writing or by email, and will be binding on them.
- iii) 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 addenda.
- iv) Any addendum issued including the notice of any extension of the deadline shall be part of the Bidding Documents and shall be communicated in writing or in any identified electronic form, e.g. email that secures record of the content of subject communication.
- v) In order to allow prospective Bidders reasonable time in which to take an addendum into account in preparing their Bids, the Procuring Agency, at its discretion, may extend the deadline for the submission of Bids, as per rule 29 of PPR-14, in the manner similar to the original advertisements, so as to avoid any inconvenience and to doubly ensure level playing field for all prospective bidders.

2.3. Preparation of Bids

2.3.1. Language of Bid

- i) The Bid prepared by the Bidder, as well as all correspondence and documents relating to the Bid exchanged by the Bidder and the Procuring Agency shall be written in the language specified in the Bid Data Sheet. Supporting documents and printed literature furnished by the Bidder may be in same language.

2.3.2. Bid Form

- i) The Bidder shall complete the Bid Form and the appropriate Price Schedule (Financial Bid) furnished in the Bidding documents, indicating the simple services/janitorial services/security services/repair and maintenance/any other services etc. etc. to be provided.

2.3.3. Bid Prices

- i) The Bidder shall indicate on form 8.10 the unit prices (where applicable) and total Bid price of the person/guard *[to be decided by the procuring agency]* the services of which it proposes to provide under the contract.
- ii) Prices indicated on the Price Schedule shall be item wise/ package wise *[to be decided by the Procuring Agency on form 8.10]*
- iii) The Bidder's separation of price components in accordance with ITB Clause 2.3.4(i) above will be solely for the purpose of facilitating the

comparison of Bids by the Procuring Agency and will not in any way limit the Procuring Agency's right to contract on any of the terms offered.

- iv) Prices quoted by the Bidder shall be fixed during the Bidder's performance of the contract and not subject to variation on any account, unless otherwise specified in the Bid Data Sheet. A Bid submitted with an **adjustable price quotation** will be treated as non-responsive and may be rejected.

2.3.4. Bid Currencies

- i) Prices shall be quoted in **Pak Rupees** unless otherwise specified in the Bid Data Sheet.
- ii) The Bidders must adhere to the minimum wage rate (notified by Labour & Human Resource Department) and all applicable taxes (imposed by FBR/PRA/any other government organization) while preparing financial bid.

2.3.5. Documents Establishing Bidder's Eligibility and Qualification

- i) Pursuant to ITB Clause 2.1.3, the Bidder shall furnish, as part of its Bid, documents establishing the Bidder's eligibility to Bid and its qualifications to perform the contract if its Bid is accepted.
- ii) The documentary evidence of the Bidder's eligibility to Bid shall establish to the Procuring Agency's satisfaction that the Bidder, at the time of submission of its Bid, is eligible as defined under ITB Clause 2.1.3.
- iii) The documentary evidence, of the Bidder's qualifications to perform the contract if its Bid is accepted, shall establish to the Procuring Agency's satisfaction:
 - (a) that the Bidder has the financial, technical capability necessary to perform the contract;
 - (b) That the Bidder meets the qualification criteria listed in the Bid Data Sheet.

2.3.6. Bid Security

- i) The Bidder shall furnish, as part of its Bid, a Bid security in the amount specified in the Bid Data Sheet.
- ii) The Bid security is required to protect the Procuring Agency against the risk of Bidder's conduct which would warrant the security's forfeiture Pursuant to ITB Clause 2.3.6. (vii).
- iii) The Bid security shall be in Pakistan Rupees and shall be in one of the following forms:
 - (a) Bank Guarantee, Bank call-deposit (CDR), Demand Draft (DD), Pay Order (PO) or Banker's cheque valid for (___) Days, beyond the validity of Bid. *[to be decided by the Procuring Agency keeping in view the time to be taken till award of contract or signing of contract agreement and chances of extension in Bid*

validity if any. The number of days will be expressed in word and figures].

- iv) Any Bid not secured in accordance with ITB Clauses 2.3.7 (i) and (iii) may be rejected by the Procuring Agency as non-responsive.
- v) Unsuccessful Bidders' Bid security will be discharged or returned as promptly as possible but not later than () days *[to be inserted by the Procuring Agency in word and figures]* after the expiration of the period of Bid validity prescribed by the Procuring Agency pursuant to ITB Clause 2.3.7 (iii) (a) or along with unopened financial proposal as per rule 38(2)(a)(vii) of PPR-14, which shall take precedence, and is as under:

“38(2)(a)(vii) the financial proposal of the Bids found technically non-responsive shall be retained unopened and shall be returned on the expiry of the grievance period or the decision of the complaint, if any, filed by the non-responsive Bidder, whichever is later:

provided that the Procuring Agency may return the sealed financial proposal earlier if the disqualified or non-responsive Bidder, contractor or consultant submits an affidavit, through an authorized representative, to the effect that he is satisfied with the proceedings of the Procuring Agency”.

- vi) The successful Bidder's Bid security will be discharged upon the Bidder signing the contract, pursuant to ITB Clause 2.6.1, and furnishing the Performance Guarantee, pursuant to ITB Clause 2.6.2.
- vii) The Bid security may be forfeited:
 - a. if a Bidder withdraws its Bid during the period of Bid validity specified by the Bidder on the Bid Form; or
 - b. in the case of a successful Bidder, if the Bidder:
 - i. fails to sign the contract in accordance with ITB Clause 2.6.3;
or
 - ii. fails to furnish Performance Guarantee in accordance with ITB Clause 2.6.2; or
 - iii. is blacklisted under relevant provisions of PPRA Act, 2009 and PPR-14.

2.3.7. Period of Validity of Bids

- i) Bids shall remain valid for the period specified in the Bid Data Sheet after the date of Bid opening prescribed by the Procuring Agency. A Bid valid for a shorter period may be rejected by the Procuring Agency as non-responsive.

- ii) In exceptional circumstances, the Procuring Agency may solicit the Bidder's consent to an extension of the period of validity (as per rule-28 of PPR-14). The request and the responses thereto shall be made in writing (or by email). The Bid security provided under ITB Clause 2.3.7 shall also be suitably extended. A Bidder may refuse the request without forfeiting its Bid security. A Bidder accepting the request will not be required nor permitted to modify its Bid.

2.3.8. Format and Signing of Bid

- i) The Bidder shall prepare an original and the number of copies of the Bid indicated in the Bid Data Sheet, clearly marking each "ORIGINAL BID" and "COPY OF BID," as appropriate. In the event of any discrepancy between them, the original shall prevail.
- ii) The original and the copy or copies of the Bid shall be typed or written in indelible ink and shall be signed by the Bidder or a person or persons duly authorized to bind the Bidder to the contract. All pages of the Bid, shall be initialed by the person or persons signing the Bid.
- iii) Any interlineation, erasures, or overwriting shall be valid only if they are initialed by the person or persons signing the Bid.
- iv) The original and the copy or copies of the Bid shall be typed or written in indelible ink and shall be signed by the Bidder or a person or persons duly authorized to sign on behalf of the Bidder. This authorization shall consist of a written confirmation as specified in the **BDS** and shall be attached to the Bid. The name and position held by each person signing the authorization must be typed or printed below the signature. All pages of the Bid, shall be initialed by the person or persons signing the Bid.
- v) Any interlineations, erasures, or overwriting shall be valid only if they are signed by the person or persons signing the Bidder.
- vi) The Bidder shall furnish information as described in the Form of Bid on commissions or gratuities, if any, paid or to be paid to agents relating to this Bid and to contract execution if the Bidder is awarded the contract.

2.3.9. Minimum Wage rates/all applicable taxes

- i) The Bidders must adhere to the minimum wage rate (notified by Labour & Human Resource Department) and all applicable taxes (imposed by FBR/PRA/any other government organization) while preparing financial bid.

2.4. Submission of Bids

2.4.1 Sealing and Marking of Bids

- i) As per Rule 24, the Bidder shall seal the original and each copy of the Bid in separate envelopes, duly marking the envelopes as

“ORIGINAL” and “COPY.” The envelopes shall then be sealed in an outer envelope.

- ii) The inner and outer envelopes shall:
 - a. be addressed to the Procuring Agency at the address given in the Bid Data Sheet; and
 - b. bear the title of procurement Activity indicated in the Bid Data Sheet, the Invitation to Bids (ITB) title and number indicated in the Bid Data Sheet, and a statement: “DO NOT OPEN BEFORE..... (time and date),” *[to be completed with the time and the date specified in the Bid Data Sheet, pursuant to ITB Clause 2.4.2.]*
- iii) The inner envelopes shall also indicate the name and address of the Bidder to enable the Bid to be returned unopened in case it is declared “late”.
- iv) If the outer envelope is not sealed and marked as required by ITB Clause 2.4.1 (i), the Procuring Agency will assume no responsibility for the Bid’s misplacement or premature opening.
- v) In case of Single Stage One Envelope Procedure, the Bidder shall seal the original and each copy of the Bid in separate envelopes, duly marking the envelopes as “ORIGINAL” and “COPY.” The envelopes shall then be sealed in an outer envelope securely sealed in such a manner that opening and resealing cannot be achieved undetected.
Note: The envelopes shall be sealed and marked in accordance with the bidding procedure adopted as referred in Rule-38 of PPR-2014, which shall have precedence.
- vi) The inner and outer envelopes shall:
 - a) be addressed to the Procuring Agency at the address given in the **BDS**; and
 - b) bear the title of the subject procurement or Project name, as the case may be as indicated in the **BDS**, the Invitation to Bids (ITB) title and number indicated in the **BDS**, and a statement: “DO NOT OPEN BEFORE,” to be completed with the time and the date specified in the **BDS**, pursuant to **ITB 2.4.2.**
- vii) In case of Single Stage Two Envelope Procedure, The Bid shall comprise two envelopes submitted simultaneously, one called the Technical Proposal and the other Financial Proposal. Both envelopes to be enclosed together in an outer single envelope called the Bid. Each Bidder shall submit his bid as under:
 - a) Bidder shall submit his **TECHNICAL PROPOSAL** and **FINANCIAL PROPOSAL** in separate inner envelopes and enclosed in a single outer envelope.

- b) ORIGINAL and each copy of the Bid shall be separately sealed and put in separate envelopes and marked as such.
- c) The envelopes containing the ORIGINAL and copies will be put in one sealed envelope and addressed / identified as given in BDS.

- viii) The inner and outer envelopes shall:
 - a) be addressed to the Procuring Agency at the address provided in the BDS;
 - b) bear the name and identification number of the contract as defined in the BDS; and provide a warning not to open before the time and date for bid opening, as specified in the BDS, pursuant to ITB 2.4.2;
 - c) In addition to the identification required in Sub- Clause (b) hereof, the inner envelope shall indicate the name and address of the Bidder to enable the bid to be returned unopened in case it is declared “late” pursuant to ITB.2.4.3.
- ix) If all envelopes are not sealed and marked as required by **ITB 2.4.1** or incorrectly marked, the Procuring Agency will assume no responsibility for the misplacement or premature opening of Bid.

2.4.2 Deadline for Submission of Bids

- i) Bids must be received by the Procuring Agency at the address specified under BDS no later than the time and date specified in the Bid Data Sheet.
- ii) The Procuring Agency may, at its discretion and as per rule 29 of PPR-14, extend this deadline for the submission of Bids by amending the Bidding documents in accordance with ITB Clause 2.2.2 & 2.2.3 in which case all rights and obligations of the Procuring Agency and Bidders previously subject to the deadline will thereafter be subject to the deadline as extended.

2.4.3. Late Bids

- iii) Bids shall be received by the Procuring Agency at the address specified under **BDS** no later than the date and time specified in the **BDS**.
- i) Any Bid received by the Procuring Agency after the deadline for submission of Bids prescribed by the Procuring Agency pursuant to ITB Clause 2.4.2 will be rejected and returned unopened to the Bidder.
- ii) The Procuring Agency shall not consider for evaluation any Bid that arrives after the deadline for submission of Bids.
- iii) Any Bid received by the Procuring Agency after the deadline for submission of Bids shall be declared late, recorded, rejected and returned unopened to the Bidder.

2.4.4. Modification and Withdrawal of Bids

- i) The Bidder may modify or withdraw its Bid after the Bid's submission, provided that written notice of the modification, including substitution or withdrawal of the Bids, is received by the Procuring Agency prior to the deadline prescribed for submission of Bids.
- ii) The Bidder's modification or withdrawal notice shall be prepared, sealed, marked, and dispatched in accordance with the provisions of Clause (i) A withdrawal notice may also be sent by email, but followed by a signed confirmation copy, postmarked not later than the deadline for submission of Bids.
- iii) No Bid may be modified after the deadline for submission of Bids.
- iv) No Bid may be withdrawn in the interval between the deadline for submission of Bids and the expiration of the period of Bid validity specified by the Bidder on the Bid Form. Withdrawal of a Bid during this interval may result in the Bidder's forfeiture of its Bid security (along with other remedies available under PPR-14), pursuant to the ITB Clause 2.3.7 (vii).
- v) A Bidder may withdraw its Bid after it has been submitted, provided that written notice of the withdrawal of the Bid, is received by the Procuring Agency prior to the deadline for submission of Bids.
- vi) Revised bid may be submitted after the withdrawal of the original bid before the deadline for submission of Bids.

2.5. Opening and Evaluation of Bids

2.5.1. Opening of Bids by the Procuring Agency

- i) The Procuring Agency will open all Bids, in public, 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 a register as proof of their attendance.
- ii) First, envelopes marked "WITHDRAWAL" shall be opened and read out and the envelope with the corresponding bid shall not be opened, but returned to the Bidder. No bid withdrawal shall be permitted unless the corresponding Withdrawal Notice contains a valid authorization to request the withdrawal and is read out at bid opening.
- iii) Second, outer envelopes marked "SUBSTITUTION" shall be opened. The inner envelopes containing the Substitution Bid shall be exchanged for the corresponding Original Bid being substituted, which is to be returned to the Bidder unopened. No envelope shall be substituted unless the corresponding Substitution Notice contains a

valid authorization to request the substitution and is read out and recorded at bid opening.

- iv) Next, outer envelopes marked “MODIFICATION” shall be opened. No Technical Proposal and/or Financial Proposal shall be modified unless the corresponding Modification Notice contains a valid authorization to request the modification and is read out and recorded at the opening of the Bids. Any Modification shall be read out along with the Original Bid except in case of Single Stage Two Envelope Procedure where only the Technical Proposal, both Original as well as Modification, are to be opened, read out, and recorded at the opening. Financial Proposal, both Original and Modification, will remain unopened till the prescribed financial bid opening date.
- v) Other envelopes holding the Bids shall be opened one at a time, in case of Single Stage One Envelope Procedure, the Bidders names, the Bid prices, the total amount of each Bid and of any alternative Bid (if alternatives have been requested or permitted), any discounts, the presence or absence of Bid Security, Bid Securing Declaration and such other details as the Procuring Agency may consider appropriate, will be announced by the Procurement Evaluation Committee.
- vi) In case of Single Stage Two Envelope Procedure, the Procuring Agency will open the Technical Proposals in public at the address, date and time specified in the **BDS** in the presence of Bidders` designated representatives who choose to attend and other parties with a legitimate interest in the Bid proceedings. The Financial Proposals will remain unopened and will be held in custody of the Procuring Agency until the specified time of their opening.
- vii) The envelopes holding the Technical Proposals shall be opened one at a time, and the following read out and recorded: (a) the name of the Bidder; (b) whether there is a modification or substitution; (c) the presence of a Bid Security, if required; and (d) Any other details as the Procuring Agency may consider appropriate.
- viii) Bids not opened and not read out at the Bid opening shall not be considered further for evaluation, irrespective of the circumstances. In particular, any discount offered by a Bidder which is not read out at Bid opening shall not be considered further.
- ix) Bidders are advised to send in a representative with the knowledge of the content of the Bid who shall verify the information read out from the submitted documents. Failure to send a representative or to point out any un-read information by the sent Bidder`s representative shall indemnify the Procuring Agency against any claim or failure to read out the correct information contained in the Bidder`s Bid.

- x) No Bid will be rejected at the time of Bid opening except for late Bids which will be returned unopened to the Bidder, pursuant to **2.4.3 (i)**.
- xi) 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 whether or not there is a withdrawal, substitution or modification, the Bid price if applicable.
- xii) The Bidders' representatives who are present shall be requested to sign on the attendance sheet. The omission of a Bidder's signature on the record shall not invalidate the contents and affect the record. A copy of the record shall be distributed to all the Bidders.
- xiii) A copy of the minutes of the Bid opening shall be furnished to individual Bidders upon request.

[if Procuring Agency opts for single stage one envelope procedure as per rule 38(1) of PPR-14, clause (vi) to (xiii) should be formulated accordingly by the procuring agency.]

2.5.2. Confidentiality

- i) 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 persons not officially concerned with such process until the time of the announcement of the respective evaluation report in accordance with the requirements of rule 37 of PPR-14.
- ii) Any effort by a Bidder to influence the Procuring Agency processing of Bids or award decisions may result in the rejection of its Bid.
- iii) Notwithstanding **ITB Clause 2.2.2** from the time of Bid opening to the time of contract award, if any Bidder wishes to contact the Procuring Agency on any matter related to the Bidding process, it should do so in writing or in electronic forms that provides record of the content of communication.

2.5.3. Clarification of Bids

- i) As per rule 33(2) of PPR-14, to assist in the examination, evaluation and comparison of Bids and post-qualification of the Bidders, the Procuring Agency may, at its discretion, ask any Bidder for a clarification of its Bid including breakdown of prices. Any clarification submitted by a Bidder that is not in response to a request by the Procuring Agency shall not be considered.
- ii) The request for clarification and the response shall be in writing or in electronic forms that provide record of the content of communication. In case of Single Stage Two Envelope Procedure, no change in the prices or substance of the Bid shall be sought, offered, or permitted.

Whereas in case of Single Stage One Envelope Procedure, only the correction of arithmetic errors discovered by the Procuring Agency in the evaluation of Bids should be sought in accordance with ITB Clause 2.5.6.

- iii) 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:
 - a) evaluation & qualification criteria;
 - b) required scope of *simple services/janitorial services/security services/repair and maintenance/any other services etc.* and related materials.
 - c) all securities requirements;
 - d) tax requirements;
 - e) Terms and conditions of bidding documents.
 - f) change in the ranking of the Bidder
- iv) From the time of Bid 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 in electronic forms that provide record of the content of communication.

2.5.4. Preliminary Examination

- i) The Procuring Agency will examine the Bids to determine whether they are complete, whether any computational errors have been made, whether required sureties have been furnished, whether the documents have been properly signed, and whether the Bids are generally in order.
- ii) Arithmetical errors will be rectified on the following basis:-
 - a. If there is a discrepancy between the unit price 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. If the Service Provider does not accept the correction of the errors, its Bid may be rejected, and its Bid security may be forfeited.
 - b. If there is a discrepancy between words and figures, the amount in words will prevail.
- iii) Prior to the detailed evaluation, the Procuring Agency will determine the substantial responsiveness of each Bid to the Bidding documents, pursuant to ITB Clause 2.5.5. For purposes of these Clauses, a substantially responsive Bid is one which conforms to all the terms and conditions of the Bidding documents without material deviations. Deviations from, or objections or reservations to critical provisions, **such as** those concerning **Bid Security** (ITB Clause 2.3.7), **Applicable Law** (GCC Clause 30), **and Taxes and Duties** (GCC Clause 32) & mandatory Registrations/ Renewals will be deemed to

be a material deviation. The Procuring Agency's determination of a Bid's responsiveness is to be based on the contents of the Bid itself without recourse to extrinsic evidence.

- iv) If a Bid is not substantially responsive, it will be rejected by the Procuring Agency and may not subsequently be made responsive by the Bidder by correction of the non-conformity.
- v) Prior to the detailed evaluation of Bids, the Procuring Agency will determine whether each Bid:
 - a) meets the eligibility criteria defined in **ITB 2.1.3**;
 - b) has been prepared as per the format and contents defined by the Procuring Agency in the Bidding Documents;
 - c) has been properly signed;
 - d) is accompanied by the required securities; and
 - e) Is substantially responsive to the requirements of the Bidding Documents.

The Procuring Agency's determination of a Bid's responsiveness will be based on the contents of the Bid itself.

2.5.5. Examination of Terms and Conditions; Technical Evaluation

- i) The Procuring Agency shall examine the Bid to confirm that all terms and conditions specified in the **GCC** and the **SCC** have been accepted by the Bidder without any material deviation or reservation.
- ii) The Procuring Agency shall evaluate the technical aspects of the Bid submitted to confirm that all requirements specified in **Section VII – Schedule of Requirements & Evaluation Criteria as provided in BDS**, have been met without material deviation or reservation.
- iii) If after the examination of the terms and conditions and the technical evaluation, the Procuring Agency determines that the Bid is not responsive in accordance, it shall reject the Bid.

2.5.6. Correction of Errors

- i) Bids determined to be substantially responsive will be checked for any arithmetic errors. Errors will be corrected as follows: -
 - a) 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;
 - b) 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
 - c) Where there is a discrepancy between the amounts in figures and in words, the amount in words will govern.

- d) Where there is discrepancy between grand total of price schedule and amount mentioned on the Form of Bid, the amount referred in Price Schedule shall be treated as correct subject to elimination of other errors.
- ii) The amount stated in the Bid will, be adjusted by the Procuring Agency in accordance with the above procedure for the correction of errors. The concurrence of the Bidder shall be considered as binding upon the Bidder. If the Bidder does not accept the corrected amount, its Bid will then be rejected, and the Bid Security may be forfeited or the Bid Securing Declaration may be executed in accordance with **ITB 2.3.7.**

2.5.7. Conversion to Single Currency

- i) As per rule 32(2) of PPR-14, to facilitate evaluation and comparison, the Procuring Agency will convert all Bid prices expressed in the amounts in various currencies in which the Bid prices as follows:

For the purposes of comparison of bids quoted in different currencies, the price shall be converted into a single currency specified in the bidding documents. The rate of exchange shall be the selling rate, prevailing on the date of opening of bids specified in the bidding documents, as notified by the State Bank of Pakistan on that day.

2.5.8. Post-qualification & Evaluation of Bids

- i) In the absence of **prequalification**, the Procuring Agency will determine to its satisfaction whether the Bidder is qualified to perform the contract satisfactorily, in accordance with the evaluation criteria listed in BDS & pursuant to ITB Clause 2.1.3.
- ii) The determination will take into account the Bidder's financial, technical, and production/ supplying capabilities. It will be based upon an examination of the documentary evidence of the Bidder's qualifications submitted by the Bidder, as well as such other information required for eligibility/qualification expressed in Bid Data Sheet as the Procuring Agency deems necessary and appropriate.
- iii) The Procuring Agency will **technically evaluate** and compare the Bids which have been determined to be substantially responsive, pursuant to ITB Clause 2.5.5.
- iv) The **financial evaluation** of a Bid will be on the basis of form of Price Schedules/ Financial Bid Form 8.10 to be decided by the Procuring Agency which must include clear cut instruction regarding evaluation inclusive of all prevailing taxes, duties, fees along with observance of minimum wages etc.

2.5.9. Contacting the Procuring Agency

- i) Subject to ITB Clause 2.5.3, no Bidder shall contact the Procuring Agency on any matter relating to its Bid, from the time of the Bid opening to the time the evaluation report is made public i.e. 10 days before the contract is awarded. If the Bidder wishes to bring

additional information or has grievance to the notice of the Procuring Agency, it should do so in writing.

- ii) Any effort by a Bidder to influence the Procuring Agency during Bid evaluation, or Bid comparison may result in the rejection of the Bidder's Bid.

2.5.10. Grievance Redressal

- i) As per Rule-67 of PPR-14, Procuring Agency shall constitute a Grievance Redressed Committee (GRC) comprising of odd number of persons with proper powers and authorization to address the complaints. The GRC shall not have any of the members of the Procurement Evaluation Committee. The Committee may preferably have one subject specialist depending upon the nature of the procurement in addition to one person with legal background as per their availability to the Procuring Agency.
- ii) Any Bidder feeling aggrieved can file its written complaint against the eligibility parameters or any other terms and conditions prescribed in the Bidding documents found contrary to provision of Rule 33, and the same shall be addressed by the GRC well before the proposal submission deadline.
- iii) Any party can file its written complaint against the eligibility parameters or any other terms and conditions prescribed in the bidding documents found contrary to provision of Rule 34 and the same shall be addressed by the GRC well before the proposal submission deadline.
- iv) Any Bidder feeling aggrieved by any act of the Procuring Agency after the submission of his Bid may lodge a written complaint concerning his grievances not later than ten days after the announcement of the Final evaluation reports. In case of single stage - two envelope bidding procedure any bidder feeling aggrieved from technical evaluation may file a grievance within 5 days of announcement of the technical evaluation report. After completion of the technical evaluation process, the procuring agency shall immediately upload the technical evaluation report on the website of PPRA for obtaining/ receiving grievance petitions from the prospective bidders (if any).
- v) In case, the complaint is filed after the issuance of the final evaluation report, the complainant cannot raise any objection on technical evaluation of the report. Provided that the complainant may raise the objection on any part of the final evaluation report in case where single stage one envelop bidding procedure is adopted.

- vi) The GRC shall investigate and decide upon the complaint within fifteen days of the receipt of the complaint. Mere fact of lodging of a complaint shall not warrant suspension of the procurement process.

2.6. Award of Contract

2.6.1. Notification of Award

- i) Prior to the expiration of the period of Bid validity, the Procuring Agency will notify the successful Bidder in writing by registered letter or by email to be confirmed in writing by registered letter, that its Bid has been accepted.
- ii) The notification of award will constitute the formation of the Contract.
- iii) Upon the successful Bidder's furnishing of the Performance Guarantee pursuant to ITB Clause 2.6.2 (i), the Procuring Agency will promptly notify each unsuccessful Bidder and will discharge its Bid security, pursuant to ITB Clause 2.3.7 (v).

2.6.2. Performance Guarantee

- i) Within fifteen (15) *[to be decided by the procuring agency]* days of the receipt of notification of award from the Procuring Agency, the successful Bidder shall furnish the Performance Guarantee in accordance with the Conditions of Contract, in the Performance Guarantee Form provided in the Bidding documents, or in another form acceptable to the Procuring Agency.
- ii) Failure of the successful Bidder to comply with the requirement of ITB Clause (i) above or ITB Clause 2.6.3 shall constitute sufficient grounds for the annulment of the award and forfeiture of the Bid security along with other remedies available under PPR-14. After that, the Procuring Agency may decide to award the contract to the next lowest evaluated Bidder, keeping in view the Bid validity time, or call for new Bids keeping in view the concept of value for money as defined under rule-2(ae) read with Principles of Procurement as enunciated in rule-4 of PPR-14.

2.6.3. Signing of Contract/ Issuance of work Order

- i) At the same time as the Procuring Agency notifies the successful Bidder that its Bid has been accepted, the Procuring Agency will send the Bidder the Contract Form provided in the Bidding documents, incorporating all agreements between the parties or will issue the purchase order *[as the case may be]*.
- ii) Under rule-63 of PPR-14, where the Procuring Agency requires formal signing of contract, within seven (07) days of receipt of the Contract Form, the successful Bidder shall sign and mention date of the contract and return it to the Procuring Agency.

- iii) Where no such formal signing is required by the procuring agency, the procuring agency shall issue purchase order after the receipt of required performance guarantee, as per rule 55 of PPR-14.

2.6.4. Award Criteria

- i) Subject to ITB Clause 2.6.2, under rule-55 of PPR-14, the Procuring Agency will award the contract to the successful Bidder whose Bid has been determined to be substantially responsive and has been determined to be the lowest evaluated Bid, provided that the Bidder has been determined to be qualified to perform the contract satisfactorily.

2.6.5. Procuring Agency's Right to Vary Quantities at Time of Award

- i) The Procuring Agency reserves the right at the time of contract award to increase or decrease the quantity of *simple services/janitorial services/security services/repair and maintenance/any other services etc.* originally specified in the Schedule of Requirements without any change in unit price or other terms and conditions, on the analogy of rule-59 (iv) of PPR-14 (not more than 15%).

2.6.6. Procuring Agency's Right to Accept or Reject All Bids

- i) As per rule 35 of PPR-14, the Procuring Agency reserves the right to accept or reject all Bids or proposals (and to annul the Bidding process) at any time prior to the acceptance of any Bid or proposal, without thereby incurring any liability towards the Bidders. However, the Authority (i.e. PPRA) may call from the Procuring Agency the justification of those grounds.
- ii) The Bidders shall be promptly informed about the rejection of the Bids, if any
- iii) The Procuring Agency shall upon request communicate to any Bidder, the grounds for its rejection of all Bids or proposals, but shall not be required to justify those grounds.

2.6.7. Re-Bidding

- i) If the Procuring Agency rejects all the Bids under rule 35, it may proceed with the process of fresh Bidding but before doing that it shall assess the reasons for rejection and may, if necessary, revise specifications, evaluation criteria or any other condition for Bidders.

2.6.8. Corrupt or Fraudulent Practices

- i) The Procuring Agency requires that Bidders, Service Providers, and Contractors observe the highest standard of ethics during the procurement and execution of contracts.

“Corrupt practices” in respect of procurement process, shall be as given in S-2 (d) of PPRA, Act, 2009, which is as follows:

“(d) “corrupt practice” means the offering, giving, receiving, or soliciting of anything of value to influence the action of a public official, bidder or Contractor in the procurement process or in

Contract execution to the detriment of the procuring agency; or misrepresentation of facts in order to influence a procurement process or the execution of a Contract, collusive practices among bidders (prior to or after bid submission) designed to establish bid prices at artificial, noncompetitive levels and to deprive the procuring agency of the benefits of free and open competition and any request for, or solicitation of anything of value by any public official in the course of the exercise of his duty; it may include any of the following:

- i. coercive practice by impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence the actions of a party to achieve a wrongful gain or to cause a wrongful loss to another party;*
- ii. collusive practice by arrangement between two or more parties to the procurement process or Contract execution, designed to achieve with or without the knowledge of the procuring agency to establish prices at artificial, noncompetitive levels for any wrongful gain;*
- iii. offering, giving, receiving or soliciting, directly or indirectly, of anything of value to influence the acts of another party for wrongful gain;*
- iv. any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation;*
- v. obstructive practice by harming or threatening to harm, directly or indirectly, persons or their property to influence their participation in a procurement process, or affect the execution of a Contract or deliberately destroying, falsifying, altering or concealing of evidence material to the investigation or making false statements before investigators in order to materially impede an investigation into allegations of a corrupt, fraudulent, coercive or collusive practice; or threatening, harassing or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation, or acts intended to materially impede the exercise of inspection and audit process.”*

ii) Blacklisting & Debarment:

Blacklisted Consultants and those found involved in “Corrupt Practices” are not allowed to participate in bidding.

Substantial Requirements & Procedure for Blacklisting & Debarment:

As per S-17A of PPRA, Act, 2009:

“17A. Blacklisting.– (1) *A procuring agency may, for a specified period and in the prescribed manner, debar a bidder or Contractor from participating in any public procurement process of the procuring*

agency, if the bidder or Contractor indulges in corrupt practice or any other prescribed practice.

(2) The Managing Director may, in the prescribed manner, debar a bidder or Contractor from participating in any public procurement process of all or some of the procuring agencies for a specified period.

(3) Any person, aggrieved from a decision of a procuring agency, may within prescribed period prefer a representation before the Managing Director.

(4) A procuring agency or any other person, aggrieved from a decision of the Managing Director, may within prescribed period prefer a representation before the Chairperson whose decision on such representation shall be final.]

As per rule 21 of PPR-14:

21. Blacklisting.—(1) A procuring agency may, for a specified period, debar a bidder or Contractor from participating in any public procurement process of the procuring agency, if the bidder or Contractor has:

- (a) acted in a manner detrimental to the public interest or good practices;
- (b) consistently failed to perform his obligation under the Contract;
- (c) not performed the Contract up to the mark; or
- (d) indulged in any corrupt practice.

(2) If a procuring agency debars a bidder or Contractor under sub-rule (1), the procuring agency:

- (a) shall forward the decision to the Authority for publication on the website of the Authority; and
- (b) may request the Authority to debar the bidder or Contractor for procurement of all procuring agencies.

(3) The Managing Director may debar a bidder or Contractor of any procuring agency from participating in any public procurement process of all or some of the procuring agencies for such period as the Managing Director may determine.

(4) Any person aggrieved by a declaration made under rule 20 or a decision under sub-rule (1) of this rule may, within thirty days from the date of the publication of the information on the website of the Authority, file a representation before the Managing Director and the Managing Director may pass such order on the representation as he may deem fit.

(5) Any person or procuring agency aggrieved by an order under sub-rule (3) or (4) may, within thirty days of the order, file a representation

before the Chairperson and the Chairperson may pass such order on the representation as he may deem appropriate.

(6) The mechanism or process for barring a bidder or Contractor from participating in procurement process of a procuring agency, procuring agencies and a representation under this rule is specified in the Schedule appended to these rules.

As per Schedule appended with PPR-14:

SCHEDULE

see sub-rule (6) of rule 21

BLACKLISTING MECHANISM OR PROCESS

- 1. The procuring agency may, on information received from any resource, issue show cause notice to a bidder or Contractor.*
- 2. The show cause notice shall contain:
 - (a) precise allegation, against the bidder or Contractor;*
 - (b) the maximum period for which the procuring agency proposes to debar the bidder or Contractor from participating in any public procurement of the procuring agency; and*
 - (c) the statement, if needed, about the intention of the procuring agency to make a request to the Authority for debarring the bidder or Contractor from participating in public procurements of all the procuring agencies.**
- 3. The procuring agency shall give minimum of seven days to the bidder or Contractor for submission of written reply of the show cause notice.*
- 4. In case, the bidder or Contractor fails to submit written reply within the requisite time, the procuring agency may issue notice for personal hearing to the bidder or Contractor/ authorize representative of the bidder or Contractor and the procuring agency shall decide the matter on the basis of available record and personal hearing, if availed.*
- 5. In case the bidder or Contractor submits written reply of the show cause notice, the procuring agency may decide to file the matter or direct issuance of a notice to the bidder or Contractor for personal hearing.*
- 6. The procuring agency shall give minimum of seven days to the bidder or Contractor for appearance before the specified officer of the procuring agency for personal hearing.*
- 7. The procuring agency shall decide the matter on the basis of the available record and personal hearing of the bidder or Contractor, if availed.*
- 8. The procuring agency shall decide the matter within fifteen days from the date of personal hearing unless the personal hearing is adjourned to a next date and in such an eventuality, the period*

of personal hearing shall be reckoned from the last date of personal hearing.

9. *The procuring agency shall communicate to the bidder or Contractor the order of debarring the bidder or Contractor from participating in any public procurement with a statement that the bidder or Contractor may, within thirty days, prefer a representation against the order before the Managing Director of the Authority.*
 10. *The procuring agency shall, as soon as possible, communicate the order of blacklisting to the Authority with the request to upload the information on its website.*
 11. *If the procuring agency wants the Authority to debar the bidder or Contractor from participating in any public procurement of all procuring agencies, the procuring agency shall specify reasons for such dispensation.*
 12. *The Authority shall immediately publish the information and decision of blacklisting on its website.*
 13. *In case of request of a procuring agency under para 11 or representation of any aggrieved person under rule 21, the Managing Director shall issue a notice for personal hearing to the parties and call for record of proceedings of blacklisting. The parties may file written statements and documents in support of their contentions.*
 14. *In case of representation of any aggrieved person or procuring agency under rule 21, the Chairperson shall issue a notice for personal hearing to the parties and may call for the record of the proceedings. The parties may file written statements and documents in support of their contentions.*
 15. *In every order of blacklisting under rule 21, the procuring agency shall record reasons of blacklisting and also reasons for short, long or medium period of blacklisting.*
 16. *The Authority shall upload all the decisions under rule 21, available with it, on its website. But the name of a bidder or Contractor shall immediately be removed from the list of blacklisted persons on expiry of period of blacklisting or order of the competent authority to that effect, whichever is earlier.*
 17. *An effort shall be made for electronic communication of all the notices and other documents pursuant to this mechanism or process.”*
- iii) Furthermore, Bidders must keep themselves aware of the provision stated in clause 5.4 and clause 24.1 of the General Conditions of Contract.

Section-III. Technical Specifications

Draft Terms of Reference (TORs)

Implementation of a Tier-2 Enterprise Resource Planning (ERP) System with Integrated HR & Payroll Solution (Greenfield)

1. Introduction

Punjab Financial Advisory Services (PFAS) is a newly established authority under the Finance Department, Government of the Punjab, mandated to provide financial advisory services. To support its operational requirements and ensure transparency, efficiency, and compliance with applicable rules and regulations, PFAS intends to implement an Enterprise Resource Planning (ERP) system with an integrated Human Resource and Payroll system.

The proposed ERP system is to be integrated with a third-party Human Resource and Payroll system to deliver comprehensive financial management, human resource, and payroll functionalities, in full compliance with PFAS requirements, applicable government rules and regulations, and recognized industry best practices.

2. Objective of the Assignment

The objective of this assignment is to provide end-to-end consultancy services for the successful implementation of commercially available, vendor-supported cloud-based ERP system, along with an add-on integrated HR and Payroll system, including requirement assessment, system design, configuration, deployment, training, and post-implementation support, to support PFAS's operational, financial, and human resource management requirements in line with organizational needs and applicable regulations.

3. High Level ERP Functionalities

The broader overview of the required functionalities in ERP system is but not limited to:

- Process automation and Monitoring Multi-Dimensional, effective reporting
- ERP system customization and integration with HR and Payroll system
- Approval Hierarchies mechanism
- Roles based Access and Control
- Single source of truth across the board
- Real-time employee master synchronization (employee ID, name, department, cost center, status)
- Automated payroll journal posting from HR/Payroll to ERP General Ledger

4. Key Business Requirements

The proposed Tier-2 cloud based ERP should meet the requirements of key business functions of the organization, following are some of the major business requirements but not limited to:

Complete solution for Finance providing General Ledger

- Accounts payable
- Accounts receivable
- Facility to book invoices and track payables
- Bank payments and collections
- Intercompany accounting, reconciliation and elimination Cash and Bank Management
- Fixed Assets
- Budgetary Controls
- Financial Reporting

Complete Human Resource Solution

- Employee service information (Hiring, promotions, disciplinary actions, etc.)
- Organization Hierarchy Management
- Job applicant's databank
- Career development
- Employee Training Schedules Goal Management
- HR/Payroll solution must integrate seamlessly with Cloud based ERP
- Integration shall be provided as an add-on module to the core ERP implementation
- Solution must support real-time or scheduled batch data synchronization

Fully automated Payroll

- Calculating salaries, deductions and benefits Integration with Accounts
- Tax calculations
- Employee Self-service portal
- Integration with Time & Attendance Biometric Machines (3rd Party)

Master Data Ownership — Definitive Architecture

HR/Payroll System is the PRIMARY system for:

- Employee creation and lifecycle (hire to retire)
- Employee ID generation
- Personal details, grade, position, contract type
- Compensation structure and salary details
- Leave balances and attendance
- Performance and appraisal records
- Recruitment and onboarding data

D365 Business Central (ERP) is the PRIMARY system for:

- Chart of Accounts
- Department, Division, and Cost Centre structure
- Bank account information
- Organizational financial hierarchy

- Budget structure and control
- Vendor and customer master records

Integration Rule — Single Direction for Employee Data: HR & Payroll is the employee creation point. Upon creation or update of an employee record in HR & Payroll system, the following fields shall be automatically synchronized to BC via Power Automate:

- Employee ID
- Full name
- Department code (must match BC dimension exactly)
- Cost center code (must match BC dimension exactly)
- Position title
- Employment status (active, inactive, terminated)
- Existing MS D365 connectors or webhooks to integrate third-party HR/Payroll system
- Microsoft Power Automate Cloud Flows for data synchronization

Travel & Expense Management

- Travel requisitions
- Expense Management
- Advance Cash Requests
- Approval workflows

Coverage for Enterprise Asset Maintenance

- Preventive Maintenance
- Corrective Maintenance
- Periodic Inspections
- Solution must provide advanced features for securing data and keeps track of audit trail There is a requirement to have a centralized and reporting analysis system through
- business intelligence

5. Scope of Services

The ERP and HR/Payroll system implementation consultant will be responsible for the following tasks, including but not limited to:

5. ERP SYSTEM - SCOPE OF WORK

5.1 Requirement Assessment and System Design

- Conduct detailed stakeholder consultations with all PFAS teams
- Review existing processes and workflows
- Document functional and technical requirements
- Propose ERP and HR/Payroll system architecture and an end-to-end implementation roadmap, including key phases, milestones, timelines, and integration approach.

5.2 Configuration, Customization, and Implementation of ERP Core modules

- Customize workflows, approval hierarchies, and reports
- Configure and implement ERP core Finance modules, including General Ledger, Budgeting, Accounts Payable, Accounts Receivable, Fixed Assets, and Financial Reporting modules
- Ensure alignment with PPRA Rules, 2014 and financial regulations
- Enable web/API for services Integration
- Data synchronization requirements (employee master data, payroll journals, cost allocations)
- Security and access control

5.3 Data Migration

- Identify data sources
- Clean and migrate legacy data into ERP system
- Establish ERP as primary system and source of truth for employee master data
- Validate accuracy and completeness of migrated data

5.3.1 Master Data Management

- Primary System: ERP
- Source of Truth: Employee master created in ERP system
- Secondary: Payroll system reads from ERP

5.3.2 Testing and Quality Assurance

- Conduct unit testing and system integration testing
- Support user acceptance testing (UAT)
- Rectify identified issues prior to go-live

Software Licensing

Sr #		Number of Users
1.	Microsoft Dynamics 365 Business Central - Essentials	25
2	Microsoft Dynamics 365 Business Central – Team Members	20

Implementation and Maintenance Services

Sr #	Service Type	Duration
1.	Microsoft Dynamics 365 Business Central - Implementation & Integration Services	Up to 6 months
2.	Microsoft Dynamics 365 Business Central - Maintenance & Support Services - SLA	3 years (Post implementation)

5.3.4 Training and Change Management

- Develop user manuals and SOPs
- Conduct hands-on training sessions for PFAS staff
- Provide on-site and remote training support

5.3.6 Go-Live and Post-Implementation Support

- Final system configuration validation, data migration verification, user access setup, and readiness assessment for all the ERP modules
- Logging, tracking, and timely resolution of system errors, workflow issues, or data inconsistencies in ERP and HR/Payroll modules.
- Monitoring system performance, validating payroll calculations, approvals, and reporting accuracy, and ensuring compliance with PFAS policies and applicable regulations.
- Logging, tracking, and resolution of system errors
- Validating calculations, approvals, and reporting accuracy
- Ensuring compliance with PFAS policies and regulations
- Formal reporting on system performance and improvements
- A formal report detailing go-live activities, issues encountered and resolved, system performance, and recommendations for further improvements.

6. HR & PAYROLL SYSTEM - SCOPE OF WORK

6.1 Requirement Assessment and System Design

- Conduct stakeholder consultations for HR requirements
- Review existing HR processes and workflows
- Document HR and payroll functional requirements
- Design integration architecture with ERP system

6.2 Configuration, Customization, and Integration HR/Payroll

- Configure and implement HR/Payroll system with PFAS requirements (payroll, time & attendance, leave management, performance management, recruitment)
- Performance, Appraisal, and Benefits Management
- Payroll and Compensation

- Recruitment and applicant tracking
- Training and development tracking
- Leave management automation
- Integrate ERP with HR/Payroll system

6.3 HR & Payroll Software Licensing

Software Licensing

Sr #	License Type	Number of User
1	Third party HR & Payroll Solution	100

Requirements for proposed Third party HR & Payroll Solution:

1. Proven track record of successful integration/implementation with Microsoft D365 Business Central at minimum 3 organizations.

Implementation and Maintenance Services

Sr #	Service Type	Duration
1	Third party HR & Payroll Module - Implementation & ERP Integration Services	Up to 6 months
2	Third Party HR & Payroll Maintenance & Support Service	3 years (Post implementation)

6.4 Data Migration

- Identify HR data sources
- Clean and migrate employee data
- Validate accuracy of migrated data

6.5 Testing and Quality Assurance

- Unit testing of HR modules
- Integration testing with ERP
- User acceptance testing
- Issue resolution

6.6 Training and Change Management

- Develop HR/Payroll user manuals
- Conduct training for HR staff and employees

- Training on self-service portals

6.7 Go-Live Support

- System readiness validation
- User access configuration
- Final system configuration validation, data migration verification, user access setup, and readiness assessment for all modules, including, HR, Payroll, and Time & Attendance.
- Logging, tracking, and timely resolution of system errors, workflow issues, or data inconsistencies in ERP and HR/Payroll modules.
- Monitoring system performance, validating payroll calculations, approvals, and reporting accuracy, and ensuring compliance with PFAS policies and applicable regulations.
- Logging, tracking, and resolution of system errors
- Validating calculations, approvals, and reporting accuracy
- Ensuring compliance with PFAS policies and regulations
- Formal reporting on system performance and improvements
- A formal report detailing go-live activities, issues encountered and resolved, system performance, and recommendations for further improvements.

6.8. Deliverables (For Both Systems)

The consultant shall submit the following deliverables for the ERP modules

- Inception Report
- Detailed Requirement and Gap Analysis Report
- ERP Configuration, Customization and Integration Documentation
- HR & Payroll Configuration, Customization and Integration Documentation
- Data Migration Plan and Completion Report
- User Manuals and Training Materials
- Go-Live Report
- Post-Implementation Support Report

6.9 ERP VENDOR (Lead Vendor) - RESPONSIBILITY FOR INTEGRATION

The ERP Vendor will:

- Be solely and primarily responsible for successful integration
- Develop and maintain all Power Automate synchronization flows
- Own integration end-to-end (from HR API to GL posting)
- Provide written API contract specification
- Test integration with mock HR data pre-go-live

HR VENDOR - RESPONSIBILITY

The HR and Payroll Vendor will:

- Guarantee uptime of 99.5%
- Support ERP Vendor during integration testing
- Respond to Integration-related issues within 8 business hours

6.10 Duration of Contract

The total duration of the assignment shall be of **42 Months**. Which includes up to 6 months for implementation and 3 Years post-implementation support.

7. Reporting and Coordination

The consultant shall report to a nominated officer. Regular progress reports shall be submitted on a fortnightly basis.

8. Confidentiality

All data, documents, and information provided by PFAS shall remain confidential and shall not be disclosed without prior written consent.

9. Service Level Agreement (SLA)

Post-Implementation Support – Microsoft Dynamics 365 ERP & HR and Payroll Solution

The Partner shall be fully responsible for functional and technical support of the HR & Payroll solution throughout the contract term.

9.1 Service Coverage

- **Support Availability: 24 Hours × 7 Days (including weekends & public holidays)**
- Support Channels: Ticketing System (primary), Email, Phone Hotline
- Dedicated escalation path for Critical (P1) issues

9.2. Incident Priority & SLA Targets

Priority	Description	Response Time	Resolution Target
P1 – Critical	System unavailable / payroll or core business halted	1 hour	4–8 hours
P2 – High	Major functionality impacted	2 hours	1 business day
P3 – Medium	Moderate impact	4 hours	3 business days
P4 – Low	Minor issue / enhancement	1 business day	As scheduled

9.3 Preventive & Ongoing Services

- Quarterly system health check
- HR & Payroll compliance update support
- Microsoft release impact analysis & testing coordination
- Annual security & access review

- Monthly SLA performance report

9.4 Governance & Escalation

Escalation Levels:

1. Support Consultant
2. Senior Functional/Technical Consultant
3. Solution Architect
4. Delivery Manager
5. Microsoft escalation (if platform-level issue)

SLA Compliance Target: **≥95% monthly adherence**

A. Key Requirements/Technical Specifications

Sr. No.	Description of services	Remarks
1.	Subscription of Microsoft Dynamics 365 Business Central (03 years)	Details are explained in Section 3.2 (Scope of Services) & Section 3.3 & 3.4 (Functional Requirements)
2.	Implementation, Integration and Customization of the Microsoft Dynamics 365 Business Central (up to 6 months)	
3.	Maintenance & Support Service of Microsoft Dynamics 365 Business Central SLA (03 years)	
4.	Subscription of Third Party HR and Payroll Solution (03 years)	
5.	Implementation, Integration and Customization of the Third Party HR & Payroll (up to 6 months)	
6.	Third Party HR & Payroll Maintenance & Support Service - SLA (03 years)	

General Requirements						
Ref. #	Functional Requirement	Mandatory / Preferred	Out-of-the-Box / Customization	Comments	Module Mapping	Compliance Status (FC/NC)
	GENERAL					
1	Organization structure setup with hierarchy, location management, and visual org chart	M				
2	All screen must be capable of English	M				
3	The system will default to one language, with the capability to have chosen fields labels and content in the other language, determined by user profile and user ID at sign-on	P				
4	Unique sequential transaction numbers shall be automatically generated or entered manually in a searchable field throughout all modules of the application	M				
5	System shall provide the support to import and export of spreadsheets, such as MS Excel and search by description fields	M				
6	System shall provide the ability to scan documents and drawings, and make them available by item number for review	M				
7	Provide ability to limit access to screens, determined by electronic signature (User ID and Password combination) and have unique sign-on identity	M				
8	Users should provided security access to what they need, determined by operational use, User ID, and password	M				
9	Provide an agentic framework capable of proactively flagging financial anomalies or budget variances , enable users to generate reports and data visualizations through natural language queries	M				
	REPORTING					
10	Provide the ability to generate user-defined reports using a report generation tool that	M				

	directly accesses the business system data, to develop executive level reports					
11	Provide configurable “ready made” on-line enquiry to all ERP data	M				
12	Provide the facility to maintain, track, search and retrieve unstructured data in a range of formats	P				
13	Provide analytical and data modeling tools to visually represent key performance indicators, monitor progress against those indicators, and to model various future scenarios	M				
15	Provide functionality to automatically and dynamically direct information to designated users/job functions	P				
16	Provide for full graphical representation of information	M				
21	Provide Open Database Connectivity (ODBC) compliance	M				
22	Provide an interactive tool for creating user-specified reports (with drill down and drill across facilities) that accesses, selects and sorts on any field within the database	M				
23	Provide advanced functional and formatting capability to support the production of ad-hoc reports and also suites of reports (i.e. management, statutory and regulatory reports)	M				
24	Users must be able to query the system in natural language (e.g., 'Show me the 3-month sales forecast for the western region') and receive immediate synthesized insights					
	Use Automation for tracking workflow and report on approval SLA					
	CONTROL, AUDIT AND SECURITY					
25	Provide capability for a full and comprehensive audit trail of all business transactions which can be stored and interrogated electronically	M				
26	Provide capability for a full range of controls for approval, set-up, access,	M				

	update, modification and deletion of business data					
27	Provide facility to allow access to reporting tools and output based on user defined security profiles	M				
28	Provide ability to block access to certain levels of both functionality and data	M				
29	Provide facility to publish data in view only format	M				
	INTEGRATIONS					
30	The ERP must support the Microsoft environment having Out-Of-The-Box integration with	M				
30.1	Microsoft Office Suite (e.g.: Office 2007/2010/365)	M				
30.2	Microsoft Outlook/Exchange	M				
30.3	Microsoft SharePoint	M				
30.4	Microsoft Project	M				
30.6	Azure Sign-in	M				
30.7	HR & Payroll system integration using Web connectors into a Tier-2 ERP.	M				
	LANGUAGE					
31	Provide the ability to customize fields within a report or screen to contain alphanumeric characters having Multi-lingual support	P				
	Mobile Access					
32	System should have mobile applications especially for Approval Workflows across all modules of ERP	M				
33	These are the minimum requirements. Bidder must propose equivalent or better.	M				

Finance						
Ref. #	Functional Requirement	Mandatory / Preferred	Out-of-the-Box / Customization	Comments	Module Mapping	Compliance Status (FC/NC)
	Basis of Accounting					
1	The system is required to support:	M				
1.1	Financial statements using the accruals method of accounting	M				
1.2	Various types of financial statements: Balance Sheet, Income Statement, Cash Flow and Statement of Retained Earnings, Regional activity based financial statements with defined parameters, Consolidated financial statements	M				
1.3	Inter-Group accounting	M				
1.4	Automatic commitment accounting:	M				
1.5	At requisition stage	M				
1.6	At order stage	M				
1.7	Automatic accrual and reversal of commitment at goods received stage	M				
	GL Books					
2	Define multiple GL (accounting) books, including:	M				
2.1	• Base/Reporting currency	M				
2.2	• Multiple Transactional currency	M				
2.3	• Chart of accounts	M				
2.4	• Accounting calendar	M				
	Chart of Accounts					
3	All modules are to use a common chart of accounts for the coding of financial information	M				
4	Define alternative chart of account groupings for reporting, inquiry and budgeting purposes	P				
5	Define account code for multiple dimensional analysis of financial data including:	M				
5.2	• Projects	M				

5.3	• Cost centers/Departments	M				
5.4	• Region	M				
5.5	• GL account codes	M				
5.6	• GL sub-account codes	M				
6	Chart of accounts should support numeric and alphanumeric characters and that to be defined for each segment of the chart of accounts	M				
7	Define valid code combination rules (e.g. that a cost center is not required for revenue accounts)	M				
8	Automatically generate valid account code combinations from user defined rules	M				
9	Define suspense accounts	M				
10	Define account type for each account code (e.g. asset, liability, expense)	M				
11	The ability to define two levels of account codes:	M				
11.1	• Detailed or posting level accounts against which financial transactions are recorded; and	M				
11.2	• Higher level total accounts	M				
12	Ability to perform the following for both detailed and total accounts:	M				
12.1	• Record budgets	M				
12.2	• Report and on-line inquire	M				
13	Hold the following types of balance against an account code:	M				
13.1	• Budgets	M				
13.2	• Commitments for requisitions	M				
13.3	• Commitments for orders	M				
13.4	• Actuals	M				
13.5	• Statistical information (e.g. head count)	M				
14	Ability to amend the chart of accounts structure after the system is operational, including:	M				
14.1	• The account code structure (e.g. add new dimension)	M				
14.2	• The facility for authorized users to:	M				
14.3	• Add new codes	M				

14.4	• Delete codes	M				
14.5	• Amend code description	M				
14.6	• Deactivate code (i.e. prevent further posting to, but continue to report on previous postings to this code)	M				
14.7	• Reactivate code that were previously deactivated	M				
14.8	• Re-define valid code combinations	M				
Finance						
15	Number of open years (unlimited) – preceding year only with option to open previous months by authorisation and in the reporting year an option to have one preceding month	M				
16	Separate fiscal calendar per Company	M				
17	Number of years of history (unlimited)	M				
18	Option to maintain account and/or transaction history	M				
19	Option to allow posting to history	M				
20	Different account number structure allowed per multi-Company	M				
21	Copy a range of account simultaneously	M				
22	Move a range of account simultaneously	P				
23	Delete a range of account simultaneously	M				
24	Chart of accounting to have control accounting e.g.:	M				
24.1	• Debtors	M				
24.2	• Payroll	M				
24.3	• Suppliers	M				
24.4	• Under / over absorption of overheads	P				
24.5	• Under / over absorption of operations cost	P				
Accounting Calendar						
25	Accounting calendars are to be user definable in terms of:	M				
25.1	• Accounting periods (e.g. calendar months or 4 weekly periods)	M				
25.2	• Reporting periods (e.g. quarterly, semi annually)	M				
25.3	• Financial year end date	M				

26	Open periods, the following features are required:	M				
26.1	• Multiple open periods (at least 14 periods open at a time), 12 to maintain regular financial information and 2 to maintain adjustments	M				
26.2	• At least 12 future open periods	M				
26.3	• The facility (if authorized) to re-open and post to closed periods	M				
27	Permit different closing dates for sub ledgers and general ledger	M				
	Foreign Currencies – Multi currency transaction					
28	Record different exchange rates for an effective period	M				
29	Record exchange rates for all ISO defined currencies	M				
30	Define new currencies	M				
31	Define amount format for each currency up to 4 decimals (e.g. 3 decimal places for US Dollar)	M				
32	Shared exchange rates for all currencies between GL and sub ledgers (i.e., exchange rates should not be reentered in sub ledgers)	M				
33	Revaluation should be made in accordance with International Accounting Standards with automatic calculation for gains and losses due to exchange rates fluctuations	M				
34	For reporting purposes; Translation should be made in accordance with International Accounting Standards using weighted-average, period-end, and historical rates	M				
35	Maintain a complete exchange rate history for the current and previous 2 years	M				
	Journal Entry					
36	Enter journal either individually or in batches	M				
37	Like journal to be referenced for ease of identification (e.g. adjusting journal to be prefixed with “Adjust”)	M				
38	The system should support both:	M				
38.1	• Manual entry of a unique reference	M				

38.2	• System generate automatic numbering based on the transaction Company name (i.e. source) for sub-ledgers imported transactions	M				
39	Pre-define number sequences for automatic allocation to defined transaction types (e.g. payment transactions)	M				
40	Ability to import data from spreadsheets	M				
41	Enter batches of journals and record summary information on a batch header	M				
42	The system should verify batch control totals for journal entries entered	M				
43	When entering journals manually it should be possible to select the following pre-defined items from a pick list:	M				
43.1	• Batch type (e.g. AP batch)	M				
43.2	• Journal category (e.g. adjustment)	M				
43.3	• Accounting period	M				
43.4	account code	M				
43.5	currency code	M				
44	Assign journal entries a unique reference with the option of:	P				
44.1	user entry	P				
44.2	automatic generation	P				
45	Accounting date or period on the batch header to automatically default to the journal line items	M				
46	Define different journal categories (e.g. accruals journals, depreciation journals, adjustments etc.)	M				
47	Define automatic journal numbering within journal category	M				
48	The system is required to support the following types of journals:	M				
48.1	skeleton journals (reusable journals including account codes but not amounts) to be used for accruals and allowances	M				
48.2	recurring journals	M				

48.3	reversing journals	M				
48.4	allocation journals	M				
49	Ability to automatically generate journals and define the period of validity by specifying start and end date	M				
49.1	Allocate (overhead) account balances to other defined accounts based on:	M				
49.2	user defined percentages	M				
49.3	a fixed percentage	M				
49.4	prior year actuals	P				
49.5	a different account balance (e.g. Payroll department costs)	M				
49.6	based on proportion of total staff costs	M				
49.7	a statistical account balance (e.g. accommodation costs according to head count, or AP costs according to invoicing activity)	M				
50	Journal entry screen should be customized based on the user responsibilities (e.g., allow posting from the same entry screen for authorized users)	M				
51	Journal entry description should be at least 30 characters	M				
52	Ability to enter additional information (e.g., approver name and date of approval)	M				
53	Enter journal entries in foreign currency	M				
54	The system to automatically convert the transaction value to the base currency and view results on-line	M				
55	Select the rate to be used for the conversion as:	M				
55.1	the pre-defined exchange rate (e.g. Company rate)	M				
55.2	an alternative user-defined exchange rate (e.g. contract rate)	M				

56	Transaction value to be available in both foreign and base currency for reporting, inquiry and revaluation purposes	M				
57	The system must have GL journal approval process to obtain the necessary management approvals for manual journal batches	M				
58	The GL Journal Approval Process Result should be one of four results:	M				
58.1	Approved	M				
58.2	Rejected	M				
59	Ability to define step down cost allocations formulas. By which multiple formulas can be defined and executed by running a single process	P				
60	The step down allocation should be workflow supported	P				
60.1	If errors occur, the contact or responsibility may choose to roll back the Step-Down Auto Allocation process. The rollback reverses all journal entries	M				
60.2	The system must have an automated closing journal entries	M				
61	Income Statement journal entries should provide the options of	M				
61.1	Zero out each income statement account, and post the balance to the retained earnings account	M				
61.2	Post the reciprocal of the net income balance to an income statement offset account instead of zeroing out each revenue and expense account	M				
62	The income statement closing journals should generate journals to close out the year-to-date (YTD) actual balances of a range of revenue and expense accounts	M				

63	Ability to view any transaction across the system in ANY Accounts format	M				
64	Post journals (if authorized)	M				

Finance						
Ref. #	Functional Requirement	Mandatory / Preferred	Out-of-the-Box / Customization	Comments	Module Mapping	Compliance Status (FC/NC)
64.1	to the current period	M				
64.2	to prior open periods in the current year	M				
64.3	to prior open periods in prior open years	M				
64.4	Audit trail for all journal posted	M				
65	Postings to prior periods are required to automatically update brought forward balances	P				
66	Separate the creation and posting of journals and assign the functions to different responsibilities	M				
67	Recall and modify journals before posting	M				
68	Valid batches to be posted selectively by the user	M				
69	Posting should be automatically, on-line, or batch posting	M				
	Reports					
70	Produce all the reports required (using either the system's standard reports or report writer) for:	M				
70.1	statutory financial reporting purposes	M				
70.2	audit purposes	M				
71	The ability to run reports:	M				
71.1	online	M				
71.2	in batch mode	M				
72	Automatically generate reports in accordance with a user defined schedule of dates and times	M				
73	The option to output reports to:	M				
73.1	screen	M				
73.2	file	M				

73.3	printer	M				
73.4	Internet / Intranet	M				
73.5	MS Word	M				
73.6	MS Excel	M				
73.7	Graph numerical data	P				
74	The GL is expected to include a standard set of pre-written reports including:	M				
74.1	a complete audit trail	M				
74.2	listings of all standing data values	M				
74.3	transaction listings	M				
74.4	balance reports	M				
74.5	error and exception reports	M				
75	Standing Data Reports	M				
75.1	Listings of all standing data (e.g. chart of accounts, vendors database etc.)	M				
75.2	A complete audit trail of all standing data amendments	M				
76	Transaction Reports	M				
76.1	A complete audit trail of all financial transactions	M				
76.2	Determine the content of standard reports using the following selection criteria:	M				
76.3	transaction source (e.g. user, or source system)	M				
76.4	transaction/journal type (e.g. commitment transactions)	M				
76.5	transaction/journal reference range	M				
76.6	batch number range	M				
76.7	date range	M				
76.8	transaction date	M				
76.9	posting date	M				
76.1	accounting date	M				
76.1 1	accounting period (e.g. current period, YTD)	M				
76.1 2	currency	M				
76.1 3	transaction currency	M				
76.1 4	the reporting currency required	M				

76.1 5	account code range	M				
76.1 6	summary account code range	M				
76.1 7	exception criteria (e.g. only include values less than, equal to or greater than, a specified number)	M				
	Balance reports					
77	The following standard reports of financial balances and movements on balances are required:	M				
77.1	trial balance	M				
77.2	profit & loss account	M				
77. 3	balance sheet	M				
77. 4	cash flow statement	M				
77. 5	Determine the content of balance reports using the following selection criteria:	M				
77. 6	accounting date range	M				
77. 7	accounting period range (e.g. current month, YTD)	M				
77. 8	any combination of:	M				
77. 9	closed periods (in current and prior years)	M				
77. 1	open periods (in current and prior year)	M				
77. 11	future open periods (in current and following year)	M				
77. 12	balance type, including any combination of:	M				
77. 13	budget	M				
77. 14	commitments for requisitions	M				
77. 15	commitments for orders	M				
77. 16	actual	M				

77.17	statistical	M				
77.18	account code range, for:	M				
77.19	detail (posting) level accounts	M				
77.2	summary level accounts	M				
77.21	by journal status	M				
77.22	posted only	M				
77.23	un-posted only	M				
77.24	sum of posted and un-posted	M				
77.25	currency	M				
77.26	transaction currency	M				
77.27	reporting currency required	M				
77.28	The ability to produce the following reports:	M				
77.29	budget phasing summary (monitors current budget position for each account code)	M				
77.3	quarterly budget/commitment/accrual invoice status report (displays these 4 categories by quarter, further analyzed by cost category)	M				
77.31	detailed commitment status report (compares commitment to accrual & invoice)	M				
	Error and exception reports					
78	Automatically generate exception reports according to pre-defined criteria:	M				
78.1	list transactions or balances above or below defined limits	M				
78.2	missing sequence numbers	M				
78.3	(e.g. missing check numbers in a sequence)	M				
78.4	Automatically generate error reports according to	P				

78.5	pre-defined criteria	P				
78.6	for transactions received via automated interface	P				
78.7	(e.g. failed interfaces)	P				
	Inquiries					
79	Perform on-line inquiries of:	M				
79.1	account balances including debit and credit balances, PTD, YTD	M				
79.2	account balance including source journal entries	M				
80	Drill down from an account balance to the source transaction in any other sub-ledgers (e.g. from account balance to invoice, order and requisition)	M				
81	These are the minimum requirements. Bidder must propose equivalent or better.	M				

Budgeting

Ref. #	Functional Requirement	Mandatory / Preferred	Out-of-the-Box / Customization	Comments	Module Mapping	Compliance Status (FC/NC)
1	Ability to structure and control budget	M				
2	Ability to support multiple levels of budget control	M				
3	Ability to accommodate multi-year budget control	M				
4	Integration between the general ledger actual data and the budget is always up to date in real time	M				
6	Ability to support budgetary allotments by month, quarter, or year	M				
7	Ability to "control" or "track" allotments	M				
8	Ability to set up "uncontrolled" or tracked budgets	M				
11	Ability to validate field values within the budget entry screen	M				
12	Ability to support workflow	M				
16	Ability to track efforts and accomplishments within departments	M				

BUDGET PREPARATION						
18	Ability to support distributed data input through proper security	M				
20	Ability for departments to return budgets to the CBO electronically	M				
21	Ability to track every movement of departmental worksheets through an audit trail	M				
23	Ability to summarize or roll up departmental worksheets	M				
24	Ability to roll up department worksheets into a master budget	M				
28	Ability to drill-down to detail underlying budgeted salary amounts through proper security	M				
29	Ability for service department budget changes to automatically impact departmental budgets	M				
30	Ability for departments to view other departmental budgets with proper security	M				
31	Ability during budget formulation to access all expenditure and revenue line items currently in use by the financial system	M				
32	Ability to allocate and budget administrative costs to functional groupings	M				
35	Ability to create user defined views of budgetary and actual data	M				

36	Ability to provide a “rolling” budget preparation worksheet that includes:	M				
36.1	Current Year’s Budget	M				
36.2	Adjustments to Current Year’s Budget (i.e., the base budget)	M				
36.3	Department Requests	M				
36.4	Recommended Budget	M				
36.5	Approved Budget	M				
37	Ability to lock budget worksheets at specified dates during budget preparation (i.e., restrict department	M				

	changes to the budget once department requests are due)					
38	Ability to apply a percentage, fixed amount or other formula driven increase or decrease to a budgeted figure	M				
39	Ability to identify budgeted figures as ongoing or one-time	M				
45	Ability to attach documents for budget preparation documentation	M				
46	Ability to “copy and paste”	M				
47	Ability to process and/or handle multiple years (historical and at least 5 years of future budget data) of budgeting information	M				
48	Ability to create an initial version, by line item, of the budget using the following:	M				
48.1	Zero balances in all accounts	M				
48.2	Current year’s original budget	M				
48.3	Last year’s budget	M				
48.4	Last year’s actual	M				
48.5	Current year’s budget or actual plus/minus a percentage	M				
48.6	Previous year’s budget or actual plus/minus a percentage	M				
48.7	Current year’s budget plus or minus user-defined additions and/or reductions	M				
49	Forecast current year-end actual, by line item, based on:	M				
49.1	Straight line projection	M				
49.2	Percentage based on last year actual	M				
49.3	User defined formula	M				
49.4	Last year actual or budget for the remainder of the current fiscal year	M				

50	Ability to project year-end actuals using “as-of” dating	M				
53	Ability to enter seasonal data	M				
55	Ability to budget for multi-year projects under one project name	M				
56	Ability to generate budget document data, including charts, graphs, forms, etc.	P				
BUDGET MAINTENANCE						
57	Ability to transfer budgets online	M				
58	Ability to track budget supplements	M				
61	Ability to attach documents for budget adjustment documentation	M				

REPORTING / QUERYING						
80	Ability to drill-down from any field within the budget entry screen. Ability to have generic positions with assigned average for forecasting.	M				
81	Ability to run various types of budget reporting (accrual vs. cash, etc.).	M				
82	Ability to query the following online information by year, date, cash, budget and/or by user-defined period:	M				
82.1	Beginning Balance	M				
82.2	Beginning Budget	M				
82.3	Amended Budget	M				
82.4	Encumbrances	M				
82.5	Actual	M				
82.6	Transfers (In and Out)	M				
82.7	Balance	M				
83	Ability to generate (company) ad hoc reports and queries.	M				
84	Ability to generate a budget variance report.	M				
85	Ability to review multiple versions of a budget online with proper security access.	M				
86	Ability to group account numbers for internal and external reporting purposes.	M				
87	Ability to develop a standard and save a set of reports and inquiries for end-users.	M				

88	Ability to merge other module data into budget reports (e.g., budgeted and actual positions).	P				
90	Ability to generate reports in graphical form (i.e., charts, graphs, tables).	P				
91	Ability to export queries and reports to popular formats (i.e., Microsoft Office).	M				
92	Ability to provide the following reports:	M				
92.1	Transaction Detail	M				
92.2	Budget vs. Actual with Variances	M				
92.3	Trend Analysis	M				
92.4	Period Projections based on Expenditures	M				
93	These are the minimum requirements. Bidder must propose equivalent or better.	M				

Account Payable						
Ref. #	Functional Requirement	Mandatory / Preferred	Out-of-the-Box / Customization	Comments	Module Mapping	Compliance Status (FC/NC)
1	Ability of the system to accumulate and report data by:	M				
1.1	Calendar year – Financial year	M				
1.2	Fiscal year	M				
1.3	Quarter	M				
1.4	User-defined time period	M				
1.5	Purchases by vendor (i.e., by invoice, purchase order / contract number, purchase item, budget unit).	M				
1.6	Payments to Vendor and/or by Contract	M				
2	Ability to age accounts payable.	M				
3	Ability to match items by the following:	M				
3.1	Receiver documents	M				
3.2	Invoice	M				
3.3	Purchase order	M				
3.4	Contract	M				
3.5	Inspection documents	M				

4	Ability to default information from the purchase order to the invoice entry screen to simplify data entry.	M				
5	Ability to schedule invoices for payment based on vendor terms, future dated invoices, etc.	M				
6	Ability to check budget expense accounts and ledgers in real time.	M				
7	Ability to update the general ledger expense accounts and budget ledgers in real-time after final approval.	M				
8	Ability to automatically relieve an encumbrance when an expenditure transaction is entered.	P				
9	Ability to maintain and release recurring payments based upon user defined amounts and payment dates.	M				
10	Ability to close out / reverse encumbrances and purchase orders by user defined parameters.	M				
11	Ability to encumber recurring payments by month, year, or user-defined periods.	M				
12	Ability to reject transactions for insufficient appropriation and cash / fund balances (with override feature based upon security).	M				
13	Ability to set-up soft and hard-stops for processing transactions with insufficient funds appropriations.	M				
14	Ability to flag accounts manually if vendor owes Company money.	M				
15	Ability to perform automated partial or complete liquidation of an encumbrance by payment against a vendor invoice.	M				
16	Ability to apply payment vouchers against an encumbrance.	M				
17	Ability to cross reference a purchase order and invoice for the same transaction.	M				
18	Ability to prevent duplicate payments.	M				
19	Ability to accommodate electronic payments with remittance advice to the associated vendor.	M				

20	Ability to create multiple electronic payment grouping.	M				
21	Ability to support electronic and digital signatures.	P				
22	Ability to create user-defined processing.	M				
23	Ability to perform online validity checks prior to processing payment.	M				
24	Ability to process transactions in real time or in batch.	M				
	VENDOR DATA					
25	Ability to automatically assign sequential vendor number.	M				
26	Ability to support vendor search by Agency.	M				
27	Ability to prevent duplicate vendor entry by CR identification number.	M				
28	Ability to assign multiple addresses to the vendor file for purchase order, remit to, sales office, etc.	M				
29	Ability to retain prior year(s) data for comparative reporting.	M				
30	Ability to accommodate “one-time” vendors and identify them as such.	M				
31	Ability to accommodate user defined vendor categories (e.g., Disadvantaged Business Enterprises, Problem vendors, etc.).	M				
32	Ability to maintain multiple locations addresses for each vendor.	M				
33	Ability to provide a vendor comment file that may contain a user defined amount of information which may be viewed by any user and updated by users with authorized security.	M				
34	Ability to support an unlimited number of codes for vendor commodities.	M				
35	Ability to maintain an online audit trail for changes to the vendor master file.	M				
36	Ability to add, change or delete vendor master file records for users with authorized security.	M				
37	Ability to purge vendor files for vendors with no activity for a user defined period.	P				

38	Ability to accommodate a vendor record that indicates the date of the last change/update to the file.	P				
INVOICE / VOUCHER PROCESSING						
39	Ability to assign automatic voucher numbers in sequence.	M				
40	Ability to allow for decentralized payment approval with centralized check printing.	M				
41	Ability to have line item approval on invoices.	M				
42	Ability to accommodate account distributions by line item.	M				
43	Ability to process debit and credit memos by division/department.	M				
44	Ability to cancel a payment voucher.	M				
45	Ability to adjust amount due.	M				
46	Ability to schedule invoices for payment.	M				
47	Ability to create recurring voucher payments.	M				
48	Ability to calculate retention withholding and other types of withholding (example: all types of applicable taxes) from voucher payments by vendor.	M				
49	Ability to allocate an invoice amount to various accounts according to a percentage of the invoice amount or by any currency specified and held in the system.	M				
50	Ability to automatically calculate discounts when the check payment date is the same as, or prior to, the discount due date with override capabilities on discount due date.	M				
51	Ability to accommodate multiple payees/checks for one invoice (i.e., payments,, mileage checks, etc.).	M				
52	Ability to approve partial or full batches of voucher payments.	P				
53	Ability to notify budget department of insufficient funds prior to processing a transaction.	M				
CHECK PROCESSING						

54	Ability of system to generate accounts payable checks daily, weekly, monthly or on demand.	M				
55	Ability to interface with popular MICR encoding software/hardware.	M				
56	Ability to generate individual checks that include payments from multiple funds.	M				
57	Ability to provide audit trails with the following information:	M				
57.1	Invoice number	M				
57.2	Disbursement Amount	M				
57.3	Requisition number	M				
57.4	Purchase order number	M				
57.5	Contract number	M				
57.6	Check number	M				
57.7	Date(s) (e.g., payment date, etc.)	M				
57.8	Payee	M				
58	Ability to compute the number of checks written per check run.	M				
59	Ability to produce checks having multi-lingual support.	P				
60	Ability to produce, through secure printers, checks with MICR encoding and electronic signatures.	M				
61	Ability to support the use of multiple bank accounts.	M				
62	Ability to produce checks in various sequences (e.g., vendor, date, account).	M				
63	Ability to consolidate (or choose not to consolidate) multiple invoices for the same vendor on one check, and itemize the invoices on the remittance advice.	M				
64	Ability to process/account for voided checks and prevent the printing of blank, negative, or zero amount checks.	M				
65	Ability to account for spoiled checks and reprint by check number.	M				
66	Ability to void checks by check number or group of check numbers.	M				
67	Ability to enter comments on the remittance advice.	M				

68	Ability to provide for automatic restart procedures for the check printing routine.	M				
CHECK RECONCILIATION						
69	Ability to accommodate automatic reconciliation of bank information (i.e., by uploading data from tape or file).	M				
71	Ability to inquire online into check clearance status.	M				
72	Ability to cancel checks online and automatically generate General Ledger transactions to reverse all accounting distributions associated with that check.	M				
73	Ability to reissue a check based on user defined factors (e.g., stale dated, canceled check).	M				
74	Ability to place a surcharge on a reissued check.	M				
75	Ability to retain cleared checks in a check reconciliation database for inquiry and/or reporting purposes.	M				
76	Ability to stale date checks and notify proper personnel to cancel or reverse payments.	M				
77	Ability to generate a general ledger transaction to cancel stale dated checks.	M				
78	Ability to place a “stop payment” on checks and generate the appropriate General Ledger transaction.	M				
REPORTING / QUERYING						
80	Ability to perform trend analysis and flag any transactions that are out of trend.	M				
81	Ability to search vendor files using partial vendor names and wildcards.	M				
82	Ability to report on invoices due by date and vendor.	M				
83	Ability to report and query from any field within the accounts payable module.	M				
84	Ability to create a specific vendor.	M				
85	Ability of the system to accumulate year-to-date figures by calendar year, fiscal year, quarter or other user-defined period for:	M				

85.1	Purchases by vendor (i.e., by invoice, purchase order/contract number, purchase item, budget unit)	M				
85.2	Purchases by service type and/or commodity code	M				
85.3	Payments to vendor and/or by contract	M				
85.4	Volume by user	M				
86	Ability to automatically generate a report weekly (or other user-defined period) when payments to independent contractors exceed a certain threshold, including:	M				
86.1	Independent Contractor Name	M				
86.2	Address	M				
86.3	Description	M				
86.4	Payment Amount	M				
87	Ability to produce the following reports:	M				
87.1	Vendor Master Listing (by any element in the file)	M				
87.2	Vendor Multiple Address listing	M				
87.3	Summary Payment Report by Vendor (for a user determined time period)	M				
87.4	Check Generation	M				
87.5	MISC Reporting	M				
87.6	Check register	M				
87.7	EFT Disbursement	M				
87.8	Cash Requirements Report	M				
87.9	General Ledger Interface Report	M				
87.1	Ledger Distribution Report	M				

87.11	Transfer Distribution Listing of amounts to be transferred between funds	P				
87.12	Expenditure Report	M				
87.13	Stale Dated Checks	M				
87.14	Procurement Card Reports	M				
88	These are the minimum requirements. Bidder must propose equivalent or better.	M				

Account Payable						
Ref. #	Functional Requirement	Mandatory / Preferred	Out-of-the-Box / Customization	Comments	Module Mapping	Compliance Status (FC/NC)
1	Ability to maintain a master customer file.	M				
2	Ability to record a designated collections manager by account.	M				
3	Ability to establish default account distributions for each receivable.	M				
4	Ability to capture expenditure data for billing purposes.	M				
5	Ability to recognize or accommodate:	M				
5.1	Revenue earned and billed	M				
5.2	Revenue earned, but not billed	M				
5.3	Recognize revenue previously reported as deferred	M				
5.4	Estimated revenue	M				
5.5	Sorting and displaying accounts receivable in a prescribed aging format	M				
6	Ability to accommodate Electronic Fund Transfers.	M				
7	Ability to accommodate credit card payments.	M				
8	Ability to generate electronic invoices.	M				
9	Ability to write off bad debt and create balance sheet receivable adjustments.	M				
10	Ability to support bar coding technology for the invoice and receivable process.	P				

11	Ability to balance receivables on a period (monthly, quarterly, annual) basis.	M				
12	Ability to manually change the receivable due, based on proper security.	M				
13	Ability to accommodate workflow.	M				
	CUSTOMER RECORDS					
14	Ability to record the following customer information:	M				
14.1	Balance forward or open items	M				
14.2	Last account activity	M				
14.3	Contact name(s)	M				
14.4	Address by type (i.e., remittance, bill to, parent Group, etc.)	M				
14.7	Fee Schedule	P				
14.8	Devices	P				
14.1 1	Case Number	M				
14.1 2	Case Expiration Date	M				
14.1 4	Balance due	M				
14.1 5	Year-to-date payments	M				
14.1 6	Number of invoices this year	M				
14.1 7	Number of times past due this year	M				
14.1 8	Number of times past due last year	M				
14.1 9	Average number of days to pay	M				
14.2 2	Statement cycle (e.g., week, month)	M				
14.2 3	Notes/comments (miscellaneous additional info)	M				
14.2 4	Customer status code	M				
14.2 5	Corporate customer number (corporate/subsidiary relationships)	M				
14.2 7	User-defined fields	M				

15	Ability to attach multiple customers to a single account.	M				
16	Ability to age on the account basis only.	M				
17	Ability to check for duplicate customers based on user-defined criteria (e.g., alphabetic similarity, phonetic similarity, phone number, postal code, etc.).	M				
18	Ability to restrict access to add, delete, or modify customer information by users.	M				
19	Ability to automatically assign sequential customer and invoice numbers to ensure duplicates do not occur.	M				
20	Ability to define payment options for customer by receivable.	M				
21	Ability to flag customers who have previously issued a bad check.	M				
22	Ability to flag inactive accounts.	M				
23	Ability to purge inactive accounts based on user-defined criteria.	P				
24	Ability to classify customers by user-defined classifications.	M				
25	Ability to validate user-defined customer codes during online entry.	P				
26	Ability to generate tickler messages for automatic display on specific dates for follow-up with a customer.	P				
27	Ability to activate or deactivate customers or customer accounts.	M				
28	Ability to set up one time customers with minimal data entry as compared to a regular customer.	M				
	INVOICES					

Account Payable						
Ref. #	Functional Requirement	Mandatory /	Out-of-the-Box /	Comments	Module	Compliance

		Preferred	Customization		Mapping	Status (FC/NC)
29	Ability to produce fixed or recurring billings based upon contract terms.	M				
30	Ability to create revenue contracts.	M				
31	Ability to produce manual invoices for non-recurring types of billing.	M				
32	Ability to attach backup scanned or electronic documentation to an invoice.	M				
33	Ability to create invoices based on multiple charge codes, fee types in multiple tiers.	M				
34	Ability to create multiple payment schedules and billing cycles.	M				
35	Ability to produce custom invoices.	M				
36	Ability to construct and process periodic statements for every receivable.	M				
37	Ability to accommodate memo or text fields for invoices or credit memos.	M				
38	Ability to generate account statements for the following:	M				
39	Specific accounts	M				
40	Range of accounts within a department / agency	M				
41	Range of customers	M				
42	Delinquent accounts	M				
43	Ability to generate consolidated statements for customers with multiple accounts.	M				
44	Ability to maintain detail of un-billed charges.	M				
45	Ability to produce ready-to-mail invoices prepared in accordance with governmental regulations and in the format required by reimbursing departments/agencies.	M				
46	Ability to automatically generate grant reimbursement requests based on expenditures.	P				
47	Ability to bill multiple departments for multiple contract charges.	M				
48	Ability to exclude / include billing detail data elements, allowable charges, and overhead on specific bills or all bills.	M				

49	Ability to produce reconciliation statements showing beginning balance, charges, credits and payments, and a new balance.	M				
50	Ability to correct and reprint invoices.	M				
51	Ability to accommodate online cancellation and one step automatic reversals of invoice entries.	M				
52	Ability to print a duplicate bill on request.	M				
53	Ability to allow credit memos in batches or online.	M				
54	Ability to apply specific credit memos to specific invoices and invoice line items.	M				
55	Ability to store multiple user-defined dunning messages.	M				
56	Ability to age receivables in user-defined schedules based on charge type, account, customer type, etc.	M				
57	Ability to automatically write-off small discrepancies between the amount due and the amount received with authorization.	P				
58	Ability to apply payments according to the following:	M				
58.1	Partial payments against individual line items on a receivable	M				
58.2	Overpayments against individual line items on a receivable	M				
58.3	Maintain open receivable until all items are satisfied	M				
58.4	Ability to automatically apply interest charges and penalties based on established due dates.	M				
58.5	Ability to define multiple delinquency and collection processes.	M				
58.6	Ability to charge credit card fees.	M				
58.7	Ability to change or waive the fee/receivable amount at specific security levels based on user-defined criteria.	M				
	RECEIPTS					
59	Ability to accommodate multiple payments for an invoice.	M				
60	Ability to accommodate single payments applied against multiple invoices.	M				

61	Ability to accommodate partial payments on account.	M				
62	Ability to accommodate payments in excess of or less than the bill rendered.	M				
63	Ability to support multiple point of sale interfaces for cash receipting to the Treasurer.	M				
64	Ability to post cash receipts.	M				
65	Ability to track deferred revenue.	P				
66	Ability to accommodate debits against customer accounts.	M				
67	Ability to accommodate refunds.	M				
68	Ability to support multiple reversal and collection processes for NSF checks.	M				
69	Ability to apply charges for NSF checks.	M				
70	Ability to accommodate online and phone bill payment.	P				
71	Ability to generate and save multiple receipt types by department/division.	M				
	REPORTING / QUERYING					

Account Payable						
Ref. #	Functional Requirement	Mandatory / Preferred	Out-of-the-Box / Customization	Comments	Module Mapping	Compliance Status (FC/NC)
72	Ability to generate a variance report by user or by department for:	M				
72.1	Lists of receipts for daily cash deposits	M				
72.2	Cash receipt registers or journals	M				
72.3	Daily bank deposits	M				
73	Ability to develop ad-hoc and custom reports	M				
74	Ability to generate a monthly report of all revenue received by department	M				
75	Ability to drill-down to customer and receivable detail (i.e., date a check is received, purpose)	M				
76	Ability to list receivables written off	M				

77	Ability to report on deferred revenue	M				
78	Ability to generate a variance report showing billings accruals vs actual collection	M				
79	Ability to generate Companywide or department aging report	M				
80	Ability to generate a report of flagged customers who have issued a bad check	M				
81	Ability to export queries to popular formats (i.e., Microsoft Office)	M				
82	Ability to access the customer master by customer name	M				
83	Ability to access the customer master by a portion of the customer name	M				
84	Ability to access the customer master by address	M				
85	Analysis in base currency and reporting currency	M				
86	Ability to transfer amount receivable when due to cash module	M				
87	Multiple currency requirements for invoicing	M				
88	These are the minimum requirements. Bidder must propose equivalent or better.	M				

Accounts Receivable						
Ref. #	Functional Requirement	Mandatory / Preferred	Out-of-the-Box / Customization	Comments	Module Mapping	Compliance Status (FC/NC)
1	CUSTOMER MANAGEMENT					

1.1	Ability to maintain a master customer file for government departments receiving advisory services	M				
1.2	Ability to record customer data fields (Department Name, Contact Information, Address, Payment Terms, Classification)	M				
1.3	Ability to detect and prevent duplicate customer records by name matching and user-defined criteria	M				
1.4	Ability to activate/deactivate customer accounts with restriction of transactions for inactive accounts	M				
1.5	Ability to record government-specific information (Department Finance Code, Budget Code, Budget Allotment Reference)	M				
1.6	Ability to record customer classification (Provincial Department, District Government, Authority)	M				
1.7	Ability to record service type provided to customer (Financial Advisory, Budget Analysis, Compliance Review, Training)	M				
1.8	Ability to automatically assign sequential customer numbers to ensure no duplicates	M				
1.9	Ability to establish payment terms and due dates for each customer	M				
1.1	Ability to set credit limits for government customers (if applicable)	P				
1.11	Ability to record multiple contact persons per government department	M				
1.12	Ability to record multiple address types (billing, correspondence, official)	M				
1.13	Ability to maintain audit trail of all customer master changes (who, when, what changed)	M				

	2. INVOICING AND REVENUE RECOGNITION					
2.1	Ability to produce fixed billings based upon advisory service agreements	M				
2.2	Ability to produce recurring billings on defined schedule (monthly, quarterly)	M				
2.3	Ability to create manual invoices for advisory services with custom line items	M				
2.4	Ability to support multiple invoice types (fixed, recurring, project-based, milestone-based, time-and-material)	M				
2.5	Ability to automatically generate recurring invoices on defined schedule without manual intervention	M				
2.6	Ability to generate automatic sequential invoice numbers (prevent duplicates)	M				
2.7	Ability to attach service agreement reference to invoice for audit trail	M				
2.8	Ability to attach project reference to invoice for project-based billing and analysis	M				
2.9	Ability to define multiple service line items per invoice	M				
2.1	Ability to accumulate invoice line items and calculate invoice totals (subtotal, discount, taxes, grand total)	M				
2.11	Ability to apply percentage and fixed amount discounts to invoices with approval for discounts above threshold	M				
2.12	Ability to calculate and apply sales tax/VAT to invoices (if applicable under Pakistan law)	M				

2.13	Ability to support invoice approval workflow with multiple approval levels (Finance Officer, Department Head, CFO)	M				
2.14	Ability to enforce approval authority based on invoice amount thresholds	M				
2.15	Ability to notify approvers of pending invoice approvals and escalate overdue approvals	M				
2.16	Ability to reject invoices with documented reason and route back for correction	M				
2.17	Ability to generate invoice documents ready for delivery to customers (print or email)	M				
2.18	Ability to deliver invoices to customers via multiple methods (email, portal, print)	M				
2.19	Ability to post approved invoices automatically to General Ledger for revenue recognition	M				
2.2	Ability to post invoices with multiple GL account with upto 6 dimensions (GL account, cost center, project)	M				
2.21	Ability to create GL journal entries with appropriate debit/credit accounts (AR/Revenue/Tax accounts)	M				
2.22	Ability to post invoices on immediate approval or schedule posting to specific date	M				
2.23	Ability to reverse GL entries if invoice is canceled or credit memo issued	M				
2.24	Ability to maintain reconciliation between AR module and GL receivable account	M				

	3. PAYMENT COLLECTION AND PROCESSING					
3.1	Ability to record customer payments from multiple sources (bank transfer, check, cash, online payment)	M				
3.2	Ability to receive and process payment from multiple payment points	M				
3.3	Ability to automatically assign sequential receipt numbers to payments	M				
3.4	Ability to record payment method details (bank name, check number, transaction reference, deposit date)	M				
3.5	Ability to apply payments to specific invoices (full or partial application)	M				
3.6	Ability to apply single payment against multiple outstanding invoices	M				
3.7	Ability to apply multiple payments against a single invoice	M				
3.8	Ability to automatically match exact payment amounts to invoices	M				
3.9	Ability to handle overpayments (create credit, issue refund, or flag for query)	M				
3.1	Ability to handle underpayments and partial payments	M				
3.11	Ability to apply early payment discounts automatically when payment within discount window	M				
3.12	Ability to write off immaterial payment variances (small underpayments) with authorization	P				
3.13	Ability to record and apply government-mandated deductions from payments (withholding tax)	M				

3.14	Ability to post cash receipts automatically to General Ledger	M				
3.15	Ability to reconcile cash receipts with bank reconciliation module	M				
3.16	Ability to recognize revenue on cash receipt basis if required (in addition to accrual basis)	M				
4. REPORTING AND ANALYSIS						
4.1	Ability to age accounts receivable by number of days outstanding	M				
4.2	Ability to accumulate and report data by calendar year, fiscal year, quarter, user-defined period	M				
4.3	Ability to accumulate and report data by government department (customer)	M				
4.4	Ability to accumulate and report data by service type (Financial Advisory, Budget Analysis, etc.)	M				
4.5	Ability to accumulate and report data by invoice number and payment history	M				
4.6	Ability to generate aging report showing outstanding invoices by customer and days overdue	M				
4.7	Ability to generate accounts receivable summary by customer (beginning balance, charges, credits, payments, ending balance)	M				
4.8	Ability to generate consolidated customer statements for departments with multiple receivables	M				
4.9	Ability to generate monthly revenue recognition report (invoices issued, revenue posted to GL)	M				

4.1	Ability to generate cash receipts report (date, customer, amount, GL posting)	M				
4.11	Ability to generate variance report (invoices issued vs actual collections vs accrual)	M				
4.12	Ability to generate delinquent accounts report (invoices overdue by 30/60/90+ days)	M				
4.13	Ability to generate revenue report by service type and department showing YTD performance	M				
4.14	Ability to generate exception report for invoices without payment applied	M				
4.15	Ability to drill down from aging report to specific invoices and payment history	M				
4.16	Ability to export reports and queries to popular formats (Microsoft Excel, PDF)	M				
	5. CUSTOMER INQUIRY AND ONLINE ACCESS					
5.1	Ability to access customer master by customer name (full or partial search)	M				
5.2	Ability to perform online inquiry into customer account balances and transaction history	M				
5.3	Ability to perform online inquiry into invoice status (not yet sent, sent, partially paid, paid)	M				
5.4	Ability to perform online inquiry into payment application and unmatched receipts	M				
5.5	Ability to drill down from customer summary to specific transactions and invoices	M				

	6. CREDIT MEMOS AND ADJUSTMENTS					
6.1	Ability to create and track correction documents (credit memos) to reduce receivable balances	M				
6.2	Ability to apply credit memos to specific invoices and invoice line items	M				
6.3	Ability to cancel and reverse invoices with proper authorization and GL reversal	M				
6.4	Ability to reissue canceled or incorrect invoices with new invoice number	M				
6.5	Ability to print duplicate invoices on request	M				
	7. AUDIT TRAIL AND SECURITY					
7.1	Ability to maintain complete audit trail of all AR transactions (invoices, receipts, adjustments)	M				
7.2	Ability to restrict access to customer and receivable information by user security roles	M				
7.3	Ability to provide AR data analysis in base currency and reporting currency (if multi-currency)	P				
7.4	These are minimum requirements. Bidder must propose equivalent or better	M				

FIXED ASSETS						
Ref . #	Functional Requirement	Mandatory / Preferred	Out-of-the-Box / Customization	Comments	Module Mapping	Compliance Status (FC/NC)
1	Asset categories: IT Equipment, Furniture & Fixtures, Office Equipment, Leasehold Improvements, Vehicles	M				
2	Track asset by asset number, serial number, description, and assigned employee	M				
3	Track asset location by office/branch and room	M				
4	Record acquisition date, acquisition cost, and purchase order reference	M				
5	Automatically create asset record from purchasing module when capitalization threshold is met	M				

6	Track asset condition (Active, Idle, Obsolete, Disposed)	M				
7	Support multiple depreciation methods (straight-line minimum, declining balance preferred)	M				
8	Automatically attach useful life and depreciation schedule based on asset category	M				
9	Allow useful life and depreciation method changes	M				
10	Designate non-depreciable assets	M				
11	Allocate depreciation to cost centers	M				
12	Auto-generate gain/loss on asset disposal	M				
13	Transfer assets between locations, departments, employees	M				
14	Track warranty expiration per asset	M				

15	Attach documents and images to asset record	M				
16	Barcode/tag labeling per asset	P				
17	Track non-capitalized assets below threshold	P				
18	Parent/child asset relationships (e.g. laptop + docking station)	P				
19	Integration with GL for automatic posting	M				
20	Integration with purchasing module	M				
21	Standard reports: asset register, depreciation schedule, disposal report, asset by cost center	M				
22	Export reports to Excel	M				
23	Drill down from asset to source purchase transaction	M				

Cash Management

Ref .#	Functional Requirement	Mandatory / Preferred	Out-of-the-Box / Customization	Comments	Module Mapping	Compliance Status (FC/NC)
1	Integrate with key applications:	M				
1.1	– General Ledger	M				
1.2	– Payables	M				
1.3	– Receivables	M				
1.5	– Payroll	M				
1.6	– Projects	M				
1.7	– Purchasing	M				
1.8	– Sales	M				
1.9	– Treasury	M				
2	Cash Forecasting	M				
2.1	Define cash forecast templates including: – Forecasting periods	M				
2.2	– Selection criteria for each source	M				
2.3	– Cash flows from internal ERP system	M				
2.4	– Business calendar	M				
3	View cash forecast results by transaction source, bank account or GL cash position	M				
4	Drill down to the details of summary cash flows	M				
6.1	– Forecast customer invoices using average payment days	M				
6.2	– Forecast sales orders by payment terms	M				
6.3	– Forecast purchase orders by payment terms	M				
7	Cash Positioning	M				
7.1	Define cash position worksheets including: – Selection criteria for each source	M				
7.2	– Bank Account Balance Details	M				
7.4	– Cash flows from the internal ERP system	M				
8	View cash position by currency or by bank account	M				
9	View the opening, target and projected closing bank account balances	M				
10	Drill down to the source transaction details	M				
12	View short term liquidity position	M				

13	Refresh the cash position online	M				
	Bank Information Management					
15	Create custom scripts and mapping templates for loading user-defined data	P				
17	Record bank statements	M				
	Bank Reconciliation					
19	Reconcile bank statements	M				
19.1	Extensive integration with Payables and Receivables applications: – Clear payments and receipts prior to reconciliation	M				
19.2	– Automatically create miscellaneous transactions to record bank initiated activities	P				
19.3	– Default amount differences as bank charges or error	M				
19.4	– Automatically generate reconciliation accounting entries	M				
19.5	– Automatically record foreign currency gains and losses	M				
19.6	– Automatically reverse NSF or rejected receipts	P				
20	Reconcile Payroll application checks and EFT payments	M				
21	Reconcile correcting statement lines against error statement lines	M				
22	Customize to meet Company needs:	M				
22.1	– Reconciliation tolerance levels	M				
22.2	– Reconciliation processing options	M				
22.3	– Exception handling rules	P				
22.4	– Matching criteria for open interface transactions	P				
23	Archive and purge:	M				
23.1	– Bank statement tables	M				
23.2	– Bank statement open interface tables	M				
	Inquiries and Reports:					

24	Run inquiries to review cash forecasts, reconciliation activities, and details of source transactions	M				
25	These are the minimum requirements. Bidder must propose equivalent or better.	M				

Expense Management						
Ref. #	Functional Requirement	Mandatory / Preferred	Out-of-the-Box / Customization	Comments	Module Mapping	Compliance Status (FC/NC)
1	System should be able to maintain the travel requisitions	M				
2	Ability to have one or more approvers to approve the travel requisitions. Approvers may approve, reject or delegate approval.	M				
3	System should be able to maintain various categories of employee expenses like Outpatient Medical Claims, Food, Accommodation etc.	M				
4	Should have self-service capability for employees to enter expenses in the system not only through the web but mobile devices as well	M				
5	Ability to have one or more approvers to approve the entered expenses. Approvers may approve, reject or delegate approval.	M				
6	System should allow different types of expense charging methods:	M				
6.1	– Corporate Credit Card	M				
6.2	– Spending Cash received from a Cash Advance	M				
6.3	– Out-of-Pocket expense to be reimbursed later	M				

7	Approval Workflows must be configurable through drag and drop tools. These workflows may be conditional (e.g. Trigger only on amount is over certain limit), require multiple approvers (e.g. One approver if under certain amount, two approvers if between a range of amount, and three approvers if more than certain amount etc.), take automatic actions (e.g. Escalate to a manager if not approved or rejected in specific business days).	M				
8	Should have ability to attach receipts to support an expense entry	M				
9	System should allow to set business policies and rules e.g. Automatically reject meals above certain amount or require itemization of hotel expenses on per night basis	M				
10	Should be able to calculate per diem based on location and number of days	M				
11	Should allow automatic calculation of mileage reimbursement based on miles traveled	P				
12	Should have integration with other modules like GL/AP	M				
13	Should allow entering expenses through a mobile device or tablet and attach receipt images captured through a mobile device camera using Self-service mobile app (iOS/Android) accessible to all employees	M				
14	System should allow an Employee to submit Cash Advance request in Employee self-service portal	M				
15	System should allow the Employee to enter a New Cash advance request with required details and submit the request for approval	M				
16	System should allow the Approver(s) for reviewing the Cash advance request and either approve or reject a request	M				
17	Once a cash advance request is approved then system must have the feature to show up this request to Finance team	M				

18	System must have capability for Paying the Employee approved cash advance; by the authorized Finance team member	M				
19	System should automatically create and post the required financial voucher entry for the payment of cash advance transaction	M				
20	To return the Cash Advance, Employee should have a feature in the system to link the cash advance request with an expense category in Expense Management area and submit the expense report for Approval	M				
21	Expense Management should enable to streamline expense entry, itemize and split expenses, and attach receipts. Enter expense reports and expense report line items over the Internet using Enterprise Portal, where they can be approved and transferred back to the general ledger, or rejected	M				
22	Administrators can define policy violations to set the minimum and maximum values to be entered against expense types so employees cannot submit an expense report that violates the policies determined for expenses	M				
23	Reconcile employee's personal expenses charged to a company account in two ways: Pay the expenses and then debit the employee's account for the transaction amount; or, do not pay the expenses, but create a report that shows that personal expenses were charged on the expense report	M				
24	Itemize hotel bills into line items when creating an expense report to separate items, such as the cost of the hotel stay, broadband Internet use, and room service	M				
25	Import credit cards and travel account transactions so that employees can add the transactions to their expense reports	M				
26	Split expenses at the transaction level across projects, accounts, and dimensions, and view the transactions in the expense report form	M				

Expense Management

Ref. #	Functional Requirement	Mand atory / Prefer red	Out-of- the-Box / Customi zation	Com ments	Modu le Mapp ing	Complianc e Status (FC/NC)
27	These are the minimum requirements. Bidder must propose equivalent or better.	M				

PROJECT MANAGEMENT

Ref. #	Functional Requirement	Mandator y / Preferred	Out-of-the- Box / Customizat ion	Comments	Module Mapping	Complianc e Status (FC/NC)
PROJECT SETUP						
1.1	Create and manage multiple concurrent client engagements	M				
1.2	Auto-assign sequential project numbers	M				
1.3	Define project type (Fixed Fee, Time & Material, Retainer, Internal)	M				
1.4	Assign project manager and responsible partner	M				
1.5	Assign client reference to project	M				
1.6	Assign department and cost center dimensions	M				
1.7	Set project start and end dates	M				
1.8	Set total budget and category-based budgets	M				
1.9	Define project status (Planning, Active, On Hold, Completed, Cancelled)	M				
1.1	Attach engagement letter and supporting documents	M				
TASK & PLANNING						
2.1	Define project phases and tasks	M				
2.2	Assign resources to tasks with planned hours	M				
2.3	Track planned vs actual hours per task	M				

PROJECT MANAGEMENT

2.4	Track planned vs actual cost per task	M				
2.5	Attach documents and notes to tasks	P				

RESOURCE MANAGEMENT

3.1	Maintain resource master (consultants, partners, support staff)	M				
3.2	Define resource roles (Partner, Manager, Senior Consultant, Analyst)	M				
3.3	Set cost rate per resource	M				
3.4	Set billing rate per resource and role	M				
3.5	Set different billing rates by client or project type	M				

TIME & EXPENSE TRACKING

4.1	Submit weekly timesheets against project tasks	M				
4.2	Classify time as billable or non-billable	M				
4.3	Track non-billable categories (Admin, Training, BD, Internal)	M				
4.4	Approve timesheets by project manager	M				
4.5	Reject timesheets with comments for resubmission	M				
4.6	Record project-related expenses against tasks	M				
4.7	Approve expense entries before posting	M				
4.8	Post approved time and expenses to job ledger	M				
4.9	Lock approved timesheets from modification	M				

PROJECT MANAGEMENT

BUDGETING & COST MANAGEMENT

5.1	Track budgeted vs committed vs actual costs	M				
5.2	Track budget variance by task and project total	M				
5.3	Calculate WIP for revenue recognition per project	M				
5.4	Support multiple WIP methods (Cost Value, Sales Value, POC)	M				
5.5	Post WIP journals to GL at period end	M				
5.6	Track write-offs of non-recoverable costs	M				

REVENUE & INVOICING

6.1	Generate invoices from billable time and expenses	M				
6.2	Generate milestone invoices for fixed fee engagements	M				
6.3	Generate retainer drawdown invoices	M				
6.4	Track unbilled work (WIP) by project	M				
6.5	Write off unbillable time with authorization	M				
6.6	Post invoices automatically to AR and GL	M				
6.7	Track revenue recognition per project by period	M				

REPORTING

7.1	Project profitability report	M				
7.2	Budget vs actual by project and task	M				

PROJECT MANAGEMENT

7.3	Unbilled WIP report by project and client	M				
7.4	Overdue milestone report	M				
7.5	Open projects status report	M				
7.6	Export all reports to Excel	M				

Human Resource

Ref. #	Functional Requirement	Mandatory / Preferred	Out-of-the-Box / Customization	Comments	Module Mapping	Compliance Status (FC/NC)
Recruitment & Hiring						
1	The System should support employee referrals programs through social networks such as LinkedIn.	M				
2	The system should facilitate to create Employment Requisition (ER) with multiple levels of approvals.	M				
3	The system should provide the manager concerned to be able to review the job description for the vacant position to ensure that the functions, responsibilities and the minimum educational and experience requirements are currently valid.	M				
4	The system should provide an interface for Internet Portal and internal electronic mail system to advertise for the vacant positions.	P				
5	The system should have an online job application form with specified eligibility criteria to filter job applications as per requirement.	P				

6	The system should have the facility for maintenance of data on recruitment.	M				
7	System should assist in online tracking/monitoring of applicants through each stage of the recruitment cycle.	M				
8	The system should have the facility to store applications received through e-mail or otherwise.	M				
9	The system should have the query facility to search for one or more applicants and then drill down into their detailed resume information.	M				
10	The recruitment data bank should hold individual applicants' CVs containing personal details, competencies, previous work experience and academic attainments. It should be possible to identify the source of the application.	M				
11	The system should allow flexibility in retrieval of information from the data bank, for example by name, competencies, designation etc.	M				
12	The system should have the ability to define a short-listing criteria (ion) based on some defined parameters.	M				
13	The system should create hard copy call letters or send e-mails to short-listed candidates.	P				
14	The system should record scores for recruitment tests.	M				
15	The system should record interview results with detailed comments.	M				
16	The system should create hard copy letters or send e-mail to unsuccessful candidates.	P				
17	The system should maintain suitable salary offer for selected candidate based on proposed grade, position, qualification, experience, department rules and the details of interview report.	P				
18	The system should be able to create an offer letter for the successful applicant.	M				

19	The system should maintain a history file of unsuccessful candidates; this would enable to decide whether the candidate should be considered or not considered for a similar position arising in the future depending on the reasons (e.g. medically unfit, decline the offer, security disapproval).	M				
20	The system should maintain employment medical examination results.	M				
21	The system should have a checklist for all the necessary documents required from a successful candidate should be available.	M				
22	The system should generate alert if the necessary documents required from a successful candidate have not been received and entered in the system.	M				
23	System should be able to generate and assign employee ID number to the successful applicant.	M				
24	System should be able to generate report or provide facility to all departmental heads to fill probation evaluation forms and subsequent approval at multiple levels.	M				
25	System should allow extension in probationary period, if required.	M				
26	System should maintain following employee information:	M				
26.1	a. Employee Personal Details	M				
26.2	b. Previous work experience	M				
26.3	c. Education/ qualifications/ certification records	M				
26.4	d. Record of Language proficiency of employee	M				
26.5	e. Record of Professional memberships attained	M				
26.6	f. Record of employee's career plan	M				
26.7	g. Record of employee's competence profile	M				
26.8	h. Record of employee's basic data	M				
26.9	i. Record of employee's dependents	M				
27	Other Information:	M				

27.1	a. New appointment from recruitment	M				
27.2	b. Deputation	M				
27.3	c. Promotions	M				
27.4	d. Transfers	M				
27.5	e. Resignation	M				

Human Resource						
Ref. #	Functional Requirement	Mandatory / Preferred	Out-of-the-Box / Customization	Comments	Module Mapping	Compliance Status (FC/NC)
27.6	f. Termination, Dismissal, Suspension	M				
27.7	g. Salary increments	M				
28	The system should facilitate the management of disciplinary and grievance cases.	M				
28	The system should facilitate the management of disciplinary and grievance cases.	M				
29	System should support single/multiple levels of approval for handling disciplinary actions and grievances.	M				
30	System should be able to define and maintain contracts for permanent / contract employees.	M				
31	The system should be able to keep list of positions that need succession planning.	M				
32	System should enable organization to plan, model and deliver organizational changes such as re-organizations or mass changes.	P				
33	Availability of social tools in the application to enhance organizational productivity enabling workers to collaborate, find mentors, and provide valuable feedback and information sharing.	M				

34	System should provide the ability to track position details, evaluation criteria, and position profiles including assigning positions to assignments, tracking open positions, and creating hierarchies for reporting & approvals.	M				
35	System should manage, track and deploy Human Resources at various locations/ project sites.	M				
36	System should allow to define and maintain Absence Plans, Accruals, Eligibility and Enrollments. System should also support Scheduling and Recording of Absences.	M				
37	The system should have the facility to define and configure rules, procedures, workflow and policies for all kind of leaves based on a grade. For example, annual, casual, sick (with pay, half-pay and without pay), Hajj, Maternity, etc.	M				
38	Enables each employee to check their remaining leaves.	M				
39	Automation of leave approval form through relevant head of department through the online system without any paperwork.	M				
40	Email update to relevant approver via automated email.	P				
41	The system should support HR related approvals through mobile devices.	M				
	Employee Self Service					
42	System must provide feature to allow employees accessing certain information through Self-service using an ID and password. Access may be provided to data recorded about the employee and for Employees to provide the company with certain information, including but not limited to:	M				
42.1	a. Employee records – Read and selective update	M				
42.2	b. Current and previous pay slip details – Read only	M				

42.3	c. Leave request – Input only	M				
43	System should show the relevant training courses to Employees.	M				
44	System should show the Details of vacant job positions.	M				
45	Access interface for managers and supervisors to view information from and send information to their subordinates. This will facilitate notification / negotiation of:	M				
45.1	a. Leaves and authorizations	M				
45.2	b. Business and team goals	M				
46	System should be able to allow users to report problems for themselves and for others.	M				
	Training & Appraisals					
47	The system should provide facilities to record skill components / competencies in each job description.	M				
48	Skills / competencies should be grouped in user definable sections (e.g. Human relations, Technical knowledge, or Product knowledge).	M				
49	The system should be able to handle management approval for training applications.	M				
50	System should support periodic evaluations. The results of periodic evaluation must be stored in such a way that reports can be generated in a variety of ways showing the development of individuals and in summary form of any grouping of employees.	M				
51	System should be able to store recommendations for promotion and merit based salary increments.	M				
52	Skills Management & Training module should be interlinked with the Performance Management/Appraisal module, to identify training needs and to perform Training Needs Analysis (TNA).	M				

53	The system should be able to perform completion of appraisal forms on-line (electronically) or printing of hard copies.	M				
54	The system should allow relevant employees to enter Objectives/KPIs, achievement and performance ratings through mobile devices.	M				

Human Resource						
Ref. #	Functional Requirement	Mandatory / Preferred	Out-of-the-Box / Customization	Comments	Module Mapping	Compliance Status (FC/NC)
55	The system should generate notifications when particular appraisals are required for employees.	M				
56	The system should provide correct routing of appraisal forms through the workflow.	M				
57	The system should keep all the appraisals for an individual and allow for easy retrieval of historical data.	M				
58	There should be a facility of setting and tracking of goals across the various levels of an organization, supporting an ongoing performance conversation throughout the year.	M				
59	The system should be able to match job profile & person specifications.	M				
60	Single Source of Truth: Create an employee in HR must automatically create a Vendor/Employee record in Finance and a User in the System (Zero-touch provisioning)	M				
61	These are the minimum requirements. Bidder must propose equivalent or better.	M				
62	Employee-initiated resignation workflow with multi-level approval, notice period tracking, and withdrawal capability	M				

63	Structured exit interview module with configurable questionnaires, scheduling, and analytics	M				
64	Comprehensive clearance workflow with department checklists, asset tracking, and multi-department sign-off	M				
65	Granular RBAC with custom roles, permission inheritance, data-level security, and audit trail	M				
66	Provide an Applicant Tracking System (ATS) featuring AI-powered resume parsing and competency scoring to automatically extract candidate data and rank applicants against defined job criteria.	MM				

Time & Attendance

Ref. #	Functional Requirement	Mandatory / Preferred	Out-of-the-Box / Customization	Comments	Module Mapping	Compliance Status (FC/NC)
1	A comprehensive and integrated employee attendance machine that should enable employees to record their arrival and departure time through any or all of the following methods:	M				
1.1	a. Biometric integration	M				
1.2	b. Card	M				
1.3	c. Employee Code	M				
2	Provide relevant head of departments with detailed information about attendance and absentees	M				
3	The system should enable remote or offsite employees to record their attendances through an interface in the system	M				

4	System should be capable to create and submit periodic timesheets, for example weekly/monthly	M				
5	Workflow for completion and approval of timesheets on-line (to include a review, reject and resubmission flow)	M				
6	Workflow should allow:	M				
6.1	Addition of cost codes by authorised individuals and release of these to selected individuals	M				
6.2	The ability for a line manager to identify, review and approve an individual's time allocation against each activity code	P				
6.3	Reject, resubmit feature from manager to individual and return	M				
6.4	Automatic checks of total hours allocated	M				
7	Automatic exception reports and reminders for missing timesheet returns to line manager, individual and HR	M				
8	Access level system for introduction of new cost or activity codes	M				
9	Intelligent data entry to reduce data entry error on codes/total hours etc	M				
10	Typical Data to be Captured:	M				
10.1	Staff Number linked to HR	M				
10.2	Option to include a department code (Defines the department which the individual is allocated to)	M				
11	Reporting module to provide summary weekly and monthly reports filtered by each data field with a graphical interface for both pre-determined routine reports and occasional non-standard reports	M				
12	Reports summarized at Individual, Cost code, Line Manager, Departmental or Executive level (including graphical option) of the hours expended	M				
13	There will be a number of pre-determined reports but the system should include a random feature which allows reports to be filtered and run on any combinations of Individual/Department/Billable/Non-	M				

	Billable – Be run against codes or part codes with random character facility					
14	Produce monthly summary sheet for each individual for invoicing Clients to a standard format in hard copy	P				
15	Summary level monthly timesheet for each individual in hard copy to a standard format	M				
16	There should be integration available of attendance data from machine with relevant modules like HR & Payroll	M				
17	Data captured in a retrievable format like csv, xls, xlsx for record purposes and later analysis	M				
18	Built in access control levels / Administrator rights to nominated individuals to allow data entry and modifications at appropriate levels	M				
19	System must have the ability to differentiate between different working weeks according to the country the work is carried out in (typical working week is Monday to Friday)	P				
20	System should be able to handle different shifts within a working week	M				
21	System should be able to handle public holidays for attendance reporting	M				
22	These are the minimum requirements. Bidder must propose equivalent or better.	M				

Payroll						
Ref. #	Functional Requirement	Mandatory / Preferred	Out-of-the-Box / Customization	Comments	Module Mapping	Compliance Status (FC/NC)
1	The system should support Pakistan income tax rules, calculation of Gratuity, calculation of Employee & Employer	M				

	Provident Contribution TA/DA allowance and pension commutation					
2	The system should support processing of retrospective changes to salary data	M				
3	The system should be able to facilitate generation of the Final Settlements for outgoing employees, including outstanding salaries, recovery of allowances (if any) and End of Service Benefits	M				
4	The system should be able to generate Payroll transactions for automatic deduction of Employee's contribution and produce a report of the deductions every month	M				
5	The system should be able to define the compensation elements, allowances, associated benefits, remunerations and other facilities based on employee grade	M				
6	The system should allow creation and maintenance of separate policies for each of the different types of allowances based on grade, employee status, place of work, etc. Allowances parameters are subject to change, based on Management approval	P				
7	The system should have the facility of updating of the compensation elements, allowances, associated benefits and remunerations and other facilities based on employee grade	M				
8	The system should have the facility to provide salary position of all employees within the salary range i.e. by quartile, midpoint, blocked, etc.	M				
9	The System should support parallel processing for computing the payroll of employee population in minimal time	M				
10	Based on organization requirements, system should quickly and easily process payroll in the required frequency	M				

11	The system must be capable of processing period specific allowances/deductions for an employee or group of employees	M				
12	System must have capability to execute the multiple payroll runs for any department / region / division (e.g. earlier payroll run for Christian employees on Easter/Christmas or earlier payroll run for Muslim Employees on Eid)	M				
13	The system must allow changes to be made in any relevant data before payroll processing. If due to any of the changes a monetary payment or deduction is required to be made and according the system must be capable of calculating the arrears from the given date if required, for the same and process it accordingly with the monthly processing of salary	M				
14	The system must allow entry and processing of temporary (one time) changes of payments and deductions	M				
15	The system must check the amount field for every pay, allowance, or deduction for its minimum and maximum limits set out in the policy parameter (if applicable)	M				
16	The system must be capable of automatically generating the transactions for communicating the monetary information regarding salaries paid during the month to the GL system according to the relevant account head as per the Chart of Accounts	M				
17	System must be capable of defining the Income Tax rates / brackets. For example, by salary brackets, year, gender, age, etc according to the said rule of Govt. Of Pakistan	M				
18	System must accommodate changes in the formula for calculation of income tax if required	M				
19	The system must be capable of making recoveries against different loans and advances disbursed to employees	M				

20	Maintenance of employee payment history at any time. There should be a facility within the system that allows to change current date to a past date and show earnings, deductions, and associated calculations exactly as they were on that day	M				
21	There should be an option to put start and stop dates on pay-related information	M				
22	Once historic data is no longer required, there should be a provision in the system to purge the unneeded data to make efficient use of the storage	M				
23	Generation of pay slips for each employee	M				
24	Emails of pay slips to each employee through the system	M				
25	Integration of leaves management with the payroll system	M				
26	Calculation of salary and relevant taxes as per the requirement of Government of Pakistan	M				
27	Able to update the tax rates and slabs for new financial years	M				
28	Enable employees to monitor any loan, Provident fund, Gratuity through employee dashboard	M				

Payroll						
Ref. #	Functional Requirement	Mandatory / Preferred	Out-of-the-Box / Customization	Comments	Module Mapping	Compliance Status (FC/NC)
29	Increment management and automatic tax workings for any increments, bonuses or other allowances and deductions	M				
30	Produce bank request letter with details for each employee salary, bank name, account number	P				

31	Employee Allowances for example Outpatient Medical Claims, TA/DA must be catered during the payroll run	M				
32	Automated GL Posting: Payroll runs must automatically post detailed journals to the Finance module (Salary, Tax, Benefits Liability) without manual file uploads.	M				
33	These are the minimum requirements. Bidder must propose equivalent or better.	M				

PROCUREMENT & CONTRACT MANAGEMENT

Ref. #	Functional Requirement	Mandatory / Preferred	Out-of-the-Box / Customization	Comments	Module Mapping	Compliance Status (FC/NC)
1. VENDOR MASTER MANAGEMENT						
1.1	Create and maintain vendor master file	M				
1.2	Auto-assign sequential vendor numbers	M				
1.3	Classify vendors by category (Professional Services, IT, Utilities, Facilities, Office)	M				
1.4	Record multiple vendor contacts with roles	M				
1.5	Record multiple addresses including remit-to address	M				
1.6	Record vendor bank account details	M				
1.7	Record NTN/STRN for Pakistan tax compliance	M				

1.8	Flag withholding tax applicability per vendor	M				
1.9	Flag independent contractors separately	M				
1.1	Record vendor company type (Pvt Ltd, Partnership, Individual)	M				
1.1 1	Record license/registration numbers	M				
1.1 2	Set invoice amount limits per vendor	M				
1.1 3	Define default GL account per vendor	M				
1.1 4	Define payment terms per vendor	M				
1.1 5	Activate/deactivate vendors with reason	M				
1.1 6	Block payments to deactivated vendors automatically	M				
1.1 7	Detect and prevent duplicate vendor records	M				
1.1 8	Require mandatory fields before vendor creation	M				
1.1 9	Vendor onboarding approval workflow	M				
1.2	Maintain complete audit trail of vendor master changes	M				
1.2 1	Maintain accumulated purchase and payment history per vendor	M				
1.2 2	Search vendors by name, number, NTN, category	M				
1.2 3	Purge inactive vendors by user-defined criteria	P				
2. DELEGATION OF AUTHORITY & APPROVAL						

Ref	Requirement	M/P				
2.1	Define approval matrix by purchase amount thresholds	M				
2.2	Define approval matrix by purchase category	M				
2.3	Multi-level approval (Department Head, Finance, CEO)	M				
2.4	Delegate approval authority with date limits	M				
2.5	Escalate pending approvals automatically	M				
2.6	Notify approvers via email	M				
2.7	Reject with documented reason	M				
2.8	Mobile approval capability	M				
2.9	Emergency purchase process with post-approval	M				
2.1	Maintain complete approval audit trail	M				

3. PURCHASE REQUISITION

Ref	Requirement	M/P				
3.1	Create purchase requisitions online	M				
3.2	Auto-assign sequential requisition numbers	M				
3.3	Multiple line items per requisition	M				
3.4	Assign purchase category per line item	M				
3.5	Assign cost center and GL account per line	M				
3.6	Assign project code if applicable	M				
3.7	Check budget availability before submission	M				
3.8	Pre-encumber budget on requisition approval	M				

3.9	Attach supporting documents to requisition	M				
3.1	Route requisition through approval workflow	M				
3.1 1	Track requisition status (Draft, Pending, Approved, Converted, Cancelled)	M				
3.1 2	Convert approved requisition to PO without re-keying	M				
3.1 3	Cancel or reject requisitions with reason	M				
3.1 4	Report on requisitions by requester, department, status, date	M				
4. COMPETITIVE QUOTATION						
Ref	Requirement	M/P				
4.1	Flag requisitions requiring competitive quotes based on amount threshold	M				
4.2	Record minimum three vendor quotes for purchases above threshold	M				
4.3	Record quote details (vendor, amount, date, validity, contact)	M				
4.4	Compare vendor quotes side by side	M				
4.5	Record justification for selecting non-lowest quote	M				
4.6	Attach quote documents to records	M				
4.7	Convert selected quote to purchase order	M				
4.8	Single source justification for non-competitive purchases	P				
5. PURCHASE ORDER MANAGEMENT						
Ref	Requirement	M/P				

5.1	Create purchase orders from requisitions or directly	M				
5.2	Auto-assign sequential PO numbers	M				
5.3	Multiple line items per PO	M				
5.4	Assign GL account, cost center, project per line	M				
5.5	Send PO to vendor via email or print	M				
5.6	Blanket POs for recurring services and subscriptions	M				
5.7	Auto-renew blanket POs annually	M				
5.8	Amend PO with change tracking	M				
5.9	Notify requester of PO amendments or cancellations	M				
5.1	Cancel and reissue POs with proper authorization	M				
5.1 1	Carry open POs to next fiscal year	M				
5.1 2	Auto-encumber budget on PO confirmation	M				
5.1 3	Release encumbrance on PO closure	M				
5.1 4	Trigger fixed asset creation for purchases above capitalization threshold	M				
5.1 5	Charge PO to multiple cost centers	M				
5.1 6	Track PO by vendor, department, category, amount, status	M				
5.1 7	Auto-close PO when invoice fully matched and paid	M				
6. SERVICE RECEIPT & VERIFICATION						
Ref	Requirement	M/P				

6.1	Record service receipt confirmation before AP processing	M				
6.2	Assign service verification to responsible person	M				
6.3	Support partial service receipts	M				
6.4	Three-way matching (PO, service receipt, vendor invoice)	M				
6.5	Two-way matching for low-value purchases	M				
6.6	Flag mismatches for review and resolution	M				
6.7	Override mismatch with authorization	M				
6.8	Audit trail of receipt confirmations	M				
7. CONTRACT MANAGEMENT						
Ref	Requirement	M/P				
7.1	Create and maintain vendor contracts	M				
7.2	Auto-assign sequential contract numbers	M				
7.3	Define contract type (Fixed Fee, Retainer, Time & Material, Subscription)	M				
7.4	Record contract value, start date, end date	M				
7.5	Record payment schedule and milestones	M				
7.6	Track committed vs actual spend against contract	M				
7.7	Record contract amendments with history	M				
7.8	Attach contract documents and signed agreements	M				

7.9	Auto-alert for contract renewal 30/60/90 days before expiry	M				
7.1	Flag expired contracts and block new POs against them	M				
7.1 1	Link contracts to POs and AP payments	M				
7.1 2	Track multiple POs against single contract	M				
7.1 3	Support multi-year contracts spanning fiscal years	M				
7.1 4	Record contract approvals with date and approver	M				
7.1 5	Online real-time access to contract status	M				
7.1 6	Contract performance notes and comments	M				
7.1 7	Report on all active contracts, expiry dates, values	M				
8. PETTY CASH						
Ref	Requirement	M/P				
8.1	Define petty cash funds per office/department	M				
8.2	Set spending limits per petty cash fund	M				
8.3	Record individual petty cash transactions with receipts	M				
8.4	Categorize petty cash by expense type	M				
8.5	Petty cash replenishment workflow	M				
8.6	Petty cash reconciliation report	M				
9. REPORTING						

Ref	Requirement	M/P				
9.1	Open purchase orders report	M				
9.2	Requisition status report by department and requester	M				
9.3	Budget vs actual spend by department and category	M				
9.4	Vendor spend analysis by period	M				
9.5	Contract expiry report	M				
9.6	PO vs invoice variance report	M				
9.7	Pending approvals report	M				
9.8	Top vendors by spend	M				
9.9	Export all reports to Excel and PDF	M				

Business Intelligence

1	Native Connector: The ERP must provide a native, certified Power BI connector for direct data access without requiring custom middleware or SQL coding.	M				
2	Multi-Company Consolidation: The system must support the aggregation of data from multiple legal entities and environments into a single Power BI dashboard.	M				
3	In-App Embedding: Users must be able to view and interact with Power BI reports directly within the ERP Role Centers (Dashboards) without leaving the application.	M				
4	Contextual Filtering (FactBoxes): The system must support Power BI FactBoxes on list pages (e.g., Customers, Items) that automatically filter data based on the selected record.	M				
5	Bi-Directional Drill-Down: Users must be able to click on a visual element in a Power BI report and "drill through" directly to the source transaction page within the ERP.	M				
6	Pre-Built Template Library: The vendor must provide pre-configured Power BI content packs for Finance (P&L/Cash Flow), Sales Performance, and Inventory Management.	M				
7	Automated Refresh: The system must support scheduled data refreshes (up to 8+ times daily) to ensure reporting reflects the current state of the business.	M				
8	Incremental Refresh: The solution must support incremental refreshing to allow for large-scale historical data analysis without reloading entire datasets.	M				

Section-IV: Bid Data Sheet

4.1. Bid Data Sheet (BDS)

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

A. Introduction		
BDS Clause Number	ITB Number	Amendments of, and Supplements to, Clauses in the Instruction to Bidders
1.	2.1.1	<p>Name of Procuring Agency: Punjab Financial Advisory Services (PFAS)</p> <p>The subject of procurement is: Provision and Implementation of Enterprise Resource Planning (ERP) System in PFAS</p> <p>Under National Competitive Bidding as per Single Stage Two Envelope Bidding Procedure as defined in PPRA Rules, 2014 (as Amended)</p> <p>Services required at the following address: PFAS Office, Gulberg II, Lahore.</p> <p>Contract will be awarded to technically responsive 1st lowest evaluated Bidder as per detailed at Section - III.</p> <p>Contract Time Period: The Contract will be signed for a period mentioned in the TORs. However, the contract is subject to renewal, extension, or revocation upon the mutual consent of both parties, and such a Contract will maintain the previously agreed-upon rates for the additional time extension.</p> <p>Note: The service provider is responsible for the submission of E-stamp paper for Contract Signing. The amount of E-stamp paper will be informed to the service provider at the time of contract signing.</p>
2.	2.1.2	Financial year for the operations of the Procuring Agency:

		<p>FY 2025-2026</p> <p>Name of Procuring Agency: Punjab Financial Advisory Services (PFAS)</p> <p>Name of financing institution: Government of the Punjab</p> <p>Name and identification number of the Contract: Provision and Implementation of Enterprise Resource Planning (ERP) Solution in PFAS</p> <p><u>Procurement Reference No. PFAS/2025-26/03</u></p>
3.	2.1.3	<p>All interested bidders willing to participate shall be registered with EPADS.</p> <p>Joint Venture / Consortium / Association are eligible to apply for this procurement.</p>
4.		Ineligible country(s) is Israel and India.
B. Bidding Documents		
5.	2.2.2	<p>All clarifications shall be submitted only in electronic form through EPADS. Manual / hardcopy of any clarification shall not be entertained.</p> <p>All official clarifications will be responded through EPADS.</p> <p>Any official clarification shall be addressed to:</p> <p>General Manager Admin/HQ Punjab Financial Advisory Services (PFAS) Daftarkhwan - Downtown, H-21, Mateen Fatima Road, Block H, Gulberg II, Lahore</p> <p>No bidder shall be allowed to alter or modify their bid after the bids have been opened. However, the procuring agency may seek and accept clarifications to the bid that do not change the substance the bid.</p>
6.	2.2.2	Pre-bid meeting: Not Required
7.	2.3.9	<p>The number of bidding documents to be completed and returned is One (1) Original through EPADS only.</p> <p>Single Stage Two Envelopes bidding procedure will be followed, Complete bid containing the Technical (Eligibility & Technical</p>

		Envelope/Documents) and Financial (Commercial Envelope/Documents), with all required information, documentary evidence, and annexures must be submitted on the e-tendering portal i.e. EPADS before closing date and time.			
C. Bid Price, Currency, Language and Country of Origin					
8.	2.3.1	Language of bid is English			
9.	2.3.4	The price quoted shall be as per Financial Bid Form 8.9 The Bidders shall participate for all item(s) specified in Section – III and Financial Bid Form.			
10.	2.3.4	The price quoted shall be in Pakistani Rupees (PKR) and inclusive of all applicable taxes.			
D. Preparation and Submission of Bids					
11.	2.1.3	Eligibility and Evaluation Criteria is as under (Mandatory):			
		Sr. No	Eligibility Criteria Details	Response/ Elaboration/ Proof Required	Attached Supporting Documents /Proof and mark (Yes/No)
					YES NO
		1.	Evidence of registration of the Bidding company /firm / incorporation / JV is required.	Please attach copy of certificate of Incorporation/ registration certificate.	
		2.	Must be an Active Taxpayer as per “Active Taxpayer List” of FBR on the day of submission.	Please attach proof to ascertain that company/firm is on active taxpayer list of FBR.	
		3.	Must be an Active Taxpayer as per “Active Taxpayer List” of Punjab Revenue Authority (PRA) (if already not registered with PRA, then, if awarded the tender, the firm / company will have to get registered with PRA before signing of contract.)	Please provide PRA active status proof or undertaking on firm / company letterhead for registration before signing the contract (if already not registered	
			Affidavit on stamp paper of PKR 300 (duly attested	(Please attach a copy of affidavit attested by	

		4.	by oath commissioner) as per the form 8.5 of the tender document, declaring that company/firm is not blacklisted or debarred by PPRA or the Procuring agency.	oath commissioner (as per the form 8.5 of the tender document) on stamp paper of not less than Rs 300, declaring that the company/firm is not blacklisted, and the original affidavit should be delivered to PFAS office as per the mentioned address before the closing date and submission time of the bid.)		
		5.	The firm or company must have local presence, registered office in Pakistan	The Bidders must provide address of the firm or company in Pakistan		
		6.	Bidder / Lead member must be a Tier 1 Microsoft Solutions partner for modern work and business applications provider	Documentary evidence to be provided		
		7.	Average annual turnover Minimum of Rs.100 million during last 3 years.	Bidders must provide Audited financial Statements or Annual Tax Returns filed with FBR for last 3 years.		
		8.	At least 3 Similar assignments	Provide contract / PO/ Completion certificate as evidence		
		9.	For Third-party HR/Payroll Module only: Proven track record of successful integration/implementation with Microsoft D365 Business Central at minimum 3 organizations.	Proof documents to be attached		
		10.	Implementation Methodology	Bidder will provide Methodology; This project will follow Analysis and Design phase, followed by the		

			design implementation and integration
		<p>Important Note:</p> <ol style="list-style-type: none"> 1. In case of JV/ Consortium all members are to fulfill criteria No. 1,2,3, and 4. 2. If the bidder fails to provide information as per the above-mentioned or does not fulfil the requirement of, “Eligibility Criteria”, it shall be disqualified and declared ineligible from the bidding process and its technical evaluation shall not be carried out. 	
12.	2.1.1	<p>Bid shall be submitted on EPADS, addressing to:</p> <p>General Manager Admin/HQ Punjab Financial Advisory Services (PFAS) Daftarkhwan - Downtown, H-21, Mateen Fatima Road, Block H, Gulberg II, Lahore</p>	
13.	2.4.2	<p>The deadline for Bid submission is:</p> <p>Day: Tuesday Date: 9th June 2026 Time: 11:00AM</p>	
14.	2.5.1	<p>Bid opening detail:</p> <p>Day: Tuesday Date: 9th June 2026 Time: 11:30AM</p> <p>Address: Punjab Financial Advisory Services (PFAS) Daftarkhwan - Downtown, H-21, Mateen Fatima Road, Block H, Gulberg II, Lahore</p>	
15.	2.6.2	<p>Amount of Performance Guarantee:</p> <p>Performance Security in the form of Bank Guarantee from a schedule bank as per State Bank of Pakistan in favor of “Punjab Financial Advisory Services Fund” equivalent to 5% of the contract amount shall be submitted by the successful bidder within fifteen (15) days of the receipt of notification of award/letter of Intent (LOI), valid for a period of 1 month beyond the contract expiry date.</p>	

		Note: No payment against the submitted invoice shall be released until the performance security has been submitted.
16.	2.3.6	<p>Estimated Cost is: PKR 33,000,000/- (to be used for bidding purposes) Amount of Bid Security is 2% : PKR 660,000/-</p> <p>The bid security shall be in the form of Call Deposit Receipt / Bank Guarantee / Demand Draft / Pay Order / Banker's Cheque from a scheduled bank in favor of "Punjab Financial Advisory Services Fund".</p> <p>Note:</p> <ol style="list-style-type: none"> 1. The Bid Security of the successful bidder shall be returned upon submission and verification of Performance Security by the respective bank. 2. If the original bid security is not delivered before the opening of the bid, the bidder shall be disqualified for further proceedings. 3. The Bid security should be valid for a period not less than 6 months and a scanned copy must be attached on EPADS along with bid submission. 4. Bid Security of disqualified bidders will be returned after awarding the contract to the successful bidder on request, as per PPRA Rules.
17.	2.3.7	Bid validity period after opening of the Bid is: 120 Days.
18.	2.3.8	Number of copies of the Bid to be provided are: None
E. Opening and Evaluation of Bids		
19.	2.5.1	<p>The Bid opening shall take place at:</p> <p>Address: Punjab Financial Advisory Services (PFAS) Daftarkhwan - Downtown, H-21, Mateen Fatima Road, Block H, Gulberg II, Lahore</p> <p>Day: Tuesday Date: 9th June 2026 Time: 11:30AM</p>
20.	2.3.4	The currency that shall be used for Bid evaluation and comparison purposes to convert all Bid prices expressed in various currencies is: Pakistani Rupees (PKR)

		<p>The source of exchange rate shall be: Not Applicable</p> <p>The date of exchange rate shall be: Not Applicable</p> <p>Note: Only the Pakistani Rupees (PKR) amount quoted in the financial bid will be considered. In case if PKR amount is not mentioned in the financial bid, procuring agency may reject the financial bid.</p>
F.		Bid Evaluation Criteria
21.	2.5.8	<p>Criteria to Bid evaluation.</p> <p>After qualifying the Eligibility Criteria and Technical requirements, Bids shall be evaluated purely based on Least-Cost Based Selection. The Financial Proposals of only eligible bidders who are technically qualified will be opened publicly, on EPADS, in the presence of bidders or their representatives who may choose to be present at the time and place announced prior to the opening.</p> <p>Contract will be awarded to bidder with the bid which is conforming to evaluation criteria and other conditions specified in the bidding document and having lowest evaluated cost.</p>

Note: Bidder with the most advantageous bid shall respond (through EPADS) to the Letter of Intent (LOI) as soon as possible, but no later than 5 days of issuance of LOI.

Section-V: General Conditions of Contract

1. Definitions

In this Contract, the following terms shall be interpreted as indicated:

(a) “The Contract” means the agreement entered into between the Procuring Agency and the Service Provider, as recorded in the Contract Form signed by the parties, including all attachments and appendices thereto and all documents incorporated by reference therein.

(b) “The Contract Price” means the price payable to the Service Provider under the Contract for the full and proper performance of its contractual obligations.

(c) “The Goods” means all of the equipment, machinery, and/or other materials which the Service Provider is required to supply to the Procuring Agency under the Contract.

(d) “The Services” means those services {detail to be provided by the Procuring Agency as per its requirements} and other such obligations of the Service Provider covered under the Contract.

(e) “GCC” means the General Conditions of Contract contained in this section.

(f) “SCC” means the Special Conditions of Contract.

(g) “The Procuring Agency” means the organization purchasing the Services, as named in SCC.

(h) “The Procuring Agency’s country” is the country named in SCC.

(i) “The Service Provider” means the Bidder or firm supplying the Services under this Contract.

(j) “The Project Site,” where applicable, means the place or places named in SCC.

(k) “Day” means calendar day.

2. Application 2.1. These General Conditions shall apply to the extent that they are not superseded by provisions of other parts of the Contract.
3. Country of Origin 3.1. All Services supplied under the Contract shall have their origin in the countries and territories eligible under the rules, as further elaborated in the SCC.
[where applicable] 3.2. The origin of Services is distinct from the nationality of the Service Provider. In any case, the requirements of rules 10 & 26, PPR-14, shall be followed.
4. Standards 4.1. The services supplied under this Contract shall conform to the standards mentioned in the Technical Specifications/work plan/deputation plan.
5. Use of Contract Documents and Information; Inspection and Audit by the procuring agency. 5.1. The Service Provider shall not, without the Procuring Agency's prior written consent, disclose the Contract, or any provision thereof, or information furnished by or on behalf of the Procuring Agency in connection therewith, to any person other than a person employed by the Service Provider in the performance of the Contract. Disclosure to any such employed person shall be made in confidence and shall extend only so far as may be necessary for purposes of such performance.
5.2. The Service Provider shall not, without the Procuring Agency's prior written consent, make use of any document or information enumerated in GCC Clause 5.1 except for purposes of executing the Contract.
5.3. Any document, other than the Contract itself, enumerated in GCC Clause 5.1 shall remain the property of the Procuring Agency and shall be returned (all copies) to the Procuring Agency on completion of the Service Provider's performance under the Contract if so required by the Procuring Agency.
5.4. The Service Provider shall permit the Procuring Agency to inspect the Service Provider's accounts and records relating to the performance of the Service Provider and to have them audited by auditors appointed by the donors, if so required by the donors.
6. Performance Guarantee 6.1. Within fifteen (15) days [to be decided by the procuring agency] of receipt of the notification of Contract award, the successful Bidder shall furnish to the Procuring Agency the

Performance Guarantee in the amount specified in SCC/Bid Data Sheet & clause 2.6.2 of ITB.

6.2. The proceeds of the Performance Guarantee shall be payable to the Procuring Agency as compensation for any loss resulting from the Service Provider's failure to complete its obligations under the Contract.

6.3. As per Rule-56 of PPR-14, the performance guarantee shall be denominated in the currency of the Contract acceptable to the Procuring Agency and shall be in one of the following forms:

(a) a bank guarantee or an irrevocable letter of credit issued by a reputable bank located in the Procuring Agency's country, in the form provided in the Bidding documents or another form acceptable to the Procuring Agency; or

(b) a cashier's or certified cheque or CDR.

6.4. The performance guarantee will be discharged by the Procuring Agency and returned to the Service Provider not later than thirty (30) days following the date of completion of the Service Provider's performance obligations under the Contract, including any warranty obligations, unless specified otherwise in SCC.

7. Incidental material

7.1. The Service Provider may be required to provide any of the incidental material if any, specified in SCC:

[If required and decided by the Procuring Agency]

8. Payment

8.1. The method and conditions of payment to be made to the Service Provider under this Contract shall be specified in SCC.

8.2. The Service Provider's request(s) for payment shall be made to the Procuring Agency in writing, accompanied by an invoice describing, as appropriate, Services performed, and by documents submitted and upon fulfillment of other obligations stipulated in the Contract.

8.3. As per rule-62 of PPR-14, payments shall be made promptly by the Procuring Agency, but in no case later than thirty (30) days after submission of an invoice or claim by the Service Provider, provided the work is satisfactory.

8.4. The currency of payment is [to be decided by the Procuring Agency]

9. Prices

9.1. Prices charged by the Service Provider and Services performed under the Contract shall not vary from the prices quoted by the Service Provider in its Bid, with the exception of any price adjustments authorized in SCC {mechanism and formula to be decided by the procuring agency}.

10. Change Orders

10.1. The Procuring Agency may at any time, by a written order given to the Service Provider pursuant to GCC Clause 11, make changes within the general scope of the Contract, only if required for the successful completion of the job.

10.2. If any such change causes an increase or decrease in the cost of, or the time required for, the Service Provider's performance of any provisions under the Contract, an equitable adjustment shall be made in the Contract Price, or both, and the Contract shall accordingly be amended. Any claims by the Service Provider for adjustment under this clause must be asserted within thirty (30) days from the date of the Service Provider's receipt of the Procuring Agency's change order. But, in no case, the overall impact of the change should exceed 15% of the contract cost and no provisions of PPR-14 should be violated.

11. Contract Amendments

11.1. Subject to GCC Clause 10, no variation in or modification of the terms of the Contract shall be made except by written amendment signed by the parties.

12. Assignment

12.1. The Service Provider shall not assign the whole of contract to anybody else. However, some parts of contract or its obligations may be assigned to sub-contractors with the prior written approval of the procuring agency.

13. Sub-contracts

13.1. The Service Provider shall notify the Procuring Agency in the Bid of all subcontracts to be assigned under this Contract. Such notification, in the original Bid or later, shall not relieve the Service Provider from any liability or obligation under the Contract.

13.2. Subcontracts must comply with the provisions of GCC Clause 12.

14. Delays in the Service Provider's Performance

14.1. Performance of Services shall be made by the Service Provider in accordance with the Schedule of Requirements/Work Plan/ Deputation Plan as prescribed by the Procuring Agency in Section VII.

14.2. If at any time during performance of the Contract, the Service Provider or its subcontractor(s) should encounter conditions impeding timely performance of Services, the Service Provider shall promptly notify the Procuring Agency in writing of the fact of the delay, its likely duration and its cause(s). As soon as practicable after receipt of the Service Provider's notice, the Procuring Agency shall evaluate the situation and may at its discretion extend the Service Provider's time for performance, with or without liquidated damages, in which case the extension shall be ratified by the parties by amendment of Contract.

14.3. Except as provided under GCC Clause 17, a delay by the Service Provider in the performance of its delivery obligations shall render the Service Provider liable to the imposition of liquidated damages.

15. Liquidated Damages

15.1. Subject to GCC Clause 17, if the Service Provider fails to provide the Services as per requirement/ within the period(s) specified in the Contract, the Procuring Agency shall, without prejudice to its other remedies under the Contract, deduct from the Contract Price, as liquidated damages, a sum equivalent to the percentage specified in SCC of the delivered price of the delayed Goods or unperformed Services for each week or part thereof of delay until actual delivery or performance, up to a maximum deduction of the percentage specified in SCC. Once the maximum is reached, the Procuring Agency may consider termination of the Contract pursuant to GCC Clause 16 along with other remedies available under PPR-14.

16. Termination for Default

16.1. The Procuring Agency, without prejudice to any other remedy for breach of Contract, by written notice of default sent to the Service Provider, may terminate this Contract in whole or in part:

- (a) if the Service Provider fails to deliver any or all of the service within the period(s) specified in the Contract, or within any extension thereof granted by the Procuring Agency pursuant to GCC Clause 14;
- (b) if the Service Provider fails to perform any other obligation(s) under the Contract; or
- (c) if the Service Provider, in the judgment of the Procuring Agency has engaged in corrupt practices in competing for or in executing the Contract. For the purpose of this clause, corrupt practices will be defined as per Section-2 (d) of The PPRA Act, 2009.

“Corrupt practices” in respect of procurement process, shall be as given in S-2 (d) of PPRA, Act, 2009:

- (d) “corrupt practice” means the offering, giving, receiving, or soliciting of anything of value to influence the action of a public official, bidder or Contractor in the procurement process or in Contract execution to the detriment of the procuring agency; or misrepresentation of facts in order to influence a procurement process or the execution of a Contract, collusive practices among bidders (prior to or after bid submission) designed to establish bid prices at artificial, noncompetitive levels and to deprive the procuring agency of the benefits of free and open competition and any request for, or solicitation of anything of value by any public official in the course of the exercise of his duty; it may include any of the following:
 - coercive practice by impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence the actions of a party to achieve a wrongful gain or to cause a wrongful loss to another party;
 - collusive practice by arrangement between two or more parties to the procurement process or Contract execution, designed to achieve with or without the knowledge of the procuring agency to establish prices at artificial, noncompetitive levels for any wrongful gain;
 - offering, giving, receiving or soliciting, directly or indirectly, of anything of value to influence the acts of another party for wrongful gain;
 - any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation;
 - obstructive practice by harming or threatening to harm, directly or indirectly, persons or their property to influence their participation in a procurement process, or affect the execution of a Contract or deliberately destroying, falsifying, altering or concealing of evidence

material to the investigation or making false statements before investigators in order to materially impede an investigation into allegations of a corrupt, fraudulent, coercive or collusive practice; or threatening, harassing or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation, or acts intended to materially impede the exercise of inspection and audit process

16.2. In the event the Procuring Agency terminates the Contract in whole or in part, pursuant to GCC Clause 16.1, the Procuring Agency may procure, upon such terms and in such manner as it deems appropriate, Services similar to those undelivered, and the Service Provider shall be liable to the Procuring Agency for any excess costs for such similar Services. However, the Service Provider shall continue performance of the Contract to the extent not terminated.

17. Force Majeure

17.1. Notwithstanding the provisions of GCC Clauses 14, 15, and 16, the Service Provider shall not be liable for forfeiture of its Performance Guarantee, liquidated damages, or termination for default if and to the extent that its delay in performance or other failure to perform its obligations under the Contract is the result of an event of Force Majeure.

17.2. For purposes of this clause, “Force Majeure” means an event beyond the control of the Service Provider and not involving the Service Provider’s fault or negligence and not foreseeable. Such events may include, but are not restricted to, acts of the Procuring Agency in its sovereign capacity, wars or revolutions, fires, floods, epidemics, quarantine restrictions, and freight embargoes. Both, the Procuring Agency and the Service Provider, may agree to exclude certain widespread conditions e.g: epidemics, pandemics, quarantine restrictions etc from the purview of “Force Majeure”.

25.3. If a Force Majeure situation arises, the Service Provider shall promptly notify the Procuring Agency in writing of such condition and the cause thereof. Unless otherwise directed by the Procuring Agency in writing, the Service Provider shall continue to perform its obligations under the Contract as far as is reasonably practical, and shall seek all reasonable alternative means for performance not prevented by the Force Majeure event. Any difference of opinion concerning “Force Majeure” may be decided through means given herein below.

18. Termination for Insolvency

18.1. The Procuring Agency may at any time terminate the Contract by giving written notice to the Service Provider if the Service

Provider becomes bankrupt or otherwise insolvent. In this event, termination will be without compensation to the Service Provider, provided that such termination will not prejudice or affect any right of action or remedy which has accrued or will accrue thereafter to the Procuring Agency.

19. Termination
for Convenience

19.1. The Procuring Agency, by written notice sent to the Service Provider, may terminate the Contract, in whole or in part, at any time for its convenience. The notice of termination shall specify that termination is for the Procuring Agency's convenience, the extent to which performance of the Service Provider under the Contract is terminated, and the date upon which such termination becomes effective.

19.2. The Services that are complete and ready for shipment (if applicable) within thirty (30) days after the Service Provider's receipt of notice of termination shall be accepted by the Procuring Agency on the Contract terms and prices. For the remaining Services, the Procuring Agency may choose:

(a) to have any portion completed and delivered at the Contract terms and prices; and/or

(b) to cancel the remainder and pay to the Service Provider an agreed amount for partially completed Services and for materials and parts previously procured by the Service Provider.

20. Resolution of
Disputes

20.1. After signing the contract or issuance of purchase order, The Procuring Agency and the Service Provider shall make every effort to resolve amicably by direct informal negotiation any disagreement or dispute arising between them under or in connection with the Contract.

20.2. If, after thirty (30) days from the commencement of such informal negotiations, the Procuring Agency and the Service Provider have been unable to resolve amicably a Contract dispute, either party may require that the dispute be referred for resolution to the formal mechanisms specified in SCC. These mechanisms may include, but are not restricted to, conciliation mediated by a third party, adjudication in an agreed and/or arbitration as per rule 68 of PPR-14 and in accordance with Arbitration Act-1940.

21. Governing
Language

21.1. The Contract shall be written in the language specified in SCC. Subject to GCC Clause 30, the version of the Contract written in the specified language shall govern its interpretation. All

correspondence and other documents pertaining to the Contract which are exchanged by the parties shall be written in the same language.

22. Applicable Law

22.1. The Contract shall be interpreted in accordance with the laws of Punjab (Pakistan) unless otherwise specified in SCC.

23. Notices

23.1. Any notice given by one party to the other pursuant to this Contract shall be sent to the other party in writing or by any information technology mean for the time being in use and acceptable in ordinary course of business to the other party's address specified in SCC.

23.2. A notice shall be effective when delivered or on the notice's effective date, whichever is later.

24. Taxes and Duties

24.1. Service Provider shall be entirely responsible for all taxes, duties, license fees, etc., incurred until delivery of the contracted Services to the Procuring Agency.

25. Change in minimum wage rate

25.1. If during the continuation of the service contract, minimum wage rate is revised by the competent authorized forum, then the ongoing contract shall be revised as per percentage increased in minimum wages declared for such category.

26. Extension in Contract period {where applicable and if the procuring agency opts to include this condition, this should be included in original advertisement as well}

Initially the contract will be for one (1) year. However, the same would be extended by the competent authority, on the satisfactory performance by the contractor for further a period of ____ (____) years on the same rate & TORs. Extension in the contact agreement shall be the discretion of the procuring agency and the contractor has no right to claim further extension as a matter of right in the contract.

Section-VI. 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 General Conditions of Contract. The corresponding clause number of the GCC is indicated in parentheses.

1. Definitions (GCC Clause 1)

GCC 1.1 (c) — “The Goods” means all of the ancillary equipment and other materials which the Service Provider requires for effectively providing the Services under the Contract except those goods and articles which are expressly stated to be provided by PFAS under Part III. Scope of Services of the Bidding Documents

GCC 1.1 (d) — “The Services” means the services to be provided by the Service Provider for PFAS as per Part III. Scope of Services of the Bidding Documents and as per internationally accepted standards, best industry practices and the standards mentioned in the Bid.

GCC 1.1 (g)—The Procuring Agency is: Punjab Financial Advisory Services (PFAS)

GCC 1.1 (h)—The Procuring Agency’s country is: Pakistan

GCC 1.1 (i)—“The Service Provider” means the successful Bidder to whom the Contract is awarded by PFAS for supplying the Services under the Contract.

GCC 1.1 (j)—The Project Site is: PFAS Office, Gulberg, Lahore

GCC 1.1 (l)— “PFAS” means “Punjab Financial Advisory Services”

2. Performance Guarantee (GCC Clause 6)

GCC 6.1—As per Rule 56 of the PPRA Rules 2014, the amount of Performance Guarantee, shall be as per BDS Clause No.15.

GCC 6.3 – The Performance Guarantee shall only be in the forms provided in BDS Clause No. 15

3. Incidental Materials (GCC Clause 7)

GCC 7.1—Incidental materials shall be all such ancillary and complementary equipment and other materials which the Service Provider requires for effectively providing the Services

under the Contract excluding those materials which are expressly stated to be provided by PFAS under Part III. Scope of Services of the Bidding Documents.

4. Payment (GCC Clause 8):

GCC 8.1—The method and conditions of payment to be made to the Service Provider under this Contract shall be as follows:

Payment for Services provided:

PFAS may object to all or part of the invoice, provided such objection notice is made in writing within seven (7) days from the date of receipt of the invoice and contains a reasonable detail of the disputed amount(s) in the invoice.

The subject-clause (GCC 8.3) has been deleted as per PPRA vide notification No. SO (Cab-I) 2-9/2015 dated 30-04-2025.

GCC 8.4 –. The payment of the Contract Price and any other payments under the Contract shall be made in Pak. Rupees.

5. Prices (GCC Clause 9)

GCC 9.1—The Service Provider shall receive a fixed consideration equal to the Contract Price from PFAS for the provision of all the Services under the Contract during the entire term of the Contract. The Contract Price shall be the sole consideration of the Service Provider for the Services. The Contract Price shall be fixed and shall not be adjusted.

6. Liquidated Damages (GCC Clause 15)

GCC 15.1— An Applicable rate: 0.1% of the Contract Price of the delayed goods or services per day. But not to exceed in the aggregate ten (10%) of Contract Price/ Purchase order Amount.

7. Resolution of Disputes (GCC Clause 20)

GCC 20.2—The dispute resolution mechanism to be applied pursuant to GCC Clause 20.2 shall be as follows:

As per Rule-68 of the PPRA Rules 2014, in the case of a dispute between the Procuring Agency and the Service Provider, the dispute shall be referred for arbitration by a sole arbitrator in accordance with the Arbitration Act 1940. The place and venue of arbitration shall be Lahore and the language of arbitration shall be English.

8. Governing Language (GCC Clause 21)

GCC 21.1—The Governing Language shall be: English

9. Applicable Law (GCC Clause 22)

GCC 22.1-The Contract shall be interpreted in accordance with the laws applicable in the jurisdiction of the province of Punjab (Pakistan).

10. Notices (GCC Clause 23)

GCC 23.1—Procuring Agency’s address for notice purposes:

Punjab Financial Advisory Services (PFAS)
Imperium Tower, 10th & 11th Floor,
1-H TEVTA Road, Lahore

—Service Provider’s address for notice purposes:

11. Taxes and Duties (GCC Clause 24)

GCC 24.1 – The Service Provider shall be entirely responsible for all taxes, duties, license fees, and other statutory charges incurred in connection with the performance of the Services until delivery of the contracted Services to the Procuring Agency. However, if during the continuation of the Service Contract any such tax, duty, levy, or statutory charge applicable to the Services is imposed, withdrawn, or revised by the Government or any competent authority, and such change materially affects the cost of the Services, the Contract Price may, at the discretion of the Procuring Agency, be revised to the extent of the net impact of such change for the portion of the Services performed after the effective date of the relevant statutory change.

12. Extension in Contract Period (GCC Clause 26)

GCC 26.1 – Initially, the contract shall be for a period of forty-two (42) months. However, subject to satisfactory performance of the contractor and mutual agreement between the parties, the contract may be extended on the same rates and Terms of Reference (TORs), for such further period as may be determined by the procuring agency.

Notwithstanding the above, any extension of the contract shall remain solely at the discretion of the procuring agency, and the contractor shall have no right to claim or demand such extension as a matter of right under this contract.

Section-VII. Schedule of Requirements/Work Plan/ Deputation Plan

Please refer to Section - III

Section-VIII: Sample Forms

8.1 Bid Form

Date:

To: GM Admin/HQ
Punjab Financial Advisory Services (PFAS)
Daftarkhwan - Downtown, H-21, Mateen Fatima Road, Block H, Gulberg II, Lahore
Dear Sir:

Having examined the Bidding documents including Addenda Nos. _____ [insert numbers], the receipt of which is hereby duly acknowledged, we, the undersigned, in conformity with the said Bidding documents for the sum of

_____ [total Bid amount in words and figures] or such other sums as may be ascertained in accordance with the Schedule of Prices attached herewith and made part of this Bid, undertake that:

(a) if our Bid is accepted we will obtain the guarantee of a bank or such other security as may be approved by the Procuring Agency in a sum as indicated in BDS Clause 15 of this bidding document for the due performance of the Contract, in the form prescribed by the Procuring Agency.

(b) we agree to a bid by this Bid for a period of 120 days from the date fixed to Bid opening under Clause 2.3.7 of the Instructions to Bidders, and it shall remain binding upon us and may be accepted at any time before the expiration of that period.

(c) until a formal Contract is prepared and executed (if required), this Bid, together with your written acceptance thereof and your notification of award, shall constitute a binding Contract between us.

The Composition of our Bid is:

Complete bidding document signed and stamped by the bidder

All the forms relevant to the technical and financial bids (clearly indicated on each form)

All the required documents establishing eligibility of bidders/goods shall be made part of the bid.

Any other document required by the procuring agency not inconsistent with the PPRA Rules 2014.



Copy of bid security form along with copy of financial instruments
_____ [i.e. Bank Guarantee / Bank call-deposit (CDR) / Demand Draft
(DD) / Pay Order (PO)] valid for 06 months, beyond the validity of Bid in the manner as
prescribed on the bid security form 8.10.

Original Bid form (as per form 8.1 of Bidding documents) duly signed and stamped. Price
schedule / financial form (as per form 8.9) duly signed and stamped.

We understand that you are not bound to accept the lowest or any Bid you may receive.

Dated this _____ day of _____ 20_____.

[signature] [in the capacity of]

Duly authorized to sign Bid for and on behalf of

Bidder's JV Members Information Form

{To be reproduced and signed & stamped by the lead partner and all JV members on their letter Pad, to be attached with Technical Bid in addition to the JV agreement}

{The Service Provider shall fill in this Form in accordance with the instructions indicated below. The following table shall be filled in for the Service Provider and for each member of a Joint Venture}.

Date: [insert date (as day, month and year) of Bid submission] RFB No.: [insert number of RFB process]

Alternative No.: [insert identification No if this is a Bid for an alternative]

Page of_ pages

1. Bidder's Name: [insert Bidder's legal name]
2. Bidder's JV Member's name: [insert JV's Member legal name]
3. Bidder's JV Member's country of registration: [insert JV's Member country of registration]
4. Bidder's JV Member's year of registration: [insert JV's Member year of registration]
5. Bidder's JV Member's legal address in country of registration: [insert JV's Member legal address in country of registration]
6. Bidder's JV Member's authorized representative information Name: [insert name of JV's Member authorized representative] Address: [insert address of JV's Member authorized representative] Telephone/Fax numbers: [insert telephone/fax numbers of JV's Member authorized representative] Email Address: [insert email address of JV's Member authorized representative]
7. Attached are copies of original documents of [check the box(es) of the attached original documents] <input type="checkbox"/> Articles of Incorporation (or equivalent documents of constitution or association), and/or registration documents of the legal entity named above, in accordance with ITB 4.4.

<p>In case of a state-owned enterprise or institution, documents establishing legal and financial autonomy, operation in accordance with commercial law, and that they are not under the supervision of the Service Provider.</p>
8. Included are the organizational chart, a list of Board of Directors, and the beneficial ownership.

8.3. Bidder Profile Form

[To be signed & stamped by the Bidder and reproduced on the letter head. To be attached with Technical Bid]

Organization Information		
Sr. #	Required Information	Response
1	The legal name of the organization	
2	Year of Registration / Establishment of the Organization	
3	National Tax Number	
4	General / Punjab Sales Tax Number	
5	What is the legal status of your organization? Tick the relevant box (one box only). (Attach Copy/Copies of Registration Certificate/s)	Public Sector Organization
		Section 42 Company
		Public Ltd. Company
		Private Ltd. Company
		Private Partnership Firm
		Sole Proprietor
	Others (Please specify)	
6	Name and designation of 'Head of Organization'	
7	Mobile:	
	Phone/s:	
	Email:	
	Fax:	
	Address of organization:	
	Website address:	
	Name and designation of 'Contact Person':	
	Phone/s:	

8	Mobile:	
	Email:	
	Fax:	

8.4. General Information Form

Particulars			
Company Name			
Abbreviated Name			
National Tax No.		Sales Tax Registration No	
PRA Tax No.			
No. of Employees		Company's Date of Formation	

*Please attach copies of NTN, GST/PRA Registration

Registered Office Address		State/Province	
City/Town		Postal Code	
Phone		Fax	
Email Address		Website Address	

8.5. Affidavit

[[To be printed on PKR 300 Stamp Paper, duly attested by oath commissioner. To be attached with Bid]

Name: _____ (Bidder)

I, the undersigned, do hereby certify that all the statements made in the Bidding document and in the supporting documents are true, correct and valid to the best of my knowledge and belief and may be verified by employer if the Employer, at any time, deems it necessary.

The undersigned hereby authorize and request the bank, person, company or corporation to furnish any additional information requested by the Punjab Financial Advisory Services of the Punjab deemed necessary to verify this statement regarding my (our) competence and general reputation.

The undersigned understands and agrees that further qualifying information may be requested and agrees to furnish any such information at the request of the Punjab Financial Advisory Services. The undersigned further affirms on behalf of the firm that:

- (i) The firm is not currently blacklisted by the Procuring Agency or PPRA.
- (ii) The documents/photocopies provided with Bid are authentic. In case, any fake/bogus document was found at any stage, the firm shall be blacklisted as per Law/ Rules.
- (iii) Affidavit for correctness of information.

_____ *[Name of the Contractor/
Bidder/ Supplier]* undertakes to treat all information provided as confidential.

Signed by an authorized Officer of the Bidder

Title of Officer: _____

Name of Company: _____

Date: _____

8.6. Performance Guarantee Form (Draft Format)

To,
GM Admin/HQ
Punjab Financial Advisory Services (PFAS) Office,
Gulberg II, Lahore

WHEREAS (Name of the Contractor/ Supplier/Service Provider) _____ (hereinafter called "the Contractor") has undertaken, in pursuance of "Invitation To Bid For The **Contract for** _____" (hereinafter called "the Contract") to provide services to Punjab Financial Advisory Services.

AND WHEREAS it has been stipulated by Punjab Financial Advisory Services in the Contract that the Contractor shall furnish with Punjab Financial Advisory Services a bank guarantee (the "Guarantee") from a scheduled bank for the sum specified therein as security for compliance with the Contractor's performance obligations in accordance with the Contract;

AND WHEREAS we have agreed to give the Guarantee to PFAS on behalf of the Contractor;

THEREFORE WE hereby affirm irrevocably that we are Guarantor and responsible to you, on behalf of the Contractor, up to a total of Rs. _____ (Amount of the guarantee in words and figures), and we undertake unconditionally and without recourse to the Contractor to pay you, upon your first written demand declaring the Contractor to be in default under the Contract, and without cavil or argument or confirmation from the Contractor, any sum or sums as specified by you, 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 _____ day of _____, 20____, or _____ [insert number of days] after the rectification of the Defects, whichever is later.

[NAME OF GUARANTOR]

Signature _____

Name _____

Title _____

Address _____

Seal _____

Date _____

8.7. Technical Bid Form

To be signed & stamped by the Bidder and reproduced on the letter head. To be attached with Technical Bid.

Sr. No.	Description of services	As per specifications mentioned in Section III (Yes/No)
1.	Subscription of Microsoft Dynamics 365 Business Central (03 years)	
2.	Implementation, Integration and Customization of the Microsoft Dynamics 365 Business Central (up to 6 months)	
3.	Maintenance & Support Service of Microsoft Dynamics 365 Business Central SLA (03 years)	
4.	Subscription of Third Party HR and Payroll Solution (03 years)	
5.	Implementation, Integration and Customization of the Third Party HR & Payroll (up to 6 months)	
6.	Third Party HR & Payroll Maintenance & Support Service - SLA (03 years)	



8.8. Contract Form



Punjab Financial Advisory Services (PFAS)
GOVERNMENT OF THE PUNJAB



Contract for Provision and Implementation of Enterprise Resource Planning (ERP) System In PFAS

Contract

Between

Punjab Financial Advisory Services (PFAS)



AND

M/s _____

Contract No. _____

Date of Signing of Contract _____



This contract for Provision and Implementation of Enterprise Resource Planning (ERP) System in PFAS (the “**Contract**”) is made at Lahore, Pakistan this ___ day of ___, 2026 (the “**Execution Date**”).

BETWEEN

Punjab Financial Advisory Services (PFAS), an authority established under the Punjab Financial Advisory Services Act, 2025, located at Imperium Tower, 10th and 11th floor, Gulberg, Lahore (hereinafter referred to as the “**PFAS**” which expression, where the context permits, shall be deemed to include its successors in interest and permitted assigns);

AND

M/s _____, address: _____, (hereinafter referred to as the “**Service Provider**” which expression shall, wherever the context so requires or permits include, its successors and assigns).

In this Contract, PFAS and the Service Provider shall individually be referred to as a “**Party**” and collectively as “**Parties**”, wherever the context so requires.

WHEREAS, PFAS has been established under the Punjab Financial Advisory Services Act, 2025, to ensure sustainable service delivery, institutional strengthening, and adherence to modern governance and management practices;

AND WHEREAS, for the purpose of procuring the Enterprise Resource Planning (ERP) System, PFAS initiated a transparent and competitive procurement process and issued a tender titled “Provision and Implementation of Enterprise Resource Planning (ERP) System In PFAS” (Procurement Reference No. PFAS/FY2025-26/03) on _____, 2026 (the “**Service**”), in accordance with the Punjab Procurement Rules 2014;

AND WHEREAS, pursuant to the said procurement process, the technical and financial proposals submitted by the bidders were duly evaluated by PFAS in accordance with the prescribed evaluation criteria, and the Service Provider was declared the technically responsive lowest evaluated bidder, as reflected in the Final Evaluation Report;

AND WHEREAS, pursuant to the aforesaid competitive procurement process, PFAS has agreed to engage the Service Provider for the provision and delivery of the Services, and the Service Provider has agreed to provide such Services to PFAS, subject to and in accordance with the terms and conditions set forth in this Contract, including the Technical Specifications and the Schedule of Requirements forming part of the Bidding Documents;

NOW, THEREFORE, in consideration of the mutual benefits to be derived and the representations, warranties, and covenants herein contained, and intending to be legally bound hereby, the Parties agree as follows:

1. Effective Date and Term

- (1) This Contract shall take effect from _____ and shall remain in force for a period of **forty-two (42) months** till _____ (the “**Term**”), comprising an implementation phase up to six (6) months and a post-implementation support period of thirty-six (36) months, unless terminated earlier in accordance with Clause 7.
- (2) For the post-implementation support period, the Parties may enter into a Service Level Agreement (SLA) in accordance with Section III (Technical Specifications) and Section VII (Schedule of Requirements) of the Bidding Documents.
- (3) This Contract may, however, be renewed/extended by the Parties with their mutual consent and upon the same terms and conditions as the original terms subject to compliance with the PPRA Laws.

2. Integral Parts of the Contract

- (1) The following parts and documents of the Bidding Documents shall be deemed to form and be read and construed as an integral part of this Contract:
 - a. The Bid Form and the Price Schedule submitted by the Bidder;
 - b. The Schedule of Requirements;
 - c. The Technical Specifications;
 - d. The General Conditions of Contract (the “**GCC**”);
 - e. The Special Conditions of Contract (the “**SCC**”);
 - f. PFAS’s Notification of Award; and
 - g. The complete Bid Documents.(collectively the “**Integral Documents**”)
- (2) The terms and conditions contained in the Integral Documents are mandatory and the Parties shall be bound by the same in the performance of their obligations under this Contract.

3. Terms Defined in the Conditions of Contract

All words and expressions used in this Contract shall have the same meanings as are respectively assigned to them in the GCC and the SCC (collectively the “**Conditions of Contract**”) of the Bidding Documents.

4. Technical Specifications

In consideration of the payments to be made by PFAS to the Service Provider as hereinafter mentioned, the Service Provider hereby covenants with PFAS to provide the Services in accordance

with the provisions of this Contract and as required under Section III (Technical Specifications) and Section VII (Schedule of Requirements) of the Bidding Documents.

5. Contract Price

- (1) The total consideration payable by PFAS to the Service Provider under this Contract for the provision of the Services shall be PKR _____/- (Pak Rupees _____ only), inclusive of all applicable taxes (the “**Contract Price**”).
- (2) Subject to the Conditions of Contract, the Contract Price shall be the fixed and sole consideration of the Service Provider for the Services rendered during the Term, which cannot be varied on account of any future increase in the costs of providing the Services.

6. Terms of Payment

- (1) The payment of the Contract Price shall be made through cross cheque against actual delivery of the Services, subject to satisfactory delivery and submission of invoice.
- (2) PFAS may deduct 0.1% of the Contract Price / Total Purchase Order amount per day, in case of non-satisfactory performance of Service Provider or also in case of late delivery of Services by the Service Provider. The maximum deduction shall not exceed 10% of the Contract Price.
- (3) Within thirty (30) days following the receipt of the invoice from the Service Provider, the PFAS shall pay the undisputed amounts to the Service Provider.
- (4) PFAS may object to all or part of the invoice, provided such objection notice is made in writing within seven (7) days from the date of receipt of the invoice and contains a reasonable detail of the disputed amount(s) in the invoice
- (5) The payment of the Contract Price and any other payments under the Contract shall be made in Pakistani Rupees.

7. Termination

- (1) This Contract may be terminated by either Party:
 - a. as per Clause 16 of the GCC if the Service Provider commits a default in the provision of the Services or is found to be involved in corrupt practices.
 - b. as per Clause 17 of the GCC in the event the Force Majeure persists for thirty (30) days.
 - c. as per Clause 18 of the GCC in the event the Service Provider becomes bankrupt or otherwise insolvent.
 - d. as per Clause 19 of the GCC for its convenience without the need for providing any reasons for the same.

- (2) If the Contract is terminated by the PFAS, a notice period of thirty (30) days shall be provided to the Service Provider prior to termination. Conversely, if the Contract is terminated by the Service Provider, a notice period of sixty (60) days shall be given to the PFAS prior to termination.
- (3) In the event of termination of this Contract pursuant to Clause 16 of the GCC, the PFAS shall be entitled to encash/forfeit the Performance Guarantee.

8. Force Majeure

- (1) Force Majeure shall be governed by Clause 17 of the GCC.
- (2) No Party shall be entitled to claim relief under this Clause except in accordance with the procedure and requirements prescribed under Clause 17 of the GCC.

9. Dispute Resolution

- (1) The Parties shall settle all disputes or differences of any kind arising out of or in connection with this Contract (“**Dispute**”) by following the process set forth below:
 - a. If a Dispute arises, the Parties shall first attempt to resolve the Dispute within fourteen (14) days through mutual discussion(s).
 - b. Subject to the foregoing, any Dispute not settled through mutual discussions shall be referred to arbitration and settled in accordance with the Arbitration Act, 1940.
 - c. The arbitration shall be conducted by a sole arbitrator to be mutually appointed by the Parties. In the event the Parties are unable to agree upon the appointment of a sole arbitrator, each Party shall appoint its own arbitrator, and the two arbitrators so appointed shall appoint an umpire under the Arbitration Act, 1940.
 - d. The seat and venue of arbitration shall be Lahore. The language of such proceedings shall be English.
 - e. During the dispute resolution process, the Parties shall continue to perform their respective obligations under this Contract to the extent practicable.

10. Governing Law and Jurisdiction

- (1) This Contract shall be governed and construed in accordance with the laws of Pakistan.

11. Notices

- (1) Notices shall be sent to the appropriate address of each Party specified below:



PFAS:

Address: Imperium Tower, 10th & 11th Floor, 1-H TEVTA Road, Gulberg II, Lahore
Attention: General Manager Admin/HQ
Tel: Ph: +92 42 99212223

Service Provider:

Address:
Attention:
Tel:
Email:

(2) Each Party shall notify the other Party of a change of address at any time.

IN WITNESS whereof the parties hereto have caused this Contract to be executed on the day and year mentioned above.

For and on Behalf of PFAS
Mr. _____
PFAS

For and on Behalf of Service Provider
Owner Name _____
Company Name _____

WITNESSES:

Name: _____

Name: _____

Address: _____

Address: _____

CNIC: _____

CNIC: _____



Financial Proposal

8.9. Financial Bid Form/Price Schedule

[Item names and quantities must be reproduced from Section – III (Technical Specifications/Scope of Services). If any deviations are needed, it must be mentioned/quoted, separately in the Financial Proposal.

*To be reproduced on the letter head, signed & stamped by the Bidder.
To be attached with Financial Bid*

Sr#	Description	Amount (inclusive of all applicable taxes)
	Subscription of Microsoft Dynamics 365 Business Central (03 years)	
	Implementation, Integration and Customization of the Microsoft Dynamics 365 Business Central	
	Maintenance & Support Service of Microsoft Dynamics 365 Business Central (03 years)	
	Subscription of Third Party HR and Payroll Solution (03 years)	
	Implementation, Integration and Customization of the Third Party HR & Payroll	
	Maintenance & Support Service of Third Party HR & Payroll (03 years)	
Grand Total (inclusive of all applicable taxes)		
Grand Total Amount in Words (inclusive of all applicable taxes):		

Note:

1. In case of difference between unit price and total price, unit price shall prevail, and total price shall be “final”. (Please refer to ITB clause 2.5.6).
2. In case of difference between amount in “words” and amount in “figures”, amount in “words” shall be considered final.
3. Only the Pakistani Rupees (PKR) amount quoted in the financial bid will be considered. In case if PKR amount is not mentioned in the financial bid, procuring agency may reject the financial bid.
4. The Grand total amount quoted shall be inclusive of all applicable taxes.
5. The contract shall be awarded based on least cost selection method.

Stamp & Signature of Bidder _____

8.10. Bid Security Form (Draft Format)

Whereas [name of the Bidder] (hereinafter called “the Bidder”) has submitted its Bid dated _____ [date of submission of Bid] for the supply of _____ [name and/or description of the services] (hereinafter called “the Bid”).

KNOW ALL PEOPLE by these presents that we [name of bank] of [name of country], having our registered office at _____ [address of bank] (hereinafter called “the Bank”), are bound irrevocably and unconditionally unto [name of Procuring Agency] (hereinafter called “the Procuring Agency”) in the sum of Rs. _____ for which payment shall be made to the said Procuring Agency on its demand, without recourse to the Bidder and without any further proof of documents and notwithstanding any objection by the Bidder, subject to the happening of any of the following events:

- (1) If the Bidder withdraws its Bid during the period of Bid validity period specified by the Bidder on the Bid Form; or
- (2) If the Bidder, having been notified of the acceptance of its Bid by the Procuring Agency during the period of Bid validity:
 - (a) fails or refuses to execute the Contract Form, if required; or
 - (b) fails or refuses to furnish the Performance Guarantee, in accordance with the Instructions to Bidders;

We undertake to pay to the Procuring Agency up to the above amount upon receipt of its first written demand, without the Procuring Agency having to substantiate its demand, provided that in its demand the Procuring Agency will note that the amount claimed by it is due to it, owing to the occurrence of one or both of the above two conditions, specifying the occurred condition or conditions.

This guarantee will remain in force up to and including thirty (30) days after the period of Bid validity, and any demand in respect thereof should reach the Bank not later than the above date.

Sealed with the Common Seal of the said Bank this _____ day of _____ 20_____.

[signature of the bank]

8.11 Integrity Pact Form

(Declaration of fees, commission, and brokerage etc. payable by the bidder in contracts worth PKR.10.00 million or more)

[May be required as per PPRA regulation before signing of contract, to be printed on not less than PKR 300 Stamp Paper, duly attested by oath commissioner.]

[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.

[Buyer]

[Seller/Supplier]

Section IX- Check List

The provision of this checklist is essential prerequisite along with submission of bid.

Sr. #	Detail	Responsive	Non-responsive
1	Bid Security of estimated cost of articles / items given by the department. The Bid security must be submitted with proposal. (Section – I)		
2	Copy of active Registration with Income Tax Authorities (National Tax Number NTN)		
3	Copy of active Registration with Punjab Revenue Authority (PRA)		
4	Technical Bid Form (as per form 8.7 of Bidding documents) of the firm duly signed and stamped.		
5	Financial Bid Form (as per form 8.9 of Bidding documents) of the firm duly signed and stamped.		
6	Bid Form (as per form 8.1 of Bidding documents), duly signed and stamped.		
7	Bid Security Form (as per form 8.10 of Bidding documents), duly signed and stamped.		
8	Performance Guarantee Form (as per form 8.6 of Bidding documents), duly signed and stamped.		
9	General Information Form (as per form 8.4 of Bidding documents) of the firm duly signed and stamped.		
10	Affidavit (as per form 8.5) on non-judicial Stamp Paper of Rs. 300/- The firm is not currently blacklisted by the Procuring Agency. The documents/photocopies provided with Bid are authentic. In case of any fake/bogus document look at any stage. They shall not be blacklisted as per Rules / Laws. Affidavit for correctness of information. Affidavit for correction of information Form (as per form of Bidding documents), duly signed and stamped.		
11	Registration of Company / Firm / Sole Proprietor (name of relevant registration entity where the firm is legally registered), copy of CNIC (in case Sole Proprietor).		
12	Integrity Pact Form 8.12 , <i>if Applicable</i>		
13	Work order / supply order / purchase order of previous relevant experience. Bidders profile Form (as per form 8.3 of Bidding documents), duly signed and stamped.		

	All relevant documents as indicated in Section – III and Section – IV. Complete Bidding Document signed and stamped by the bidder shall be submitted with the technical bid.		
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Stamp & Signature of Bidder _____