

**REQUEST FOR PROPOSAL (RFP)
FOR
APPOINTMENT OF
IOSA CONSULTANCY SERVICES FIRM**

Date:

Issued By: Drukair Corporation Limited

A. Introduction

Drukair Corporation Limited ("Drukair") invites qualified consultancy firms with extensive experience in IOSA (IATA Operational Safety Audit) certification to submit proposals for providing consultancy services. The selected firm will be responsible for preparing Drukair for IOSA certification by conducting a thorough gap analysis, updating documentation, providing implementation support, and assisting in post-audit activities to ensure successful certification.

The selected consultant shall support the airline in ensuring full compliance with IOSA Standards and Recommended Practices (ISARPs), regulatory requirements, and industry best practices. The scope of work includes comprehensive review, documentation enhancement, and implementation support, culminating in successful IOSA certification.

B. Scope of Work

The selected consultancy firm will be expected to provide the following services

1. Documentation Gap Analysis
 - i. Conduct a comprehensive review of existing documentation against ISARPs.
 - ii. Identify gaps, discrepancies, or non-compliance with industry standards.
 - iii. Provide a detailed report outlining deficiencies and recommended corrective actions.
2. Gap Writeup (Documentation Enhancement)
 - i. Revise and update documentation to align with ISARP requirements.
 - ii. Develop new content where necessary to ensure compliance.
 - iii. Review and modify manuals, procedures, and guidelines to meet IOSA standards.
 - iv. Rectify any identified non-conformities.



3. Implementation Support

- i. Conduct a mock audit to assess system integration and operational effectiveness.
- ii. Identify deficiencies and provide recommendations for corrective measures.
- iii. Offer guidance on process alignment with IOSA standards.
- iv. Assist in the resolution of non-conformities before the official audit.
- v. Ensure Drukair is fully prepared for the IOSA certification audit.

4. Post-IATA Audit Support

- i. Assist in closing audit findings and addressing any non-conformities.
- ii. Provide continued support to ensure adherence to IOSA standards.
- iii. Guarantee successful IOSA certification, failing which the consultant shall refund 100% of the consultancy service fees.

5. Write Manuals

Drafting manuals based on gap analysis, particularly when the content derived from the analysis is excessive, requiring overhaul of complete manual. In such cases, creating a completely new manual may streamline the IOSA certification process. Additionally, this applies when the required manual is either missing or does not exist within Drukair.

C. Deliverables

The consultancy firm shall provide the following deliverables:

- i. Comprehensive Gap Analysis Report with expert recommendations.
- ii. Revised and updated manuals in compliance with IOSA standards.
- iii. Detailed implementation plan with milestones and timelines.
- iv. Mock audit report identifying non-conformities and necessary corrective actions.
- v. Implementation support for corrective measures.
- vi. Final readiness assessment report.
- vii. Support during IOSA audit and post-audit corrective actions

D. Timeline

A projected timeline with measurable milestones is expected encompassing the following phases. However, it is not limited, and the consultant may propose an independent work structure based on their methodology and expertise.

1. Documentation Gap Analysis



2. Gap Writeup & Documentation Enhancement
3. Implementation Support & Mock Audit
4. IOSA Audit Preparation & Readiness Assessment
5. Post-Audit Support & Final Certification

E. Penalty Clauses

To ensure accountability and successful project execution, the following penalty clauses shall apply:

1. Failure to Achieve IOSA Certification

- If the airline fails to obtain IOSA certification due to deficiencies in the consultant's services, the consultant shall refund [25] % of the total consultancy fee and provide additional corrective action support at no extra cost.

2. Missed Deadlines & Delays

- If the consultant fails to meet agreed project milestones without valid justification, a penalty of [5] % per week of delay, up to a maximum of [50]% of the contract value, shall apply.

3. Non-Compliance with IOSA Standards

- If the consultant provides documentation or recommendations that are non-compliant with IOSA standards, leading to non-certification, they shall rectify all non-conformities at no cost within [15] days.

4. Post-Audit Corrective Action Support

- If IOSA certification is not achieved on the first attempt, the consultant shall provide post-audit corrective support at no additional cost.

F. Assurance on Achieving IOSA Certification

1. The consultant must provide written assurance that their services will enable the airline to achieve IOSA certification. This shall include:
2. A track record of successful IOSA certifications for similar airlines.
3. Commitment to provide additional support if required until the certification is obtained.
4. Liability for failure to meet agreed deliverables leading to non-certification.



G. Terms of Reference

7.1 Eligibility Criteria

The consultant must meet the following criteria:

1. Proven expertise in IOSA implementation and certification assistance.
2. Demonstrated experience in working with airlines and aviation safety standards.
3. Qualified team with IOSA audit and aviation regulatory expertise.
4. Strong track record of successful IOSA registrations.

7.2 Proposal Submission Requirements

Interested consultants shall submit their proposals, including:

1. Company profile and experience with IOSA certification.
2. Detailed methodology and approach for achieving IOSA compliance.
3. Project plan with clear deliverables and timelines.
4. Team composition and relevant qualifications.
5. Cost breakdown, including payment milestones.
6. References from previous airline clients.

7.3 Evaluation Criteria

Proposals will be evaluated based on:

1. Consultant's experience and expertise in IOSA certification (30%)
2. Approach and methodology (25%)
3. Proposed timeline and deliverables (20%)
4. Cost-effectiveness (15%)
5. Client references and past performance (10%)

1.4 Submission Guidelines

Proposals submission guidelines as below:

1. Deadline for Submission: One (1) month from the date of issuance of this RFP.
2. Submit the proposal to the designated email address.
3. The document must be in a password protected PDF format.
4. The password for the protected file is to be shared via email to the designated email address on the official tender opening date: **7th April 2025 at 14:30 hours (GMT+6)**.
5. Bidders are advised not to send the password along with the submission to ensure security.
6. Proposal must be submitted via email to



- pemachenzom@drukair.com.bt
- Subject: Proposal for IOSA consultancy -***** Firm Name

H. Terms and Conditions

1. Drukair Corporation Limited reserves the right to accept or reject any or all proposals without assigning any reason.
2. All costs incurred in the preparation and submission of the proposal shall be borne by the bidder.
3. The firm selected will be required to sign a formal contract outlining the terms of engagement.
4. Upon selection, the consultant must submit a detailed work plan within one (1) week from the date of appointment.
5. Failure to achieve successful IOSA certification shall result in a full refund of the consultancy service fees by the consultant.
6. The selected firm will be informed in writing within a month from the last date of RFP submission date.

I. Contact Information

For any inquiries or clarifications, please contact:

Pema Chenzom

Sr. Analyst

Corporate Strategy Office

Drukair Corporation Limited

Paro Bhutan

Email: pemachenzom@drukair.com.bt

Mobile No.: +975-17125027

We look forward to receiving your proposal and partnering with a competent consultancy firm to achieve IOSA certification.

Sincerely,

Tandi Wangchuk

Chief Executive Officer

