



Request for Proposal (RFP) for a Human Resources Management System (HRMS) for SOFIA International Airport

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Abbreviations

ACC	Accounting Department
API	Application Programming Interface
BC	Business Continuity
BoD	Board of Directors
BoQ	Bill of Quantities
CapEx	Capital Expenditure
CFO	Chief Financial Officer
DLP	Defects Liability Period
DR	Disaster Recovery
EC	Evaluation Committee
ERP	Enterprise Resource Planning
EU	European Union
FIN	Finance Department
GDPR	General Data Protection Regulation
HCM	Human Capital Management
HRMS	Human Resources Management System
LoI	Letter of Intent
IAS	International Accounting Standards
ICT	Information and communications technology
IFRS	International Financial Reporting Standards
NRA	National Revenue Agency
RFP	Request for Proposal
SaaS	Software as a Service
SDLC	Software Development Life Cycle
SLA	Service Level Agreement
UAT	User Acceptance Test

1 INTRODUCTION

SOFIA Airport (SOF CONNECT) is proceeding to a Request for Proposal (RFP) for the procurement of a **Human Resources Management System (HRMS)**, that will facilitate the Corporate and Airport operations at SOFIA Airport. The system should be delivered as a turnkey solution.

This RFP document is issued to candidate Tenderers interested in tendering the compulsory requirements, at a minimum, as these are defined in Section 2 "Scope of Work". Only technically qualified and financially sound companies with a proven track record will be assessed in this process.

1.1 General Information

SOF Connect (also referenced as the "Contracting Authority") is the licensed airport operator of the biggest international airport in the Republic of Bulgaria.

As of 19 April 2021, SOF Connect has taken over the management of Sofia Airport for the next 35 years. The company is entirely owned by Meridiam. Munich Airport is the Airport Operator, which will provide all its knowledge, expertise, best practices for Sofia Airport's transformation.

1.2 Purpose

SOFIA International Airport (hereinafter called "SOF CONNECT" or the "Airport") is proceeding to this RFP in order to select the vendor who will deliver as a turnkey solution, a Human Resources Management System hereinafter called as the "Solution" or "HRMS".

SOF CONNECT aims to develop a Smart Digital Airport concept as part of the Airport's Digital Strategy utilizing the latest Cloud or On-premise virtualized architectures. The HRMS must be fully featured, highly available, responsive, and scalable, in order to act as an enabler and contribute to the Airport's business excellence.

The Solution is expected to streamline and optimize HR processes and workflows automate HR service delivery for quick and efficient case management and on-boarding, improve the employee service experience through a user-friendly self-service portal, to automate Airport's Recruitment and Hire processes, Employee Records Management, Leave Management, Performance Management as well as transition/movement of employees from one business unit to another. SOF CONNECT intends to extend employee capabilities through a robust self-service platform with an inbuilt approval management mechanism.

The solution will interface and exchange information in real time, near real time and on scheduled intervals with multiple Airport internal, external, and third-party systems, therefore, the use of Web Services and APIs must be supported, while the solution must be capable of interfacing and exchanging data electronically, utilizing an ESB/message broker/API management platform. The architecture supporting the above must be clearly described.

The HRMS must comply with the latest international and EU standards and foremost with the Bulgarian Labour, tax and finance regulations, methods, and standards as these are described from the relevant Bulgarian Government authorities, directorates and administration. The solution must be able to be updated with new regulations and standards as per relevant mandates from the labour, tax and finance authorities.

Furthermore, the HRMS must adhere to the latest information security standards for cybersecurity and data privacy. It must comply to the principles of information security by design and the cyber-resilience frameworks that are in-place for Critical Information Infrastructures (CIIs) such as Airports. Finally, the solution may either be installed in centralized ICT infrastructures or on cloud; in both cases high availability, disaster recovery and business continuity architectures are mandatory.

SOF CONNECT encourages Tenderers to contact the Airport Company (for contact details see relevant section below) and organize their visit to the Airport to collect business, functional and technical requirements, assess and analyze them to acquire a thorough understanding of the status and future needs of the Airport company, before preparing and submitting their responses to this Request for Proposal (RFP).

Participants are expected to :

- Prepare a detailed presentation and a DEMO of their proposed solution addressing both operational, functional and technical specifications

1.3 RFP Schedule

Below dates is the indicative time schedule for this RFP:

Activity	Date	Time
A. Release of RFP	Dec 22 th	-
B. Deadline for Submitting Questions	Dec 30 th	A+1week
C. Solution Presentation & Demos	Jan 14 th	A+3weeks
D. Deadline for Submitting Proposals	Jan 27 th	B+4weeks
E. Tender Evaluation Completion	Feb 12 th	D+1.5weeks
F. Contract Negotiations	Mar 3 rd	E+2weeks

1.4 IT Master Plan Key Parameters

The vision of Sofia International Airport development aims to:

- Become a 5-star regional airport within 2026
- Introduce the highest standards of passenger experience
- Introduce industry leading standards for safety and security in accordance with ICAO and IATA recommendations
- Ensure efficient airport operation whilst respecting the environment
- Ensure flexibility and scalability for future development
- Complete digitalization of the processes, targeting zero paper policy
- Improve the effectiveness of the staff with efficient and user-friendly systems
- Compliance with all local and international regulations required
- Ensure cost efficient operations
- Last but not least leapfrog to the latest technologies and standards and become a state of art regional airport in terms of digitalization

1.5 Sub-Contracting

Sub-contracting is only allowed upon consent by SOF Connect.

Tenderers who intend to use either a single sub-contractor or a group of subcontractors are required to give details of the proposed sub-contractor's applications, modules and works to be carried out by them.

1.6 RFP Administration & Communications

SOF Connect will answer formally valid questions via email to procurement@sof-connect.com

In the interest of equal treatment of all Tenderers, SOF Connect will provide every answer to the questions addressed which is relevant for the development of the Technical and Financial Proposal to all Tenderers. During the Questions and Answers sessions SOF Connect may provide additional clarifications regarding the tender requirements or corrections as a result of the Tenderers questions.

1.7 Period of Validity of Tenders

The period of validity of the Technical and Financial Proposals should be 180 (one hundred and eighty) calendar days from the day following the deadline for receipt of the above-mentioned Proposals. The term of validity of the Proposals is the time during which the Tenderer is bound by the conditions of the Proposal submitted by the Tenderer. The Contracting Authority may require Tenderers to extend the validity of their Proposals.

The closing Date for the Submission of Technical and Financial Proposals:

Deadline for submission of proposals: In accordance with the schedule, as presented in paragraph 1.3 of this RFP.

The change, supplement, or withdrawal of bid by a Tenderer is accepted only until the submission deadline.

SUBMISSION OF TECHNICAL AND FINANCIAL PROPOSALS	
Deadline	January 27 th 2023 @ 15:00hrs

1.8 SOF CONNECT's Right to Accept or Reject the Tenderer's Proposals

SOF Connect reserves the right to accept or reject any Technical and Financial Proposal, and to annul the process and reject all Proposals, at any time, without giving reasons and without incurring any liability to the Tenderers.

2 TENDER DESCRIPTION

The scope of the tender includes the provision installation, configuration, integration with the SOF Connect and third-party systems, testing and commissioning, release to operations and operational support of a state-of-the-art Human Resources Management System (HRMS) for SOF Connect as a turnkey solution.

The HRMS is expected to enable the efficient and effective management of the complete HR lifecycle from hire to retire, ensure a single “source of truth” base, support flexible information distribution and provide a robust self-service platform.

This information must be readily available for corporate, operational, regulatory, commercial and compliance purposes through state of the art, highly available, fault tolerant ICT technologies, methods, and infrastructure.

The HRMS will be used to achieve the required digital transformation, efficient and effective Human Resources management, enabling continuous improvement in a safe and secure environment and aiming to achieve operational excellence for SOF Connect.

2.1 Expected Business Outcomes

The key business drivers and objectives for this project are to increase agility and innovation and to achieve operational efficiency and enhance employee’s productivity.

- Process standardization aligned with industry best practices.
- High level of automation of the HR processes.
- Introduce personalized employee experience.
- Improve corporate and external brand image
- Digital assistance to enhance employee experience and promote employee engagement
- Cost Effectiveness
- Provide users with the business intelligence to support decision making in the most efficient manner
- Standardization and synergies/connections across all HR processes
- Accuracy of data and automation of processes
- Controls
- Workflow management according to internal rules
- Incorporating industry best practices in terms of automation and digitalization
- Regular system upgrades in line with major HR trends
- Improve access to data and analytics
- Support of Organization Hierarchy

Estimated number of employees to be tracked by the system is as follows:

Year	2023	2024
Estimated number of active employees* (Open Term)	1490	~1000

Estimated number of active employees* (Fixed/Seasonal)	TBD	TBD
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All active employees must have access to the system

3 SCOPE OF WORKS

3.1 Scope description

The scope of works describes the products and services that must be delivered during the course of the relevant project with foremost attention from Tenderers to fulfill the functional and technical requirements of the platform as well as all related services e.g., support, - at a minimum - that will ensure the successful implementation of SOF Connect HRMS, the relevant modules and integrations with internal and external systems.

SOF Connect is seeking for a state-of-the-art system to facilitate the digital transformation of the Airport as it is expected to automate many of the current manual processes while it must optimize and increase the efficiency and effectiveness of the existing digital ones.

The Solution must facilitate a comprehensive, enterprise wide and robust self-service approach for employees, line managers and human resources staff and allow for integration to other business software such as active directory, Access Management (Airport ID cards), Enterprise Resource Planning (ERP) etc.

As an outline the new HRMS is expected to support the following main activities (detailed Functional Requirements are provided in a separate excel file):

- Core HR (organizational and employee data, Core HR records, Organizational Structure)
- Profiles: Employee Profile, HR Supervisor, HR Manager, HR personnel
- Employee File (Link with specific Contract Terms)
- Payroll
- Budget
- Detailed Human Resources Data
- Audit trail
- Encryption
- Alerts
- administration – monitoring – recording and reporting
- Internal/external recruiting (application & CV management)

- Employee and manager self-service components should be available for the User self-service and Manager self-service
- Online Recruitment
- Applicant Tracking
- Onboarding/Offboarding
- Absence and Leave Management
- Shift Management
- An incorporated workflow and approval engine
- Benefits Administration (i.e. Insurance: Health- Hospital- Life, Pension Plan, Medical check up, Transportation, Restaurant Voucher, Bonus, Salary Increase, Management of car Fleet for the Management Team, Management of Mobile telephones for the Management Team and other employees, Christmas Vouchers etc.)
- Performance Management
- Talent Management
- Career Management
- Succession planning
- Compensation Management (Salary, Salary Plans, Grades)
- Employment Requirements Tracking
- Training Management
- Learning Management (e-Learning)
- integration with learning content provider like LinkedIn learning etc.
- Payroll administration
- Time & attendance reporting (through integration with access control system)??
- Reporting Tools

Planning and Reporting

The new system should enable seamless data exchange across all its modules and interfaced applications such as Active Directory, Access Control, Enterprise Resource Planning (ERP) and allow end-to-end planning and reporting of SOF Connect business.

The need to use spreadsheets for tracking and reporting must be eliminated.

Most importantly all information shared amongst departments must rely on one single version of truth.

The Solution must provide for Employee related reports with drill-down capabilities, which are expected to be generated directly from system and enable management to make fast and informed decisions. The new system must have the ability to perform analytics and create ad-hoc customizable reports and to generate basic but fully interactive dashboards.

4 SOLUTION DESIGN – HIGH LEVEL ARCHITECTURE

The solution must support the seamless operations of the SOFIA Airport on a 24/7 basis and provide enough computing resources which will allow the airport's transactions to grow by at least 30% for the next three years. The solution must be fault tolerant and highly available and in case of a

component (server, network) failure the HRMS services will resume to the secondary components of the highly availability architecture. It is expected that the system will have 99% uptime, excluding scheduled maintenance, with single event incidents of no more than 6 hours (RTO) of unavailability and a recovery point objective of not more than 3 hours, RPO $\cong$ 3 hours.

Moreover, the solution must allow for disaster recovery and business continuity of the HRMS services by activating the disaster site and performing the related DR/BC procedures for the resumption of the services. The above must take place in the time frames that are described in the criticality and response times table.

The Tenderers are expected to provide the solution design of all elements and modules of the proposed HRMS solution. The solution design must present the architecture of the system, the connections and interdependencies between them, the network architecture and connectivity methods of the components of the proposed solution. The high availability and disaster recovery configuration must also be made evident in the proposal document.

The solution must provide three different environments, a production, a development and testing and a disaster recovery one. The disaster recovery one must synchronize with the production one and be able to assume the ERP operations in minimum time i.e., less than 60 min for the switchover/failover. The data synchronization must be able to take place bidirectionally in the event that the production and disaster recovery environment switch roles.

Tenderers must provide detailed architecture diagrams of the platform and the detailed design solution with all system components including the software and hardware, the network and datacenter components and other requirements needed from SOF Connect to complete the project successfully. The Bill of Quantities for all software, hardware and works should be completed as per par. 9.8 and amended by Tenderer based on the commercial policy of the Vendor.

5 FUNCTIONAL REQUIREMENTS

The detailed Functional Requirements for the HRMS solution are provided in the separate excel file "HRMS Functional n Compliance Tables".

Although an effort has been made to record as many functional requirements as possible, further requirements and an increased level of detail will be provided during the execution of project in workshops with SOF Connect functional and technical experts, that the Contractor is expected to organize.

6 HRMS INTERFACES WITH EXTERNAL SYSTEMS

Specific information regarding the interfaces of HRMS with other systems of SOF Connect or third-party and external systems can be found in the separate excel file "HRMS Functional n Compliance Tables".

7 INFORMATION SECURITY REQUIREMENTS

The HRMS solution must be highly secure and should apply the industry's information security best practices for the protection and cyber resilience of the ERP services, software, interfaces and network from cyber-attacks and information security threats. The Tenderer must ensure that the HRMS offering is built with security by design principles as these are described by cybersecurity major organizations for secure application development such as OWASP, NIST etc. and other relevant frameworks are used by developers and architects as a part of the SDLC.

The solution is expected to include a strong security access module that supports single sign-on authentication through integration to SOF Connect Active Directory authentication mechanisms. The solution will support authentication and authorization based on defined groups and roles and allow for fine grained access to the HRMS as well as the different relevant modules. Advanced and extensive logging, auditing and monitoring in order to detect user account abuse, malicious activities or breaches.

Furthermore, the system must support encryption for data at rest for sensitive data - in database and electronic file storage - and in motion - transmission over data networks, interfaces, messages etc. The HRMS must be GDPR compliant and include the relevant information security controls that will help protect sensitive data such as medical & insurance records, personal addresses, tax & banking identification data etc.

Web services and application programming interfaces (APIs) must be designed, developed, tested and deployed in accordance with best security practices. The interfaces must withstand common attack methods without compromising the confidentiality, integrity or availability of the data processed.

The Tenderer must secure the HRMS system infrastructure by employing secure configuration and software hardening procedures such as vulnerability analysis, patch management etc. All systems and underlying infrastructure periodically undergo security configuration checking to ensure system security settings continue to be configured in line with security standards and policy.

The Tenderer ensures appropriate anti-malware controls are designed and implemented to protect the Customer's operations and Customer Data. Reliable methods for the prevention and detection of, resilience against and recovery from malware threats are established for the Service, including the system environments used for the management of the Service. The methods for protection against malware risks include security hardening of systems, limitation of access rights, keeping systems up-to-date with security updates, detection capability and also use of anti-malware software.

HRMS Production and non-production environments must be separated to prevent unauthorized access or changes to information assets. The isolation of the non-production environments from the production environment is reliably implemented with either physical or logical isolation methods to avoid unauthorized access and changes to the production environment and data.

Critical and sensitive production data is not transferred, used or processed in non-production environments unless separately, explicitly, and in writing accepted by SOF Connect.

For Cloud Solutions a SOC I Type I certification is considered a must. The HRMS will have to comply with the below legislation and regulations:

HRMS Compliance with EU legislation
General Data Protection Regulation (GDPR)
Directive (EU) 2016/1148 (NIS Directive)
Regulation (EU) 2021/887 of the European Parliament and of the Council of 20 May 2021 establishing the European Cybersecurity Industrial, Technology and Research Competence Centre and the Network of National Coordination Centers
Directive (EU) 2016/1148 of the European Parliament and of the Council of 6 July 2016 concerning measures for a high common level of security of network and information systems across the Union
Regulation (EU) 2019/881 of the European Parliament and of the Council of 17 April 2019 on ENISA (the European Union Agency for Cybersecurity) and on information and communications technology cybersecurity certification and repealing Regulation (EU) No 526/2013 (Cybersecurity Act) (Text with EEA relevance)
Implementing Regulation (EU) 2015/1998
Implementing Regulation (EU) 2019/1583
Implementing Regulation (EU) 2017/373
The ECAC Doc 30, Part II Chapter 14

8 MAINTENANCE AND SUPPORT SERVICES

Upon the completion of the project and the provisional acceptance from SOF Connect, the contractor will have to provide a Defects Liability Period of 1 year. During this period the contractor must ensure the seamless operation of the HRMS platform. In the event that a technical or functional issue arises or any other of the HRMS services is impacted the contractor must provide and implement corrective actions to rectify the issue.

The Contractor must inform SOF Connect of the corrective actions and if applicable, follow change management procedures to rectify the issue. The rectification efforts must take place as soon as possible and must not exceed the period of two weeks from notification to resolution for non-critical issues. Rectification actions should not impede airport or corporate operations and must take place in coordination with SOF Connect responsible personnel. During DLP all systems upgrades updates will be provided free of charge and following change management procedure.

Upon the successful conclusion of the DLP the final acceptance will take place from SOF Connect. The contractor – upon agreement with SOF Connect – shall provide maintenance, preventive and corrective support services of three years, with an optional extension of another two years.

The contractor must set up a support team - that will coordinate with the SOFIA airport ServiceDesk and provide technical and functional support services within predefined response time frames according to the criticality of the incidents.

The definition of the different criticality levels and the corresponding response times expected from the contractor as part of the support and maintenance contract are defined in the below table:

Criticality and Response times table

Status	Definition	Criticality Level	Response time	Resolution or restoration of service
Critical	The HRMS service is unavailable or operating at a level where the dependent critical business services cannot be performed with severe impact to SOFIA airport	1	60 min	6 hours
High	Some of the critical functions are unavailable, or degraded system performance impacting airport operations	2	3 hours	Next Business Day
Medium	Certain functionality for non-critical services is unavailable or medium system performance degradation is detected	3	Next Business Day	3 Business Days
Low	Recording of any minor issue that requires attention and mitigation	4	2 business days	10 business days

Failure for the contractor to comply with the above time frames could result in financial implications as foreseen in the relevant penalty clauses in the contract.

The response times are recorded by a confirmation from the contractor that has received the support request. The resolution times are calculated from the contractor's response and onwards.

8.1 Testing and Commissioning

As part of the system delivery and validation the Contractor will have to confirm and validate the delivery installation and integration of all systems in scope. The Contractor will have to define, execute and validate the relevant test cases and ensure the successful result. The Contractor should also describe their recommended approach to the following types of testing that are anticipated to be performed on the project:

1. System testing
2. Integration testing (in relation to the ERP modules)
3. Stress/performance testing
4. User acceptance testing (UAT)

More respectively the Contractor must execute the following tasks:

8.1.1 Testing

The Contractor shall perform complete test management and acceptance activities including, but not limited to:

- Preparation of test strategy and complete test plans including design and creation of test cases, test environment control and reporting tools and procedures. The test plans must include plans for Factory Acceptance Test (if applicable), Site Acceptance Test and Site Integration Test and Cold Commissioning.
- Establish reporting procedures for defect reporting and tracking including categorizing detected defects based on urgency and criticality.

- Provide ongoing support during test execution.
- Manage the design and establishment of the permanent Test-and Training Facility including but not limited to installation of physical equipment, servers, IT systems, test and tracing tools, data input generators, routines to create, control and reload unique data sets for the individual training sessions, release procedures, etc.
- Establish temporary on-site test facility.

8.1.2 Training

The Contractor will be responsible to provide training session and documentation for all operators and administrators of the HRMS platform:

- Business Functionality Training for Power Users plus documentation
- Business Functionality Training for Light Users plus documentation
- E-learning for Employees and Managers on Portal functionality and use plus Learning Manual
- IT Administrators' Training plus documentation

All training documentation and manuals must also be available in electronic format within the platform and the portal.

8.1.3 Commissioning

The Contractor shall provide and be accountable for commissioning services for all the modules in the HRMS platform. In this role, the Contractor shall provide independent, qualified team members to perform testing, commissioning, and training for all modules provided under this RFP.

8.1.4 On Site Support during Implementation

The Contractor shall provide personnel to oversee and support the release into operations of the new HRMS. The personnel shall provide coverage for all activities until the successful completion of the first monthly payroll period.

8.1.5 Software & Hardware Licenses

The Contractor shall provide all software and -if applicable- hardware licenses and all associated software and hardware support of the ERP platform and modules offering, required to meet the functional objectives and contractual commitments of the project and ensure that all software, hardware, and servers operate with correctly licensed software. A registry of all software and hardware licenses must be composed, maintained during the course of the project and delivered to SOF Airport at the end of the project.

The licenses scheme should aim to minimize the costs of the SOF CONNECT and a clear license policy has to be explained in the bidding proposal and presentation stage.

8.1.6 Warranties

The HRMS Contractor shall provide warranties for all platform modules, any systems either on-premise or on Cloud under a single document including the integration undertaken.

8.1.7 Project Close-out

A Master Systems Integrator, that will be appointed by SOF Connect, shall provide close-out services for all airport IT systems including, but not limited to, final punch list, punch list verification, compilation and verification of the accuracy of the operation and maintenance manuals and on-site support during the warranty periods defined in contract documents. The full cooperation by the HRMS Contractor is deemed as mandatory.

8.1.8 Maintenance Contract

The HRMS Contractor must provide as part of his submission a quotation for an optional three plus two years of support and maintenance of the Systems and Infrastructure after the end of the DLP.

9 RESPOND TO THE RFP

9.1 Required Information

- Provide a brief overview of company including the Name, title, location, telephone number, and email address of the party responsible for responding to this RFP.
- All Tenderers must provide documentation of their financial stability and capability to support the Scope as requested in the RFP.
- Documentation of longevity in the business
- Documentation of financial stability
- Effective and efficient methods to respond to faults and failures within the system
- Availability of a Project Team committed to the assignment
- CVs of the Project Team members with details regarding their experience in the implementation of equivalent solutions
- Interest and knowledge in new technology conducive to this RFP
- Training modules with varying levels of instruction

Tenderers shall provide information on the following items in their proposed solution and solution design but not limited:

- System name(s) description and capabilities. Provide a high-level description of the elements and technologies that make up this solution. Provide diagrams if possible. What are the advantages of this architecture? What are the disadvantages or limitations of this architecture?
- Cost efficient solutions
- Advantages and disadvantages of implementing various solutions.
- Technical requirements (hardware and software) to operate this system.
- Technical support structure available for the solution.
- Local resources that a customer would need onsite to support the solution (operational needs).
- Potential system's operational and support concept
- Number of other airports using the product.
- Product license information, including each type of licensing available and the benefit of choosing a licensing structure.
- Targeted metrics.
- Provide input on technology or methodology.
- Provide an Estimated Timeline for implementation.

9.2 Required Qualifications

- Audited Financial Statements of the last three fiscal years (if for the last fiscal year the audited financial statement is not available, the Tenderer shall submit its unaudited financial statement for the respective year)
- Bank Reference in the form of Letter issued by the Tenderers Bank.

- Implementation of at least 3 projects in the past 7 years for companies of similar size (no of employees) to SOF connect. Airport experience shall be considered a plus.
- Proven ability to provide the type of technology for a company this size
- Use of cloud and/or on-site products
- Proven records of performance and completion schedules
- Records of satisfactory performance
- Local presence in Bulgaria or nearby countries will be preferred

9.3 Submission of Tenders

The offers shall be submitted either by e-mail to procurement@sof-connect.com, or in person, or by post to the following address: Sofia, 1 Christopher Columbus Blvd., Terminal 1 Departing Passengers – administrative floor 2, registry office, every working day from 8.30 to 17.00.

The offer and all documents attached to it must be signed by the participant's representative, according to his current registration, or by his explicitly authorized representative, which is evidenced by a power of attorney (the particular original documents must be either physically submitted or digitally signed).

9.4 Eligibility Requirements

4.1. Grounds for exclusion of Tenderers

A single entity will not be eligible to participate as a Tenderer and a Tenderer shall be disqualified if:

- It or any of its shareholders, directly or indirectly, originates from the countries that are under sanctions of the UN Security Council; or
- It or any of its shareholders, directly or indirectly, is on the European Union's Listing of list of persons, groups and entities subject to EU financial sanctions at the time of submission of the Proposal;
- It or any of its shareholders authorise or permit any of their officers, directors, authorised employees, affiliates, agents or representatives to, engage in any IFC Sanctionable Practice in relation to the Retail Subcontracting or any transactions contemplated therein; or
- there are grounds for exclusion of The Tenderer pursuant to Article 60 of the Concessions Act.

9.5 Evidence for Meeting Eligibility Requirements

Each Tenderer must provide the following evidence to meet the eligibility requirements:

ABSENCE OF GROUNDS FOR EXCLUSION OF THE TENDERER

The Tenderers must provide the following declarations:

- Declaration of Eligibility - (Annex 1)

and

- Declaration for the absence of grounds for exclusion under Art. 60 of the Concessions Act (Annex 2).

9.6 Conditions for Participation

- The Tenderer must submit a proposal that best meets the requirements of the tender specifications.
- The Tenderers' Technical and Financial Proposal should contain all parameters and prices per module: software and hardware, implementation costs, training costs and an Intervention Pricelist per level of expertise to be utilized for works outside the scope of works..
- Tenderers shall submit and provide evidence of references and experience from previous projects, in accordance with the tender specifications.
- Tenderers shall submit and provide evidence for Technical and Professional capabilities and / or qualification requirements in accordance with the tender specifications.
- Each Tenderer must submit Company Details, Trade Register.
- Tenderers should include the CVs of the project Team and define their qualifications and relevant experience of HRMS implementations.
- If the tenderer envisages the use of subcontractors, the tenderers shall indicate this information in the
- Official Proposal Letter / Annex 3/, and the latter should meet the relevant selection criteria according to the type and share of the contract they will perform.
- Irrespective of the possibility of subcontracting, the contractor is responsible for the performance of the contract.
- Prior to the negotiation, the contracting authority will provide a draft contract to the participants admitted to the negotiation.
- All documents submitted will be evaluated. In case of missing documents, the evaluation committee will send instructions to the Tenderers.
- The Contracting Authority reserves the right to request additional explanations, procurement documents and other relevant information related to the submitted offer, in order to conduct negotiation and / or the conclusion of the contract. If necessary, the Contracting Authority may conduct additional negotiations with the ranked Tenderers or the appointed contractor.

9.7 Evaluation Criteria

In evaluating Tenders submitted pursuant to this invitation, the SOF CONNECT and his nominated Representative will give priority to the following qualifications:

- Assessment of the Tenderer's financial standing
- Assessment of the Tenderer's capacity, project management organization and dedicated resources
- Years of experience in services, supply and installation of facilities comparable to that required under this proposed solution
- References to experience on projects similar in scope, scale and complexity to this RFP
- Availability of internationally recognized and independent Quality Assurance Certificates and aviation certificates where applicable

The Tenderers proposals will be assessed based on the following criteria:

Evaluation Criteria	
1	Total Price
2	Understanding the Scope of Work
3	Previous experience in similar projects & track record
4	Compliance to functional requirements
5	Detailed Solution description
6	Project execution and deployment methodology
7	Project Team Experience
8	Maintenance and Support methodology
9	Project Management Procedures and Tools
10	Test Management System, Procedures and Tools

9.8 Sample Financial Offer

id	1. Work Items	One Time Fee	Price (€)/ЛВ 1 st Year	Price (€)/ЛВ 2 nd Year	Price (€)/ЛВ 3 rd Year	Price (€)/ЛВ 4 th Year	Price (€)/ЛВ 5 th Year
1.1	Complete HRMS Price						
1.2	Annual License Fees						
	1.2.1 Power Users						
	1.2.2 Light Users						
1.3	Annual Support Fees						
1.4	Business Analysis Services						
1.5	Implementation Services						
1.6	Training						
1.7	Defects Liability Period						

id	2. Rates for Resources described within scope	Monthly Rate (€)/ЛВ	Daily Rate (€)/ЛВ
2.1	Project Manager		
2.2	Solution Implementation (Senior Level)		

2.3	Solution Implementation (Junior Level)		

id	3. Rates for Resources for Additional Works by request of SOF Connect	Monthly Rate (€)/Лв	Daily Rate (€)/Лв
3.1	Solution Implementation (Senior Level)		
3.2	Solution Implementation (Junior Level)		

9.9 The Technical Proposal

The Tenderer's Technical Proposal shall include two (2) parts:

Part A. Descriptive Analysis of the proposed Services

The Tenderer should provide in his response comprehensive technical information and descriptions, including but not limited to methodology, overall approach, stakeholders' management, workflows and processes, quality control framework.

Part B. Compliance Tables

The Tenderer should use the attached file "HRMS Functional n Compliance Tables" to indicate compliance with the main requirements of this tender. The table has the below format:

ERP - Functional Requirements											
Detailed Requirements Worksheet											
ID	Requirement	Priority (0-10)	Mandatory (Y/N)	SUP	MOD	3RD	CST	FUT	NS	Reference (page & chapter)	

The fields ID, Requirement, Priority and Mandatory must remain unchanged.

The tenderer shall indicate compliance to the requirements by filling an "x" at the corresponding column as follows:

- **SUP** for Supported as delivered "out-of-the-box"
- **MOD** for Supported via modifications
- **3RD** for Supported via an existing third-party solution
- **CST** for Supported via customization (changes to source code)
- **FUT** for Planned in a future release
- **NS** for not supported

The Tender must use the column Reference (page & chapter) to indicate where in the document with the descriptive analysis the particular requirement is covered.

The Tenderer must also submit as part of the Technical Proposal a printed copy of the completed file signed by the Tenderer's representative.