

Croatian Civil Aviation Agency

RfP for the provision of GHS
at Aerodrome Zagreb/Franjo Tuđman

FAQ

18.12.2025.

Questions received from the Tenderers who qualified for the Tender Submission Phase:

1. **Q:**
The tender specifies one typical week in Summer 2023 and one in Winter 2023/24 as the basis for calculations. Could you provide the flight schedules for these typical weeks, intended as the basis for the calculation?

A:

The tender documentation already provides all the information necessary for preparing the Operational plan and the Business Plan. The data sets in the Annexes provide the relevant volumes for modelling (passengers, movements, seasonality, fleet mix, and operational capacity), enabling tenderers to prepare business calculations based on average daily and weekly operations.

The tender does not provide, nor foresee, the submission of a pre-completed flight schedule for the typical weeks.

2. **Q:**
The specified Annexes do not include lines for certain GSE types, such as high loaders or dollies, which are required to handle the widebody/narrow-body containerised aircraft listed in Annex VII (e.g. A333). Should ULD equipment be excluded from this tender, or may the provided Annexes be amended accordingly?

A:

The Annexes in the tender documentation list only the GSE types to be evaluated. GSE not included in the Annexes is therefore not subject to the grading criteria.

Such equipment will be determined in accordance with the operational agreement between the successful Tenderer and the Airport. It will depend on the flight schedule, fleet mix, and traffic demand at the time of contract signature. For this reason, the Annexes should not be modified, and any ULD-related GSE not included in the tender is to be addressed contractually between the Airport and the Ground Handler, based on actual aircraft types and operational needs.

3. **Q:**
Based on the provided documents, two licences have been issued for ZAG, while only one is currently being tendered. Who holds the second licence, and is it an active licence with a second ground handler operating in parallel at ZAG?

A:

The Croatian Civil Aviation Agency does not issue approvals or licences for the provision of ground handling services at airports in the Republic of Croatia; therefore, no ground handling licences are issued at Aerodrome Zagreb/Franjo Tuđman.

Currently, there is only one ground handling service provider at Aerodrome Zagreb/Franjo Tuđman: HAVAS – Zemaljske usluge d.o.o.

In addition to HAVAS-Zemaljske usluge d.o.o., two other entities provide specialised ground handling services:

- BTA Hrvatska d.o.o., providing catering services, and
- INA – Industrija nafte d.d., providing fuel and oil handling services.

4. Q:

According to Council Directive 96/67/EC of 15 October 1996, the tendered Category 5 for ramp handling also includes Category 5.7. (the transport, loading onto, and unloading from the aircraft of food and beverages). This process is not reflected in any of the templates in the Annexes (e.g. GSE). Should this process be considered, and if so, is it permissible to modify the templates accordingly, or will updated templates be provided?

A:

The current Request for Proposal (RfP) does not include Category 5.7 - the transport, loading onto, and unloading of food and beverages from aircraft. As outlined in Article 2.1 of the RfP and in line with Directive 96/67/EC, the tender is limited to the provision of services under Category 3 (Baggage Handling) and Category 5 (Ramp Handling). Services falling under Category 5.7 - the transport, loading onto, and unloading of food and beverages from aircraft (i.e. Catering Transportation) are excluded from the scope of this tender. They may be arranged directly with the airport operator.

This question was answered in the previous Q&A, published on the official CCAA website in April 2025 (<https://www.ccaa.hr/tenderi-03922>).

5. Q:

Is there a strategic traffic development plan for ZAG, including planned traffic figures for the upcoming years, that can be shared with bidders as a basis for their business plans?

A:

All relevant information necessary for preparing the business plan is contained in the tender documentation. The business plan should therefore be based on the provided historical and operational data included in the RfP, including previous traffic figures and the typical operational assumptions already made available to the Tenderers.

As stated in Section 3.6.4 of the RfP, following the Decision, the selected tenderer will be required to submit any changes in the business plan, if applicable, caused by the passage of time and/or reasons not caused by the **competitor**, which may potentially incorporate the relevant strategic development elements of the airport operator.

At this stage, no additional strategic traffic development plan will be shared, and bidders are expected to prepare their business plan using the data and assumptions already included in the tender package.

6. Q:

Annex XIIIa requests the exclusion of movements related to self-handling. However, this conflicts with Annex VII (page 9), which states that there are no self-handling operators at ZAG Airport. How should this conflict be resolved?

A:

There is no conflict between Annex XIIIa and Annex VII. Annex XIIIa instructs bidders to exclude movements related to self-handling. As stated in Annex VII (page 9), there are currently no self-handling operators at Zagreb Airport. Therefore, no movements need to be deducted, as there are no self-handled operations to exclude.

In other words, the requirement in Annex XIIIa is automatically fulfilled by the information provided in Annex VII.

7. Q:

Can a high-resolution, scaled map of the airport, including markings for all relevant locations (e.g., office spaces, baggage sorting areas, etc.), be obtained?

A:

A high-resolution airport map with marked internal operational areas, in addition to the publicly available general airport layout map in the AIP, is not provided in the tender documentation. For this purpose, Annex XIV has been included, which foresees an on-site visit to the airport during which Tenderers will be able to view all relevant areas in person, including potential office spaces, the baggage sorting area, and other operational facilities.

8. Q:
Annex VII (page 10) specifies a typical winter week (15 Jan 2024 – 21 Jan 2024), whereas all other Annex tables request only summer figures for staff and equipment. Please clarify whether a detailed resource simulation for the winter schedule is also required, and, if so, in which format or table the resulting figures should be submitted.

A:

All requirements regarding resource planning and simulation are defined within the existing tender documentation. Since no Annex requests a separate detailed winter resource simulation, such a submission is not required. The typical winter week provided in Annex VII (15JAN24 – 21JAN24) is included for informational and planning purposes, primarily to support Tenderers in preparing documentation and understanding potential seasonal variations. As no specific format or table for winter figures has been prescribed, Tenderers are not expected to deliver additional winter tables beyond those explicitly requested in the Annexes.

9. Q:
Can additional information be obtained for calculating staff and equipment demand (e.g., baggage figures/factors, transfer figures, etc.)?

A:

All information required for calculating staff and equipment demand, including passenger numbers, aircraft movements, and other operational data, is already provided in the tender documentation. No additional operational data or factors will be delivered, and Tenderers are expected to base their calculations on the information contained in the Annexes and RfP.

10. Q:
Can a detailed list of all centralised airport infrastructure elements and their respective interfaces with the ground handling company (e.g., within the baggage hall) be obtained?

A:

Detailed information on the centralised airport infrastructure is publicly available on the official Zagreb/Franjo Tuđman Airport website (<https://www.zagreb-airport.hr/>). Tenderers are expected to use these sources to prepare their documentation.

11. Q:
As questions were only allowed until 15 November 2025 and answers will be provided until 20 December, bidders have no opportunity to submit follow-up questions regarding the provided answers. Is the deadline extension possible?

A:

We acknowledge your concern about the timing of the question-and-answer period. Sufficient time has been provided for Tenderers to review the tender documentation and Annexes, which have been available from the very beginning of the tender process. Please be informed that the deadline for submitting questions will remain unchanged, and no extension will be granted.

12. Q:
Could you provide a detailed list of all Information Technology (IT) services offered by the Airport Authority (e.g. network services, telecommunications, data services, hosting, and support services, etc.) as well as the official price list or any applicable tariffs for each service?

A:

Please be informed that a new Annex will be prepared covering the infrastructure and services provided by the Airport Managing Body. The new Annex will include the applicable price lists and/or tariffs for all relevant services, including, but not limited to, Information Technology (IT) services.

This Annex shall be taken into account and incorporated into the Business Plan.

The new Annex will be published by 02.02.2026, and information will be sent accordingly.

13. Q:
Which IT-related services are mandatory to be procured exclusively from the Airport Authority to operate within the airport premises (e.g., network connectivity, telecommunication lines, security services, BRS, etc.)?

A:

At this stage of the tender, such detailed information is not required for the preparation of the Annexes or tender documentation that are subject to the grading criteria. The scope and conditions of any mandatory IT services, as well as all details that do not fall under the tender conditions, will be defined and agreed upon during the contract signing phase following the selection of the successful Tenderer.

14. Q:
Could you provide details on all available options for internet connectivity at the ZAG airport, specifically:

- Types of lines (e.g., fibre, leased lines, broadband, MPLS, etc.)
- Available bandwidth options
- Service providers permitted to operate
- Installation requirements or restrictions
- Associated costs, if available?

A:

At this stage of the tender, such detailed information is not required for preparing the Annexes or the tender documentation, which are subject to the grading criteria. The scope and options for internet connectivity may be reviewed during the on-site visit, however, all details that do not fall under the tender conditions will be defined and agreed during the contract signing phase following the selection of the successful Tenderer.

15. Q:
Could you confirm whether the Airport Authority provides facilities for hosting tenant IT infrastructure (e.g., servers, firewalls, network equipment etc.) within an airport computer room or data center? If so, could you also provide the corresponding pricing or cost model?

A:

Please be informed that a new Annex will be prepared covering the infrastructure and services provided by the Airport Managing Body. The new Annex will include the applicable price lists and/or tariffs for all relevant services, including, but not limited to, Information Technology (IT) services.

This Annex shall be taken into account and incorporated into the Business Plan.

The new Annex will be published by 02.02.2026, and information will be sent accordingly.

16. Q:
Could you provide details on the premises available for ground handlers, including lease/rental rates, utilities, available GSE apron parking spaces with associated charges, and any applicable annual escalation to these fees?

A:

Please be informed that a new Annex will be prepared covering the infrastructure and services provided by the Airport Managing Body. The new Annex will include the applicable price lists and/or tariffs for all relevant services.

This Annex shall be taken into account and incorporated into the Business Plan.

The new Annex will be published by 02.02.2026, and information will be sent accordingly.

17. Q:
Could you confirm whether an outsourced company may perform GSE maintenance services, and please specify any requirements, restrictions, or approvals applicable to third-party maintenance providers?

A:

An outsourced company may perform GSE maintenance services; however, the aerodrome operator and other contracted organisations are required to comply with the provisions of Commission Regulation (EU) No. 139/2014, including all applicable requirements related to the maintenance and safe operation of vehicles and equipment. The use of third-party maintenance providers is subject to prior agreement with the Airport managing body, and final

conditions will be defined and agreed upon during the contract signing phase following the selection of the successful Tenderer. In all cases, compliance with Commission Regulation (EU) No. 139/2014 must be ensured and demonstrated throughout the contract period.

18. Q:

Is a workshop facility available at the airport for GSE maintenance purposes?

A:

At this stage of the tender, such detailed information is not required for preparing the Annexes or the tender documentation, which are subject to the grading criteria. This information may be reviewed during the on-site visit; however, all details that do not fall under the tender conditions will be defined and agreed upon during the contract signing phase following the selection of the successful Tenderer.

19. Q:

Could you clarify the refuelling process at ZAG Airport to determine whether a fuel bowser will be required?

A:

At this stage of the tender, such detailed information is not required for preparing the Annexes or the tender documentation, which are subject to the grading criteria. This information may be reviewed during the on-site visit of Zagreb/Franjo Tuđman airport; however, all details that do not fall under the tender conditions will be defined and agreed upon during the contract signing phase following the selection of the successful Tenderer.

20. Q:

Could you provide detailed information regarding the airport's infrastructure, including:

- Number of aprons
- Airport layout indicating the number of Passenger Boarding Bridges (PBBs) and remote parking positions
- Percentage of flights processed using PBB
- Parking positions with fixed Ground Power Units (GPUs)
- Fire extinguishers installed at each parking position
- Parking positions
- Battery charging points
- Electrical power is installed at the airport, available for charging equipment
- GSE (Ground Support Equipment) restraint areas
- BRS – Baggage Reconciliation System
- Number of X-ray machines for baggage screening
- Number of chutes for departing baggage
- Arrival conveyors for baggage delivery
- Transfer baggage conveyor location
- Average turnaround time per airline
- Percentage of Schengen/Non-Schengen passengers (departures/arrivals)
- Airport service quality indicators

A:

Please note that several of the requested infrastructure items are publicly available in the AIP (Aeronautical Information Publication), in accordance with Annex VII. At this stage of the tender, such detailed information is not required for preparing the Annexes or the tender documentation, which are subject to the grading criteria. This information may be raised during the on-site visit of Zagreb/Franjo Tuđman airport; however, all details that do not fall under the tender conditions will be defined and agreed upon during the contract signing phase following the selection of the successful Tenderer.

21. Q:

Could you clarify whether, apart from a newly established entity (SPV) created specifically for the execution of the agreement, an existing Croatian company or SPV - whose sole corporate purpose is the provision of ground handling services - may also participate in the execution of the contract, provided that all tender requirements, criteria, and conditions are fully satisfied?

A:

If there is already an established legal entity in the Republic of Croatia, there is no need to register a new one.

22. Q:

Please clarify whether the Annexes I–VI submitted during the Minimum Requirements stage should be resubmitted with updated dates or whether the previously submitted versions will be considered valid for this phase.

A:

The Annexes I-VI submitted during the Minimum Requirements stage shall remain valid for this phase of the procedure and need not be resubmitted, except for Annex IV.

Annex IV shall be resubmitted, duly completed and signed, as part of the documentation to be provided before the conclusion of the Agreement.

23. Q:

Please clarify the EUR 15,000 deposit: should the company issue the certified proof of payment, or should it be provided by the bank executing the transaction?

A:

A certified proof of payment should be issued by the business bank that executed the transaction.

24. Q:

Regarding Tender Document Annex XI - Section 1/Startup costs: Where can one find costs for licensing, regulatory fees, and airport rental/infrastructure to prepare a business plan?

A:

Such costs depend on the policies and price lists of the Airport Managing Body. Please be informed that a new Annex will be prepared covering the applicable price lists and/or tariffs for all relevant services/infrastructure/fees.

This Annex shall be taken into account and incorporated into the Business Plan.

The new Annex will be published by 02.02.2026, and information will be sent accordingly.

25. Q:

Please clarify regarding Tender Document Annex XI – Section 2/Revenue Projections based on service agreements with airlines, cargo operators, and other airport stakeholders: is a letter of intent from airlines currently operating at ZAG required, or can revenue projections be based on an assumed customer mix?

A:

Letters of intent from airlines already operating in ZAG are not required. Revenue projections must be based on realistic assumptions, and all assumptions must be clearly explained and justified in the Business Plan.

26. Q:

Regarding Tender Document Annex XI – Section 3/Operating Expenses, where can information on Facility Costs and Airport fees (e.g., Airport Badges, GSE Permits, Levies) be found for preparing a business plan?

A:

Such costs depend on the policies and price lists of the Airport Managing Body. Please be informed that a new Annex will be prepared covering the applicable price lists and/or tariffs for all relevant services/infrastructure/fees.

This Annex shall be taken into account and incorporated into the Business Plan.

The new Annex will be published by 02.02.2026, and information will be sent accordingly.

27. Q:

Referring to Tender Document Annex XIII – Section T2b – Age of the Equipment, could you clarify whether there is a maximum age limit imposed for GSE, given that only GSE ≤ 10 years will be scored?

A:

There is no imposed age limit for the GSE. However, as indicated in the tender documentation, higher scores will be awarded to Tenderers who anticipate using newer equipment than those proposing older GSE. Please note that any

number proposed, including those exceeding the realistic operational requirement, constitutes a binding commitment for the first year of operations, as stipulated in the RfP.

28. Q:
Referring to Tender Document Annex XIII – Section T2b – Age of the Equipment, could you clarify whether there are any exceptions for specialised equipment, such as de-icing trucks?

A:
Specialised equipment, such as de-icing trucks, is not listed in Annex XIIIc and is therefore not subject to age-related evaluation and grading under this section.

29. Q:
Referring to Tender Document Annex XIII – Section T2b – Age of the Equipment, could you clarify whether the scoring applies only to motorised GSE, or to non-motorised equipment as well?

A:
The scoring under Annex XIII - Section T2b applies to all GSE, regardless of whether the equipment is motorised or non-motorised.

30. Q:
Is the Service Level Agreement (SLA) provided fully applicable as presented, with identical commitments from the existing ground handling providers?

A:
The Service Level Agreement (SLA) is not binding in its entirety as presented. The provisions of the SLA explicitly required under this tender and arising from the applicable regulatory framework are mandatory and may not be amended. All other provisions of the SLA are not part of the tender requirements and shall be subject to agreement and negotiation between the selected tenderer and the Airport Managing Body.

31. Q:
Could you please provide detailed information regarding the Access Fee referenced in the SLA - in particular, who is responsible for applying this fee, and for what specific purpose is it charged?

A:
Please note that the Croatian Civil Aviation Agency (CCAA) is not the entity that imposes or collects any Access Fee. Such costs depend on the policies and price lists of the Airport Managing Body. Please be informed that a new Annex will be prepared covering the applicable price lists and/or tariffs for all relevant services/infrastructure/fees. This Annex shall be taken into account and incorporated into the Business Plan. The new Annex will be published by 02.02.2026, and information will be sent accordingly.

32. Q:
Is self-handling permitted for airlines under the current regulatory framework?

A:
Yes, self-handling is permitted and described in Article 10 of the Ordinance on the provisions of ground handling services (Official Gazette 84/22). The number of self-handlers is not limited and is not subject to this tender.

33. Q:
Is access to the airport's Concession Agreement possible, as its provisions appear to directly or indirectly relate to specific SLA requirements and may impact business planning?

A:
The concession agreement is publicly available on the Ministry of the Sea, Transport and Infrastructure's website, and any detailed information or clarification regarding obligations stemming from the concession agreement should be requested from the Airport Managing Body.

- 34. Q:**
Could you provide the list of expiration dates for the existing Standard Ground Handling Agreements (SGHAs) so they can be incorporated into our business model?
- A:**
Please note that the CCAA is not an Airport Managing Body and therefore does not have access to the expiration dates of existing SGHAs. These agreements are not publicly available, and the requested information is not required for evaluating candidates in this tender.
In line with Article 2.2.1 of the RfP, any necessary adjustments to the business plan that depend on contractual timelines or operational arrangements will be defined and agreed during the contract signing phase following the selection of the successful Tenderer.
- 35. Q:**
Is the provided SLA the sole performance framework, or will the airport impose additional KPIs, potentially linked to the concession agreement?
- A:**
The Service Level Agreement (SLA) is not binding in its entirety as presented. The provisions of the SLA explicitly required under this tender and arising from the applicable regulatory framework are mandatory and may not be amended. All other provisions of the SLA are not part of the tender requirements and shall be subject to agreement and negotiation between the selected tenderer and the Airport Managing Body.
- 36. Q:**
Could you confirm the availability of infrastructure and spaces for charging, maintenance, and office use, and provide details on lease costs, airport utility charges (including waste management), and any other applicable fees?
- A:**
Such costs depend on the policies and price lists of the Airport Managing Body. Please be informed that a new Annex will be prepared covering the applicable price lists and/or tariffs for all relevant services/infrastructure/fees. This Annex shall be taken into account and incorporated into the Business Plan. The new Annex will be published by 02.02.2026, and information will be sent accordingly.
- 37. Q:**
At which stage of the process should proof of insurance, as stipulated in Article 15.1 of SLA, be issued and submitted?
- A:**
As stated in Article 3.6.4 of the RfP, the proof of insurance needs to be delivered by the selected tenderer no later than 45 days after the notification of the Decision.
- 38. Q:**
Could you please provide the latest official version of the airport's traffic forecast for the upcoming years?
- A:**
All relevant information necessary for preparing the business plan is contained in the tender documentation. The business plan should therefore be based on the provided historical and operational data included in the RfP, including previous traffic figures and the typical operational assumptions already made available to the Tenderers. As stated in Section 3.6.4 of the RfP, following the Decision, the selected tenderer will be required to submit any changes in the business plan, if applicable, caused by the passage of time and/or reasons not caused by the competitor, which may potentially incorporate the relevant strategic development elements of the airport operator. At this stage, no additional traffic forecast will be shared, and bidders are expected to prepare their business plan using the data and assumptions already included in the tender package.
- 39. Q:**
Annex Xllla excludes movements related to self-handling for the year 2023. Could you clarify which airlines currently perform or have performed self-handling?

A:

As stated in Annex VII (page 9), there are currently no self-handling operators at Zagreb Airport. Therefore, no movements need to be deducted, as there are no self-handled operations to exclude.

In other words, the requirement in Annex XIIIa is automatically fulfilled by the information provided in Annex VII.

40. Q:

Is the minimum number of equipment (T1 in Annex XIII) assessed on a pass/fail basis, or does providing a higher number result in a higher score? How will discrepancies between theoretical scenarios and actual future MNE figures be addressed, and does the same principle apply to the employees numbers (T2 in Annex XIII)?

A:

T1 and T2 in Annex XIII are evaluated separately, in accordance with the relevant Articles of the RfP.

When assessing T1 (Annex XIII), a higher proposed number does not result in a higher score. The evaluation is based exclusively on the average of the minimum means across all tenderers' results. The maximum score is awarded to tenderers whose proposed resources fall within the range defined by the lower reference value (AMM_low) and the higher reference value (AMM_high), as explained in Annex XIII.

With regard to T2 (Annex XIII), please note that any number proposed — including those exceeding the realistic operational requirement - constitutes a binding commitment for the first year of operations, as stipulated in the RfP. The business plan must therefore reflect and address this commitment accordingly.

This evaluation methodology ensures equal treatment of all tenderers and prevents speculative submissions.

41. Q:

Do any deliverables under the tender require Apostille certification or translation into Croatian?

A:

All documentation must be written in English or Croatian. There is no need for Apostille certification.

42. Q:

Please clarify whether the business plan input evaluation will be based solely on the provided justification and whether it will take supporting documentation into account. For example, are Letters of Intent from airlines for Year 1 contracts required, and to what extent will they be binding for the airline and the candidate handler?

A:

The evaluation of the business plan, as outlined in Annex XI, will be based primarily on the candidate's justification and supporting evidence. Letters of Intent (LOIs) from airlines may be submitted, but they do not constitute binding commitments for the airline or candidate handler. LOIs, if provided, will be considered indicative only and may serve as evidence of genuine interest and add credibility to the plan. However, they do not create any legal obligations and will not affect the evaluation score.

43. Q:

Business Indicators (Annex XI): The Annex states that the highest score is awarded to the candidate with the highest indicators. Does this refer to the indicators listed in Table 4, assessed line by line, and do these include the number of employees? Additionally, what are the implications if these indicators are not met in subsequent years of operation?

A:

The reference in Annex XI to awarding the highest score to the candidate achieving the highest indicators refers to the indicators set out in Table 4 (Business Indicators). The evaluation is performed per indicator, in accordance with the methodology outlined in Annex XI. In this table, the staff number has only an informative purpose. However, the staff number will be assessed in accordance with the requirements set out in Annex XIa (Table 4).

If the projected indicators are not achieved during the subsequent years of operation, this does not retroactively affect the evaluation carried out as part of the tender procedure.

44. Q:

ACDM Implementation (Annex X): What is meant by the term "implemented A-CDM"? Does it refer to full implementation, or can partial implementation be considered as well?

A:

For this tender, “implemented A-CDM” refers to a fully implemented and operational Airport Collaborative Decision Making (A-CDM) system at an airport. This requires that all standard A-CDM procedures be established and applied regularly, typically including full stakeholder participation and, where applicable, integration with the Network Manager. Partial, phased, or pilot implementations are not considered “implemented” for Annex X. Only airports where A-CDM is fully deployed and operational shall be listed in Annex X.

45. Q:

Audited Financial Reports (Annex XII): Please confirm whether a copy of the audited financial reports accompanied by the auditor’s letter and signature is sufficient, or if a translated and apostilled version is required.

A:

For the tender, the audited financial statements must be submitted in an English translation, accompanied by the auditor’s letter and signature. The original documents in the source language may be provided as supporting evidence, but the official document for tender purposes must be translated into English. No apostille is needed.

Please be informed that Annex XII has been replaced with Annex XIIa.

46. Q:

Tie-Break Criteria – Employee Experience: How should personnel experience be validated, and are tenderers required to submit declarations or other evidence to confirm that the stated employees will be deployed at Zagreb Airport?

A:

Tenderers are required to provide truthful and accurate information regarding personnel experience and are bound by the staffing proposal submitted with the tender. In Annex XIIId (Personnel Experience), tenderers must indicate the number and percentage of employees with more than two (2) years of experience planned to be assigned to baggage and ramp handling at Zagreb Airport.

While the submission of individual CVs is not required at this stage, the information provided must correspond to the actual personnel intended to be employed in the operation. The RfP explicitly prohibits false or misleading statements, and the submission of incorrect information may result in exclusion from the tender procedure.

Tenderers should ensure that personnel data is verified internally. They may, voluntarily, include a signed declaration confirming the accuracy of the information and their intention to engage the stated number of experienced staff if awarded the contract. The CCAA reserves the right to request additional clarification or supporting evidence during the evaluation process.

47. Q:

Best and Final Offer (BAFO): Does the tender procedure provide for a Best and Final Offer round?

A:

The tender procedure does not provide for a Best and Final Offer (BAFO) round. Each qualified tenderer may submit only one bid, which will be evaluated and ranked in accordance with the criteria set out in the RfP.

The tender documentation does not foresee any negotiation or re-submission phase. Tenderers are therefore expected to submit their best and final offer with the initial submission. All bids will be assessed based on the submitted documentation and the scoring model, with tie-breaking rules applied where relevant, in accordance with Article 3.6.2 of the RfP.

48. Q:

Additional Q&A Process: Will an additional or intermediate Q&A period be provided after the mandatory site visit to address any further questions that may arise?

A:

The official tender timeline set out in the RfP does not provide for a second formal Q&A round during the Tender Submission Phase.

While a mandatory airport site visit is required and must be confirmed via Annex XIV, questions directly related to airport facilities and operations may be raised during the site visit and will be addressed by the aerodrome operator on an equal basis for all tenderers.

The CCAA reserves the right to issue clarifications or adjust the tender timetable if deemed necessary; however, tenderers should prepare their submissions on the assumption that the formal Q&A period has concluded, except for clarifications provided during the site visit.

49. Q:

Financial statements for 2022 and 2023 are requested and will be scored. Could the evaluation consider the most recent two years, 2023 and 2024, instead?

A:

The reporting years have changed. A new Annex is prepared (Annex XIIa), which replaces the previous one, Annex XII. Accordingly, the most recent two financial statements, for 2023 and 2024, should be submitted for evaluation instead of 2022 and 2023.

50. Q:

Tenderer's financial year is 1/1-31/12. Should Business Plan (BP) start on 1/1/2027?

A:

The plan period should run from 01/01 to 31/12, except for 2026, which will be the first year of the plan and will include only the last quarter.

51. Q:

The RFP timetable lists the latest start date as 15 January 2027, but the Annex XI business plan table templates start with 2026. Should the tables be adjusted to begin in 2027, and can the years be modified?

A:

No changes are allowed to the tables. The business plan should follow the provided templates, starting in 2026.

52. Q:

Is there any information available regarding Airport charges (including centralised infrastructure fees) and facility rental costs?

A:

The airport charges, which partly address this question, are publicly available on the airport operator's website (airport services price list). Please also be informed that a new Annex will be prepared covering the infrastructure and services provided by the Airport Managing Body. The new Annex will include the applicable price lists and/or tariffs for all relevant services.

This Annex shall be taken into account and incorporated into the Business Plan.

The new Annex will be published by 02.02.2026, and information will be sent accordingly.

53. Q:

Is there any information available regarding Licensing and Regulatory Fees? Can those costs be defined?

A:

Such costs depend on the policies and price lists of the Airport Managing Body. Please be informed that a new Annex will be prepared covering the applicable price lists and/or tariffs for all relevant services.

This Annex shall be taken into account and incorporated into the Business Plan.

The new Annex will be published by 02.02.2026, and information will be sent accordingly.

54. Q:

If the tenderer is offering passenger services in addition to the tendered services, should these be included in the data?

A:

The plan should cover only the services requested in the tender. Any additional services offered by the company that are not part of the tender scope do not need to be included. If the plan consists of other services not covered by the tender, candidates should clearly separate these items so they reflect only the activities relevant to the tender. The

Business Plan should present realistic projections of revenues, costs, and key performance indicators related exclusively to ramp and baggage handling.

55. Q:

Regarding revenue stream planning, should the business plan include only the restricted categories of baggage and ramp handling, or also other intended services, such as passenger services?

A:

The plan should cover only the services requested in the tender. Any additional services offered by the company that are not part of the tender scope do not need to be included. If the plan consists of other services not covered by the tender, candidates should clearly separate these items so they reflect only the activities relevant to the tender. The Business Plan should present realistic projections of revenues, costs, and key performance indicators related exclusively to ramp and baggage handling.

56. Q:

Please clarify how the Business Plan (BP) scoring will be done in terms of KPIs; for instance, will higher EBIT or ROI result in higher points?

A:

The scoring of the Business Plan (BP) will be based on the KPIs outlined in Table 4 of the tender documentation, as described in Annex XI. Points are awarded for each KPI. The best result for a given KPI receives the maximum number of points, while the other candidates receive proportionally fewer points.

57. Q:

Please clarify how the Financial Statements will be scored in terms of KPIs? Will the business indicators in Table 4 be reviewed, and what methodology will be used to assign scores?

A:

The scoring of the Financial reports will be based on the KPIs outlined in Table 4 of the tender documentation, as described in Annex XII. Points are awarded for each KPI. The best result for a given KPI receives the maximum number of points, while the other candidates receive proportionally fewer points.

Please be informed that Annex XII has been replaced with Annex XIIa.

58. Q:

Passenger Threshold Requirement (Annexes VIII and IX): Does the requirement of 3,000,000 to 5,000,000 passengers refer to the airport's total annual passenger traffic or to the tenderer's individual market share at that airport?

A:

This requirement refers to the airport's total annual passenger traffic, not to the tenderer's individual market share. To be included in Annex VIII or Annex IX, an airport must have recorded between 3,000,000 and 5,000,000 passengers in the relevant year, and the tenderer must have provided ground handling services at that airport during that year.

The evaluation is based solely on the number of airports meeting this passenger traffic criterion. The tenderer's share of passengers handled at those airports is not taken into account.

59. Q:

Passenger Threshold Requirement (Annexes VIII and IX): Does the requirement of 3,000,000 to 5,000,000 passengers refer to the airport's total annual passenger traffic or to the tenderer's individual market share at that airport?

A:

This requirement refers to the airport's total annual passenger traffic, not to the tenderer's individual market share. To be included in Annex VIII or Annex IX, an airport must have recorded between 3,000,000 and 5,000,000 passengers in the relevant year, and the tenderer must have provided ground handling services at that airport during that year.

The evaluation is based solely on the number of airports meeting this passenger traffic criterion. The tenderer's share of passengers handled at those airports is not taken into account.

60. Q:
Passenger Threshold Eligibility: Are tenderers permitted to include airports with more than 5,000,000 annual passengers in Annex VIII or Annex IX?

A:

No. Airports with more than 5,000,000 annual passengers should not be included in Annex VIII or Annex IX, as they fall outside the passenger range defined for those evaluation criteria. The RfP explicitly limits these Annexes to airports with 3,000,000 to 5,000,000 passengers.

Experience at airports exceeding this threshold may be referenced elsewhere in the tender documentation; however, only airports within the specified passenger range will be taken into account for scoring under Annex VIII and Annex IX.

61. Q:
Passenger Threshold Eligibility: Are tenderers permitted to include airports with more than 5,000,000 annual passengers in Annex VIII or Annex IX?

A:

No. Airports with more than 5,000,000 annual passengers should not be included in Annex VIII or Annex IX, as they fall outside the passenger range defined for those evaluation criteria. The RfP explicitly limits these Annexes to airports with 3,000,000 to 5,000,000 passengers.

Experience at airports exceeding this threshold may be referenced elsewhere in the tender documentation; however, only airports within the specified passenger range will be taken into account for scoring under Annex VIII and Annex IX.

62. Q:
Site Visit Arrangements: Should the mandatory site visit be requested through the CCAA or directly with the Zagreb Airport management, and what are the relevant contact details?

A:

The Croatian Civil Aviation Agency (CCAA), as the authority responsible for conducting the tender procedure, is not the aerodrome operator of Zagreb/Franjo Tuđman Airport and is therefore not responsible for organising, coordinating, or approving site visits.

All matters related to the mandatory site visit - including scheduling, available dates, access requirements, meeting arrangements, and required documentation - must be arranged directly and exclusively with the aerodrome operator. The aerodrome operator is Međunarodna zračna luka Zagreb d.d., Ulica Rudolfa Fizira 1, 10410 Velika Gorica, Croatia. Requests for organising the site visit shall be submitted via email to administration@zag.aero.

63. Q:
Annex X – Reference Period: Which year or years should be used when completing Annex X?

A:

In Annex X, the requirement for Airport Collaborative Decision Making (A-CDM) is not tied to a specific reference year. Tenderers are required to indicate airports where A-CDM has been implemented and where they have provided ground handling services, without restriction to a particular year or period.

Accordingly, all airports at which A-CDM was implemented at the time the tenderer provided services may be included, irrespective of the calendar year.

64. Q:
Annex XIII f – Surplus Employees: Could you clarify the purpose of Annex XIII f and explain how tenderers are expected to estimate and complete the table concerning the hiring of potential surplus employees from other ground handling providers or self-handling operators at Zagreb Airport?

A:

Annex XIIIff requires tenderers to indicate their approach to hiring potential surplus employees who may become available at the start of operations due to market changes following the introduction of a second ground handling provider. Tenderers are not expected to know the exact number of such employees in advance. Instead, they should provide a reasonable estimate and commitment based on their expected operational scale and market assumptions. In the table in Annex XIIIff, tenderers should state the number of surplus employees they are prepared to hire in the first year of activity. This indicates the tenderer's strategy to mitigate potential social impacts and to integrate experienced staff if they become available.

65. Q:

Employee Transfer Obligations: Is the selected second ground handling provider required or expected to take over employees from the incumbent provider, and do any transfer-of-undertakings rules (such as TUPE or equivalent regulations) apply in this tender procedure?

A:

There is no tender-based obligation for a new ground handling provider to take over employees from the incumbent provider. As this tender concerns the selection of a second provider, the existing handler will continue operating and is not being replaced; therefore, automatic staff transfer rules (e.g. TUPE) do not apply. While the voluntary recruitment of potential surplus staff is encouraged and reflected as a tie-break criterion, it is not mandatory.

66. Q:

Equipment Requirements: Are there any restrictions regarding the age of ground handling equipment at Zagreb/Franjo Tuđman Airport (ZAG)?

A:

The tender evaluation criteria favour a predominantly newer fleet, as scoring and tie-break rules take into account the percentage of equipment not older than ten (10) years.

Tenderers should therefore ensure that the equipment proposed complies with these requirements.

Please note that any number proposed, including those exceeding the realistic operational requirement, constitutes a binding commitment for the first year of operations, as stipulated in the RfP.

67. Q:

Equipment Lead Times and Rentals: Given the limited time between contract award and commencement of operations, are tenderers permitted to use short-term rented or leased equipment initially, and how should such equipment be reflected in the relevant annex tables?

A:

Yes. The tender documentation does not prohibit the use of rented or leased GSE, and the key requirement is that, as of the commencement of operations, the tenderer has sufficient equipment available to perform the services at the required level.

In the relevant annexes listing equipment, tenderers should include all equipment available for operations, regardless of whether it is owned or temporarily rented. The annexes require the indication of equipment type and quantity, not ownership status.

Tenderers may, where appropriate, explain in the narrative part of the tender that short-term rentals will be used initially due to delivery lead times for new equipment. All rented equipment must comply with the applicable age, technical, environmental, and approval requirements of the aerodrome operator.

68. Q:

Typical Summer Week Selection: Are tenderers free to decide the "typical week" of the Summer season for operational planning, meaning no specific calendar week is prescribed in the tender documentation?

A:

Tenderers may freely select the "typical week" used for the operational plan, provided that it falls within the Summer 2023 season as defined in the tender documentation. The RfP refers to a "typical week of the 2023 summer season" but does not prescribe a specific calendar week.

The selected week should be representative of normal summer operations in terms of traffic volume and schedules. Tenderers should clearly identify the chosen week in their operational plan to ensure transparency for evaluation purposes.

The same principle applies to the Winter 2023/2024 season: tenderers may select any representative week within the defined winter period.

69. Q:

70% / 30% Traffic Scenarios: Is the allocation and composition of the 70% and 30% traffic portfolios at the tenderer's discretion, including the selection and mix of airlines within each scenario?

A:

Yes. The composition of the 70% and 30% traffic scenarios is at the tenderer's discretion. The tender documentation defines these scenarios solely by reference to the percentage of total movements in a typical week and does not prescribe specific airlines or flights to be included in either scenario.

Tenderers are expected to make reasonable and credible assumptions regarding how traffic could be allocated if they were handling 70% or 30% of airport movements. This includes determining which airlines and flights are included in each scenario, based on the tenderer's market strategy.

70. Q:

Summer 2023 Reference Week: May tenderers freely select the specific week in Summer 2023 for planning purposes, provided it falls within the defined summer period?

A:

Correct. Tenderers may freely select the specific week of the Summer 2023 season to be used as the "typical week" for operational and resource planning. The tender documentation does not specify a particular calendar week; it only requires the selected week to fall within the defined Summer 2023 period.

The chosen week should represent normal summer operations, and tenderers should clearly identify it in their submission. As long as the week falls within Summer 2023 and is used consistently across the operational plan, the tender requirements are met.

71. Q:

Operational Scenario – Airline Selection: Is the tenderer free to determine which airlines are included in the operational scenario, provided that the assumed traffic exceeds 15,000 movements annually?

A:

Yes. The tenderer is free to decide which airlines and flights to include in its operational scenarios. The tender documentation does not specify which airlines must be included, but it requires that the assumptions made be reasonable, credible, and clearly documented in the operational plan.

The key requirement is that the assumed traffic level, when extrapolated to an annual basis, exceeds 15,000 movements, in line with the minimum operational threshold defined in the RfP.

72. Q:

Definition of Movements: Does the term "movement" refer to a single arrival or departure, such that 15,000 movements correspond to approximately 7,500 aircraft turnarounds?

A:

Yes, that is correct. For this tender, a "movement" is defined as either one landing or one take-off. Accordingly, 15,000 movements correspond to 15,000 individual flight operations.

In practical terms, this equates to approximately 7,500 aircraft turnarounds, assuming that each arriving aircraft also departs. This definition must be applied consistently throughout the RfP and used in all calculations and assumptions presented in the business plan and annexes.

73. Q:

Seven-Year Demand Forecast: Are tenderers required to develop their own traffic volume assumptions for the seven-year operational period (2027–2033), provided that annual movements remain above 15,000?

A:

Yes, that is correct, but the plan should follow the provided templates, starting in 2026.

Tenderers are required to develop their own traffic demand assumptions and forecasts for the whole seven-year operational period. The RfP does not prescribe specific traffic volumes or growth rates for the future years, but requires that the projected traffic does not fall below 15,000 movements per year.

Traffic forecasts should be based on the tenderer's own market analysis and must be credible, consistent, and clearly reflected in the business plan and relevant annexes. While historical data is provided to support planning, future demand projections remain the tenderer's responsibility and must align with the proposed operational, staffing, and equipment plans.

74. Q:

Consistency of Demand Assumptions: Must the expected demand figures provided for the seven-year operational period in the relevant annexes be consistent with the traffic assumptions presented in the Annex XI business plan?

A:

Yes. All expected demand and volume figures for the seven-year operational period must be entirely consistent across the tender submission. The traffic assumptions used in the operational and equipment tables (Annex XIa and Annex XIIIa) must correspond directly to the narrative and financial projections presented in the Annex XI business plan.

The tender documentation requires that the business plan be aligned with the operational plan, equipment, and staffing foreseen based on the expected demand. Any inconsistencies between annex tables and the business plan may adversely affect the evaluation. Tenderers should therefore ensure that a single, coherent set of demand assumptions is applied consistently throughout all parts of the submission.

75. Q:

Traffic Forecasts: Will the CCAA provide any official studies, reports, or insights regarding air traffic development for the seven-year operational period?

A:

No. Neither the Croatian Civil Aviation Agency (CCAA) nor the aerodrome operator will provide official air traffic forecasts, growth projections, or insight reports covering the seven-year operational period as part of this tender procedure.

The tender documentation includes historical and current traffic data to support baseline understanding; however, future traffic development is not prescribed. Tenderers are expected to rely on their own market analysis, assumptions, and publicly available information when forecasting traffic volumes over the next 7 years.

Apart from the requirement that projected traffic must not fall below 15,000 movements per year, no predefined growth rates or demand scenarios are imposed. Traffic assumptions must be reasonable, justified, and consistent with the operational, staffing, and financial plans submitted, and will be assessed on that basis.