

Expression of Interest

Tender No. P-39 Consultancy Services for an Independent End-to-End
Assessment of Contact Centre Operations
(Consultancy Services)

National

Single Stage-Two Envelope



July 13, 2026

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INVITATION FOR PRE-QUALIFICATION

PROCUREMENT OF CONSULTANCY SERVICES

1. The **Pakistan Revenue Automation Pvt Limited (Pakistan Revenue Automation Pvt Limited)** has reserved Funds for the procurement planned for FY **2026-27**. The **Pakistan Revenue Automation Pvt Limited (Pakistan Revenue Automation Pvt Limited)** intends to apply part of the proceeds of this Fund to cover eligible payments under the contract for the "**Tender No. P-39 Consultancy Services for an Independent End-to-End Assessment of Contact Centre Operations**" with the reference of "**P59645**"

2. The **Pakistan Revenue Automation Pvt Limited (Pakistan Revenue Automation Pvt Limited)** intends to pre-qualify consulting firms / consultants for subsequent issuance of Request for Proposals (RFP), and sign the contract agreement(s) with the selected consultant(s) following the selection process.

3. The objective of the intended pre-qualification is the provision of "**Tender No. P-39 Consultancy Services for an Independent End-to-End Assessment of Contact Centre Operations**" through engagement of qualified consultants, and the purpose of this Pre-qualification Notice is to provide basic information to enable potential applicants to decide whether or not to respond to this Pre-qualification Notice.

4. Only the pre-qualified applicants shall be invited to participate in the Request for Proposals (RFP) process, and it is expected that the RFP will be issued to the Pre-qualified Applicants.

5. The pre-qualification process is open to all **National** Applicants subject to fulfilling the eligibility requirements mentioned in the respective Pre-qualification Documents. Interested Applicants may obtain further information from the Pakistan Revenue Automation Pvt Limited (Pakistan Revenue Automation Pvt Limited) through **EPADS v2.0** during office hours. A complete set of Pre-qualification Documents may be accessed by interested Applicants through

EPADS v2.0 at
<https://epads.gov.pk/opportunities/federal/procurements/59645>

6. The application, prepared in accordance with the instructions in the Pre-qualification Documents, must be submitted through **EPADS v2.0** on or before **Tuesday, July 28, 2026 11:00 AM**. E-applications will be opened using **EPADS v2.0** on the same day at **Tuesday, July 28, 2026 11:30 AM**. Manual submission of applications shall not be entertained. Applicants who have not yet registered on the new version of **EPADS v2.0** may register themselves at <https://vendors.epads.gov.pk/>. A tutorial to explain the registration process is available at <https://www.youtube.com/watch?v=MNW6T38v7tc>.

In terms of Rule 48 of Public Procurement Rules, 2004, a Grievance Redressal Committee (GRC) is notified for the subject procurement and the notification copy is available on the procuring agency's website and on Authority's website at (www.ppra.org.pk).

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Instructions to Applicants

A. General

B. Contents of the Prequalification Documents

Sections of Prequalification Documents

1. **Scope of Application**

1.1. In connection with the “**Invitation for Prequalification**”, the Procuring Agency, as defined in Section II (Prequalification Data Sheet abbreviated as PDS), issues this set of Prequalification Documents (PD) to prospective applicants (also hereinafter referred as Applicants) interested in submitting applications (also hereinafter referred as Applications) to determine the capacity and capability of the Applicant(s) for supply of Goods and Related Services incidental thereto as specified in Section VII (Schedule of Requirements).

2. **Source of Funds**

2.1. Source of funds is same as referred in Invitation for Pre-qualification.

3. **Fraud and Corruption**

3.1. The Procuring Agency requires that the Applicants /Bidders/ Suppliers/Contractors under Government financed contracts, observe the highest standard of ethics during the procurement and execution of such agreements and contracts.

3.2. The Applicants/Bidders shall permit and shall cause their agents (whether declared or not), sub-contractors, sub-consultants, service providers, suppliers, and their personnel, to permit the Procuring Agency to inspect all accounts, records and other documents relating to any, Application/Bid submission, Secondary Procurement process, and to have them audited by auditors appointed by the Procuring Agency.

3.3. Any communications between the Applicant and the Procuring Agency related to matters of alleged corrupt and fraudulent practices must be made in writing or in electronic forms that provide record of the content of

communication.

3.4. Procuring Agency will reject an application or bid or proposal, if it is established that the Applicant or the Bidder or Prosper was engaged in corrupt and fraudulent practices in competing for the contract.

3.5. Procuring Agency will also declare the Applicant as blacklisted in accordance with rules and predefined standard mechanism.

4. Eligible Applicants

4.1. An Applicant may be a private entity, a state-owned enterprise or institution subject to ITB 4.6, or any combination of such entities in the form of a joint venture (JV) under an existing JV agreement or with the intent to enter into such an agreement supported by a letter of intent.

In case of single (private or state-owned entity), it shall be liable for execution of all the provisions of the Contract Agreement.

In the case of a joint venture, all members shall be jointly and severally liable for the execution of all the provisions of the Contract Agreement (if signed b/w the Procuring Agency and the JV), in accordance with the Contract conditions that apply.

The JV shall nominate a Representative who shall have the authority to conduct all business for and on behalf of any and all the members of the JV during the Prequalification process, Bidding process (in the event the prequalified JV submits a Bid) and during the period of contract agreement and contract execution (in the event the JV is awarded the Contract). Unless specified in the PDS, there is no limit on the number of members in a JV.

4.2. An Applicant may apply for Prequalification both individually, and as part of a joint venture, or participate as a subcontractor. If prequalified as a JV only, it will not be permitted to bid for the same contract as an individual entity. Bids submitted in violation of this provision will be rejected.

4.3. An Applicant and any of its affiliates (that directly or indirectly control, are controlled by or are under common control with that entity) may submit its Application for Prequalification either individually, as joint venture or as a sub-contractor among them for the same contract. However, if prequalified only one prequalified Applicant will be allowed to bid for the same contract.

All Bids submitted in violation of this provision will be rejected.

4.4. Applicants shall be considered to have a conflict of interest, if they participated as a consultant in the preparation of the design or technical specifications or have been hired or proposed to be hired by the Procuring Agency for execution of subsequent Contract Agreement. In addition, Applicants may be considered to have a conflict of interest if they have a close business or family relationship with such professional staff of the Procuring Agency (or a recipient of a part of the funds) who:

4.4.1. are directly or indirectly involved in the preparation of the Prequalification Documents or Bidding Documents or specifications of Contract and/or the Prequalification or Bid evaluation process of such Contract; or

4.4.2. would be involved in the implementation or supervision of such Agreement t, unless the conflict stemming from such relationship has been resolved throughout the Procurement Process, Bidding.

4.5. An Applicant that has been declared debarred or blacklisted shall be ineligible to be prequalified to bid for such period of time and for such type of procurement for which he has been declared debarred or blacklisted. The list of debarred firms and individuals is available at PPRA's website.

4.6. An Applicant shall provide such documentary evidence for determining the eligibility of the Applicant to the reasonable satisfaction of the Procuring Agency.

5. Eligibility (in terms of Nationality)

5.1. Applicants may be ineligible if they are nationals of ineligible countries as indicated in Section V.

B. Contents of the Prequalification Documents

6. Sections of Prequalification Documents

6.1. This set of Prequalification Documents consists of Parts 1 and 2 which comprise all the sections indicated below, and which should be read in conjunction with any Addendum issued in accordance with ITA 8.

PART 1 Prequalification Procedures PART 2 Supply Requirements

6.2. Section I - Instructions to Applicants (ITA)

6.3. Section II - Prequalification Data Sheet (PDS)

6.4. Section III - Qualification Criteria and Requirements

6.5. Section IV - Application Forms

6.6. Section V - Eligible Countries

6.7. Section VI - Fraud and Corruption

6.8. Section VII – Schedule of Requirements

6.9. The Procuring Agency accepts no responsibility for the completeness of the Prequalification documents, responses to requests for clarification, the minutes of the pre-Application meeting (if any), or Addenda to the Prequalification documents in accordance with ITA 8. In case of any discrepancies, documents issued directly through ePADS shall prevail.

6.10. The Applicant is expected to examine all instructions, forms, and terms in the Prequalification Documents and to furnish with its Application all information or documentation as is required by the Prequalification Documents.

7. Clarification of Pre-qualification Documents and Pre-Application Meeting

7.1. An Applicant requiring any clarification of the Pre-qualification Documents shall contact the Procuring Agency in writing through ePADS as. The Procuring Agency will respond in writing through ePADS to any request for clarification provided that such request is received no later than three (03) days prior to the deadline for submission of the Applications. The Procuring Agency shall forward a copy of its response to all prospective

Applicants through ePADS who have obtained the Prequalification Documents from ePADS, including a description of the inquiry but without identifying its source. If so indicated in the PDS, the Procuring Agency shall also promptly publish its response through ePADS. Should the Procuring Agency deem it necessary to amend the Prequalification Documents as a result of a clarification, it shall do so in accordance with the provisions of ITA 16.2.

7.2. If indicated in the PDS, the Applicant's designated representative is invited at the Applicant's cost to attend a pre-Application meeting through online platform / **EPADS v2.0** as per date and time mentioned in the PDS. During this Pre-Application meeting, prospective Applicants may request clarification of the schedule of requirement, the qualification criteria or any other aspects of the Pre-qualification Documents.

7.3. Minutes of the Pre-Application meeting, if applicable, including the text of the questions asked by Applicants, including those during the meeting (without identifying the source) and the responses given, together with any responses prepared after the meeting will be transmitted promptly through ePADS to all prospective Applicants who have obtained the Pre-qualification Documents. Any modification to the Pre-qualification Documents that may become necessary as a result of the pre-Application meeting shall be made by the Procuring Agency exclusively through the use of an Addendum pursuant to ITA 8 and through **EPADS v2.0**. Non-attendance at the pre-Application meeting will not be a cause for disqualification of an Applicant.

8. Amendment of Prequalification Documents

8.1. At any time prior to the deadline for submission of Applications, the Procuring Agency may amend the Prequalification Documents by issuing an Addendum through **EPADS v2.0**.

8.2. Any Addendum issued shall be part of the Prequalification Document and shall be communicated in writing through ePADS to all Applicants who have obtained the Prequalification Documents from the Procuring Agency. The Procuring Agency shall promptly publish the Addendum at the Procuring Agency's web page and **EPADS v2.0**.

Provided that an Applicant who had already submitted their Applications

prior to the issuance of any such addendum shall have the right to withdraw his already submitted Application and submit the revised Application prior to the original or extended Application submission deadline through **EPADS v2.0**.

8.3. To give Applicants reasonable time to take an Addendum into account in preparing their Applications, the Procuring Agency may at its discretion, extend the deadline for the submission of Applications in accordance with ITA 16.2:

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

C. Preparation of Applications

9. Cost of Applications

9.1. The Applicant shall bear all costs associated with the preparation and submission of its Application. The Procuring Agency will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the Pre-qualification process.

10. Language of Application

10.1. The Application as well as all correspondence and documents relating to the Pre-qualification exchanged by the Applicant and the Procuring Agency, shall be written in the language specified in the PDS. Supporting documents and printed literature that are part of the Application may be in another language, provided they are accompanied by an accurate translation of the relevant passages in the language specified in the PDS, in which case, for purposes of interpretation of the Application, the translation shall govern.

11. Documents Comprising the Application

11.1. The Application shall comprise the following:

11.1.1. **Application Submission Letter**, in accordance with ITA 12.1;

11.1.2. **Eligibility**: documentary evidence establishing the Applicant's eligibility, in accordance with ITA 13.1;

11.1.3. **Qualifications**: documentary evidence establishing the Applicant's qualifications, in accordance with ITA 14; and

11.1.4. any other document required as specified in the PDS.

11.2. **Application Submission Letter**

11.2.1. The Applicant shall complete an Application Submission Letter as provided in Section IV (Application Forms). This Form must be completed without any alteration to its format.

11.3. **Documents Establishing the Eligibility of the Applicant**

11.3.1. To establish its eligibility in accordance with ITA 4, the Applicant shall complete the eligibility declarations in the Application Submission Letter and Form ELI-1.1 (eligibility), included in Section IV (Application Forms).

11.4. **Documents Establishing the Qualifications of the Applicant**

11.4.1. To establish its qualifications to perform the contract(s) in accordance with Section III (**Qualification Criteria and Requirements**), the Applicant shall provide the information requested in the corresponding Information Sheets included in **Section IV (Application Forms)**.

11.4.2. Wherever an Application Form requires an Applicant to state a monetary amount, Applicants should indicate the Pak Rupee equivalent using the rate of exchange determined as follows:

11.4.2.1. for turnover or financial data required for each year - Exchange rate prevailing on the last day of the respective calendar year (in which the amounts for that year is to be converted).

11.4.2.2. value of single contract - Exchange rate prevailing on the date of the contract.

11.4.3. Exchange rates shall be taken from the publicly available source identified in the PDS. Any error in determining the exchange rates in the Application may be corrected by the Procuring Agency.

11.4.4. The documentary evidence of the Applicant's qualifications to conclude a contract Agreement, shall establish to the Procuring Agency's satisfaction:

11.4.4.1. that, if required in the BDS, an Applicant that does not manufacture or produce the Goods it offers to supply shall submit the Manufacturer's Authorization using the form included in Section IV A (Bidding Forms) to demonstrate that it has been duly authorized by the manufacturer or producer of the Goods to supply these Goods in the Procuring Agency's Country;

11.4.4.2. that, if required in the BDS, in case of an Applicant not doing business within Islamic Republic of Pakistan (or the country where the procurement is being made), the Applicant is, or will be, (if awarded the call off contract) represented by an Agent in the country, equipped and able to carry out the Supplier's maintenance, repair, and spare parts stocking obligations in respect of the Goods.

D. Submission of Applications

15. Submission of the Applications through EPADS v2.0

15.1. The Bidder shall prepare and submit Bid with due diligence after carefully reading all the terms and condition before submission through ePADS in accordance with the procedures specified in the PDS.

15.2. In case the Applicant is a JV, the Application shall submit an authorized representative of the JV on behalf of the JV and so as to be legally binding on all the members as evidenced by a power of attorney signed by their legally

authorized signatories.

16. **Deadline for Submission of Applications**

16.1. Applicants shall be submitted through ePADS no later than the deadline indicated in the PDS.

16.2. If required in accordance with the provisions of ITA 8.3, the Procuring Agency will extend the deadline for the submission of Applications, in which case all rights and obligations of the Procuring Agency and the Applicants subject to the previous deadline shall thereafter be subject to the deadline as extended.

16.3. The deadline will be extended in the same manner as that of original Invitation for Prequalification (or the advertisement) through **EPADS v2.0**.

17. **Opening of Applications**

17.1. The Procuring Agency shall open all Applications on the date and time specified in the PDS through **EPADS v2.0**. Late Applications shall be treated in accordance with ITA 16.1.

E. Procedures for Evaluation of Applications

18. **Confidentiality**

18.1. Information relating to the Applications, their evaluation and results of the Prequalification shall not be disclosed to Applicants or any other persons not officially concerned with the Prequalification process until the notification of Prequalification results is made to all Applicants in accordance with ITA 26 through **EPADS v2.0**.

18.2. From the deadline for submission of Applications to the time of notification of the results of the Prequalification in accordance with ITA 26, any Applicant that wishes to contact the Procuring Agency on any matter related to the Prequalification process may do so only in writing through **EPADS v2.0**

19. **Clarification of Applications**

19.1. To assist in the evaluation of Applications, the Procuring Agency may, ask an Applicant for a clarification (including missing documents) of its Application, to be submitted within a stated reasonable period of time. Any request for clarification from the Procuring Agency and all clarifications from the Applicant shall be in writing through **EPADS v2.0**

19.2. If an Applicant does not provide clarifications and/or documents requested by the date and time set in the Procuring Agency's request for clarification, its Application shall be evaluated based on the information and documents available at the time of evaluation of the Application.

20. Responsiveness of Applications

20.1. The Procuring Agency may reject any Application which is not responsive to the requirements of the Prequalification Documents. In case the information furnished by the Applicant is incomplete or otherwise requires clarification as per ITA 19.1, and the Applicant fails to provide satisfactory clarification and/or missing information within prescribed time, it may result in disqualification of the Applicant.

21. Margin of Preference

21.1. Unless otherwise specified in the PDS, a margin of preference shall not apply in the Bidding process resulting from this Pre-qualification.

22. Sub-contractors

22.1. Subcontractors' qualification and experience will not be considered for evaluation of the Applicant. The Applicant on its own (without taking into account the qualification and experience of the Subcontractor) should meet the qualification criteria.

F. Evaluation of Applications and Prequalification of Applicants

23. Evaluation of Applications

23.1. The Procuring Agency shall use the factors, methods, criteria, and requirements defined in Section III, Qualification Criteria and Requirements, to evaluate the qualifications of the Applicants, and no other methods, criteria, or requirements shall be used. The Procuring Agency reserves the right to waive minor deviations from the qualification criteria if they do not materially affect the technical capability and financial resources of an Applicant to perform the contract, however subject to the provisions of ITA 25.

23.2. Subcontractors proposed by the Applicant shall be fully qualified for their parts of the Scope of Supply of the Goods and Allied Services.

23.3. In case of multiple contracts, Applicants should indicate in their Applications the individual contract or combination of contracts in which they are interested. The Procuring Agency shall prequalify each Applicant for the maximum combination of contracts for which the Applicant has thereby indicated its interest and for which the Applicant meets the appropriate aggregate requirements. The Qualification Criteria and Requirements are mentioned in Section III.

Only the qualifications of the Applicant shall be considered. The qualifications of other related entities such as the Applicant's subsidiaries, parent entities, affiliates, subcontractors or any other firm(s) different from the Applicant shall not be taken into consideration in determining the qualifications of the Applicant.

24. Procuring Agency's Right to Accept or Reject Applications

24.1. The Procuring Agency reserves the right to accept or reject all the Applications, and to annul the Prequalification process at any time, without thereby incurring any liability to the Applicants. However, the procuring agency shall record its reasons and justifications on **EPADS v2.0**, duly approved by the Principal Accounting Officer or Head of Organization.

25. Pre-qualification of Applicants

25.1. All Applicants whose Applications substantially meet or exceed the specified qualification requirements will be prequalified by the Procuring

Agency.

25.2. An Applicant may be “conditionally prequalified,” that is, qualified subject to the Applicant submitting or correcting certain specified nonmaterial documents or deficiencies to the satisfaction of the Procuring Agency.

25.3. Applicants that are conditionally prequalified will be so informed along with the statement of the condition(s) which must be met to the satisfaction of the Procuring Agency before or at the time of submitting their Bids.

26. Notification of Prequalification

26.1. The Procuring Agency shall notify all Applicants in writing through **EPADS v2.0** indicating the names of those Applicants who have been prequalified or conditionally prequalified. In addition, those Applicants who have been disqualified will be informed separately through **EPADS v2.0**.

26.2. The procuring agency shall communicate to those suppliers or contractors who have not been pre-qualified the reasons for not pre-qualifying them through **EPADS v2.0**

27. Request for Bids

27.1. Promptly after the notification of the results of the Prequalification, the Procuring Agency will invite the Bids from all the Applicants that have been prequalified through **EPADS v2.0**.

28. Changes in Qualifications of Applicants

28.1. Any change in the structure or formation of an Applicant after being prequalified in accordance with ITA 25 and invited to bid (including, in the case of a JV, any change in the structure or formation of any member thereto) shall be subject to the written approval of the Procuring Agency prior to the deadline for submission of Bids. Such approval shall be denied if:

28.1.1. a prequalified Applicant proposes to associate with a disqualified Applicant or in case of a disqualified joint venture, any of its members;

28.1.2. as a consequence of the change, the Applicant no longer substantially meets the qualification criteria set forth in Section III, Qualification Criteria and Requirements; or

28.1.3. in the opinion of the Procuring Agency, the change may result in a substantial reduction in competition.

28.2. Any such change should be submitted to the Procuring Agency before the date of “Invitation to Bids”.

29. Redressal of Grievances

29.1. Procuring agency shall constitute a Grievance Redressal Committee (GRC) and proceed in accordance with the procedure and mechanism defined under Rule-48 of Public Procurement Rules, 2004.

29.2. The GRC shall not have any of the members of Procurement Evaluation Committee. The committee must have one subject specialist depending on the nature of the procurement.

30. Mechanism of Blacklisting

30.1. The procuring agency shall initiate blacklisting or debarment proceedings against any bidder, supplier or contractor in accordance with the mechanism prescribed under Rule-19 of Public Procurement Rules, 2004 read with “Mechanism for Blacklisting Regulations, 2024”.



Pre-qualification Data Sheet

Prequalification Data Sheet (PDS)

The following specific data for the Prequalification of Applicants shall complement, supplement, or amend the provisions in the Instructions to Applicants (ITA). Whenever there is a conflict, the provisions herein shall prevail over those in ITA.

PDS Clause Number

ITA Number

Amendments of, and Supplements to, Clauses in the Instructions to Applicants

A. General

PDS Clause Number 1

ITA Number 1.1

Identification Number of the Invitation for Prequalification: **P59645**

The Procuring Agency is: **Pakistan Revenue Automation Pvt Limited (Pakistan Revenue Automation Pvt Limited)**

List of Service Contracts:

See section services and Lots

PDS Clause Number 2

ITA Number 2.1

The name of Procuring Agency is: **Pakistan Revenue Automation Pvt Limited (Pakistan Revenue Automation Pvt Limited)**

The name of Project / Procurement is: **Tender No. P-39 Consultancy Services for an Independent End-to-End Assessment of Contact Centre Operations**

PDS Clause Number 3

ITA Number 4.2

Maximum number of members in a Joint Venture (JV): **03**

PDS Clause Number 4

ITA Number 4.5

A list of debarred firms and individuals is available on PPRA website: **<https://ppra.gov.pk>**

B. Contents of the Prequalification Document

PDS Clause Number 5

ITA Number 7.1

For clarification, the Applicant shall seek clarifications through: **EPADS v2.0**

PDS Clause Number 6

ITA Number 7.1 & 8.2

Information related to Prequalification shall be published on: **EPADS v2.0**

PDS Clause Number 7

ITA Number 7.2

Pre-Application Meeting: **Clarification Date: Friday, July 24, 2026**

Pre-Bid Meeting: Monday, July 20, 2026 03:00 PM

Venue: PRAL Headoffice, 2nd Floor, STP Building , Sector I-9/3, Islamabad

C. Preparation of Applications

PDS Clause Number 8

ITA Number 10.1

This Prequalification Document has been issued in the language: **English**

PDS Clause Number 9

ITA Number 11.1(d)

Additional documents to be submitted through EPADS v2.0:

1. Company Profile Company Registration Documents Organisational Structure
Minimum of two to three comparable projects completed within the last five years Government/SOE project references Client reference letters Contracts or Purchase Orders Completion Certificates CVs of the Project Manager and Key Personnel
2. Academic Qualifications ✓ Professional Certifications ✓ Proposed Methodology ✓ Detailed Work Plan ✓ Project Schedule (Gantt Chart) ✓ Sample Assessment Reports/Deliverables (where confidentiality permits) ✓

PDS Clause Number 10

ITA Number 14.2

Source for determining exchange rates: **Not Applicable**

D. Submission of Applications

PDS Clause Number 11

ITA Number 16.1

Deadline for Application Submission:

Day: **Tuesday**

Date: **Tuesday, July 28, 2026**

Time: **11:00 AM**

PDS Clause Number 12

ITA Number 17.1

Opening of Applications shall be conducted through: **EPADS v2.0**

Day: **Tuesday**

Date: **Tuesday, July 28, 2026**

Time: **11:30 AM**

Virtual participation link: **<https://vendors.epads.gov.pk/>**

E. Procedures for Evaluation of Applications

PDS Clause Number 13

ITA Number 21.1

Margin of Domestic Preference: **Not Applicable**

(Applicable only if authorized in Procurement Plan)

PDS Clause Number 14

ITA Number 29.1

Prequalification-related complaints / grievances shall be submitted in writing through: **EPADS v2.0**

A complaint may challenge:

- The terms of the Prequalification Documents
- The Procuring Agency's decision not to prequalify an Applicant

Eligibility & Qualification Criteria

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

Eligibility Criteria	Document
1) 1. Certificate of Incorporation issued by the Securities and Exchange Commission of Pakistan (SECP) and Memorandum and Articles of Association (MoA & AoA). In case of Partnership firms, firm registration document to be submitted.	Yes
2) Registration with the Federal Board of Revenue (FBR) as an active taxpayer.	Yes

3) The Applicant may be a single consulting firm or a Joint Venture (JV) / Consortium of firms with a formal, existing agreement. In the case of a JV, one firm shall be identified as the Lead Firm, authorised to represent all members and to receive instructions on behalf of the JV.	Yes
4) Affidavit of 'Non-Blacklisting' on judicial stamp paper to the effect that the firm/JV Partner(s) not been blacklisted with any Government of Pakistan Department / Agency / Authority.	Yes
5) A firm (including as a JV member) may submit only one EOI for this assignment. A firm submitting or participating in more than one EOI shall have all such EOIs rejected; this restriction does not apply to sub-consultants named in more than one EOI.	Yes
6) Joint Venture agreement or a letter of intent to form such a JV, duly signed by all members (to be submitted only in the case of a Joint Venture).	Yes
7) Power of Attorney specifically authorizing the Authorized Representative to sign and submit the proposal on behalf of the consultant. In case of JV, the said power of Attorney shall be signed by Authorized Representative of each JV member. Moreover, the Power of Attorney for Authorized Representative of each JV member, to sign and submit the proposal on their behalf, shall also be appended therewith.	Yes
8) Audited Financial statements for the last 03 years. In case of Partnership firms, acknowledgment of income tax return for the last 03 years.	Yes
9) Applicants must disclose any actual or potential conflict of interest, including any prior or ongoing engagement with PRAL that could compromise independence and objectivity in conducting this assessment.	Yes

Evaluation Criteria

Quality Based Selection (QBS)

Technical Marks	100
Passing Marks	70
Technical Evaluation Criteria	
Company Experience (Maximum 20 Marks) (Quantitative)(Doc Required) At least 5 comparable projects,Company profile, company registration, project summaries, completion certificates, contracts/POs, client reference letters (20) At least 4 comparable projects (15) At least 3 comparable projects (10) At least 2 comparable projects (5)	20
Methodology and Approach (Quantitative)(Doc Required) Comprehensive methodology covering all requirements with detailed implementation approach.Required Evidence Methodology, work plan, project schedule, sample deliverables (20) Strong methodology covering most requirements Required Evidence Methodology and work plan (16) Adequate methodology,Technical Proposal evidence required (12) Basic methodology with gaps.Required Evidence Limited Methodolgy (8) Poor Methodolgy,Minimal Submission evidence required (4)	20

Team Qualifications and Experience (Quantitative)(Doc Required) Project Manager and specialists possess relevant qualifications, professional certifications and over 10 years' relevant experience,Required Evidence CVs, qualifications, professional certifications (15) Team has 7-10 years' relevant experience.Required Evidence CVs, qualifications, professional certifications (12) Team has 5-7 years' relevant experience.Required Evidence CVs, qualifications, professional certifications (9) Team has 3-5 years' relevant experience.Required Evidence CVs, qualifications, professional certifications (6) Team has less than 3 years' experience (3)	15
Understanding of the Assignment (Quantitative)(Doc Required) Excellent understanding of the assignment.Required Evidence Technical Proposal (20) Good Understanding,Technical Proposal required (15) Adequate understanding (10) Limited understanding (5)	20

Project Management and Delivery Capacity (Quantitative)(Doc Required) Excellent governance, QA processes, reporting, resource allocation and risk management.Required Evidence Project management plan, governance structure, QA framework (10) Good delivery approach.Project Plan required (9) Adequate delivery capacity,work plan required (8) Weak Delivery Approach,limited evidence required (6)	10
Relevant Project References and Past Performance (Quantitative)(Doc Required) Five or more highly relevant projects with excellent client references and evidence of successful completion.Required Evidence Client reference letters, completion certificates, performance evaluations, recommendation letters, sample reports (where confidentiality permits) (15) Four relevant projects with positive references.Completion certificates and references evidence required (12) Four relevant projects with positive references.Project reference evidence required (9) Three relevant projects with satisfactory references.Project evidence required (6) Two relevant projects (3)	15





Annexure

Technical Proposal

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Technical Proposal** (page number: 33)





Procurement Forms

Past Experience and Completed Contracts

See Form Under Additional Forms and Documents: **Past Experience and Completed Contracts** (page number: 44)

Current Contracts and Their Progress

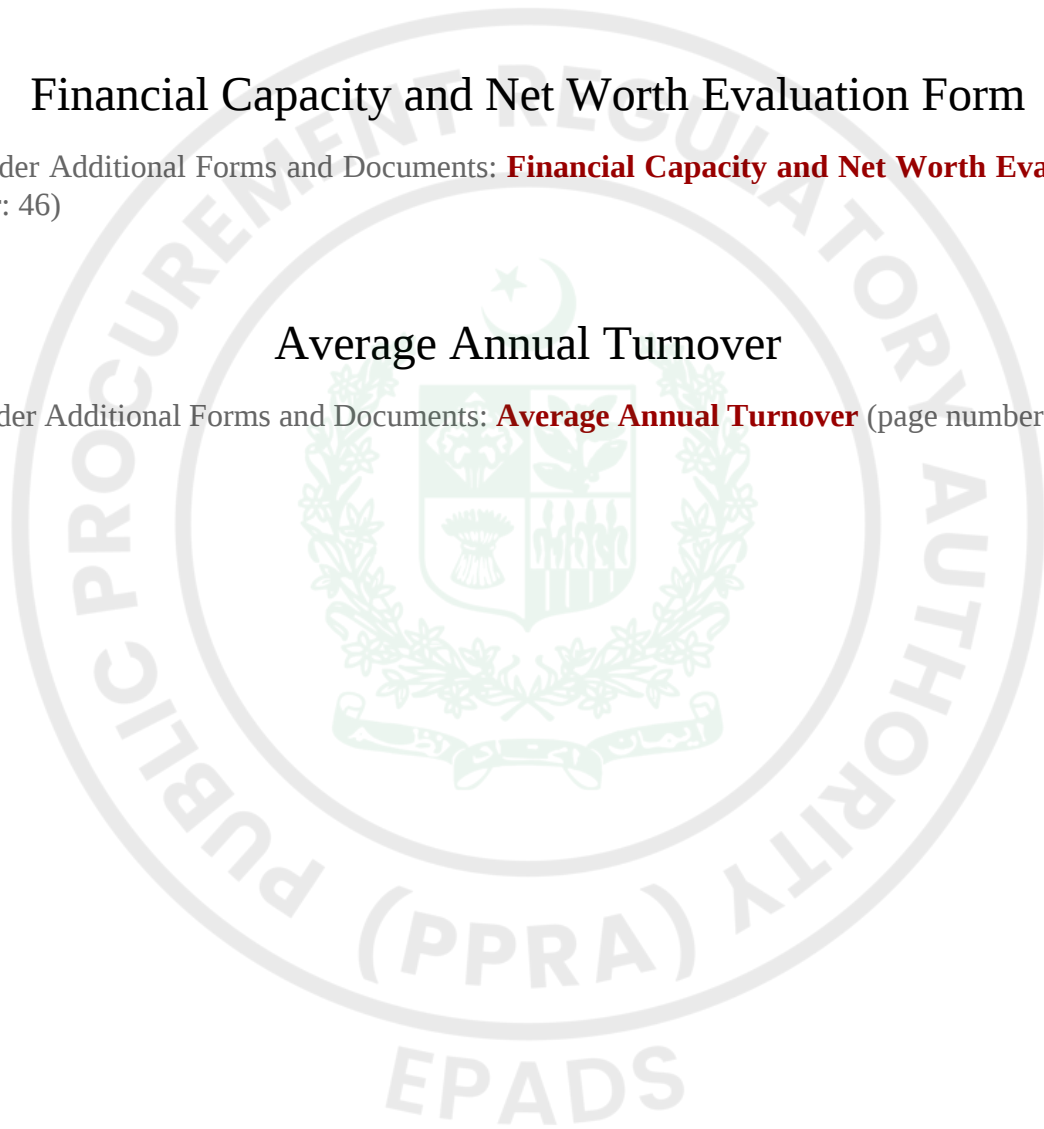
See Form Under Additional Forms and Documents: **Current Contracts and Their Progress** (page number: 45)

Financial Capacity and Net Worth Evaluation Form

See Form Under Additional Forms and Documents: **Financial Capacity and Net Worth Evaluation Form** (page number: 46)

Average Annual Turnover

See Form Under Additional Forms and Documents: **Average Annual Turnover** (page number: 48)







Additional Forms and Documents

**PAKISTAN REVENUE AUTOMATION (PRIVATE) LIMITED
(PRAL)**

EXPRESSION OF INTEREST (EOI)

FOR SHORTLISTING OF CONSULTING FIRMS

**Consultancy Services for an Independent End-to-End
Assessment of Contact Centre Operations**

Letter of Invitation

Pakistan Revenue Automation (Private) Limited (“PRAL” or the “Procuring Agency”) invites Expressions of Interest (EOI) from eligible, experienced, and reputable consulting for the provision of Consultancy Services for an independent, end-to-end assessment of PRAL’s contact centre operations, as more fully described in Terms of Reference of this document.

The assignment is intended to identify the operational inefficiencies (if any) and their root causes including low First Call Resolution (FCR), repeated customer contacts, and workforce capability gaps — and to develop a practical, evidence-based improvement roadmap for the contact centre.

This is a two-stage selection process. This EOI constitutes Stage 1 (Shortlisting). Firms that meet the eligibility requirements and achieve the minimum qualifying score will be shortlisted and subsequently invited, at Stage 2, to submit detailed Technical and Financial Proposals under a Request for Proposals (RFP), to be evaluated using the Quality and Cost Based Selection (QCBS) method in accordance with the Public Procurement Rules, 2004.

PRAL reserves the right to accept or reject any or all EOIs, and to annul the shortlisting process at any time, without assigning any reason and without incurring any liability to the affected firm(s), in accordance with the Public Procurement Rules, 2004.

2. Eligibility

1. Certificate of Incorporation issued by the Securities and Exchange Commission of Pakistan (SECP) and Memorandum and Articles of Association (MoA & AoA). In case of Partnership firms, firm registration document to be submitted
2. Registration with the Federal Board of Revenue (FBR) as an active taxpayer.
3. The Applicant may be a single consulting firm or a Joint Venture (JV) / Consortium of firms with a formal, existing agreement. In the case of a JV, one firm shall be identified as the

Lead Firm, authorised to represent all members and to receive instructions on behalf of the JV.

4. Affidavit of ‘Non-Blacklisting’ on judicial stamp paper to the effect that the firm/JV Partner(s) not been blacklisted with any Government of Pakistan Department / Agency / Authority.
5. A firm (including as a JV member) may submit only one EOI for this assignment. A firm submitting or participating in more than one EOI shall have all such EOIs rejected; this restriction does not apply to sub-consultants named in more than one EOI.
6. Joint Venture agreement or a letter of intent to form such a JV, duly signed by all members (to be submitted only in the case of a Joint Venture).
7. Power of Attorney specifically authorizing the Authorized Representative to sign and submit the proposal on behalf of the consultant. In case of JV, the said power of Attorney shall be signed by Authorized Representative of each JV member. Moreover, the Power of Attorney for Authorized Representative of each JV member, to sign and submit the proposal on their behalf, shall also be appended therewith
8. Audited Financial statements for the last 03 years. In case of Partnership firms, acknowledgment of income tax return for the last 03 years
9. Applicants must disclose any actual or potential conflict of interest, including any prior or ongoing engagement with PRAL that could compromise independence and objectivity in conducting this assessment.

3. Evaluation and Shortlisting

EOIs shall be evaluated by PRAL’s Evaluation Committee strictly against the criteria set out in the Evaluation Criteria. Firms achieving the minimum qualifying score specified therein shall be ranked, and the top-ranked firms (as specified in the EOI Data Sheet) shall be shortlisted and invited to participate in Stage 2 (RFP).

4. Notification and Next Steps

PRAL shall communicate the outcome of the shortlisting to all Applicants through EPADS v2.0. Shortlisted firms will subsequently receive the Request for Proposals (RFP), including the detailed Terms of Reference, evaluation criteria for the Technical and Financial Proposals, and the instructions for that stage.

5. Background, Objectives & Scope of Services (Terms of Reference)

A. Introduction & Context

PRAL intends to procure the services of an experienced consulting firm to undertake an independent end-to-end assessment of its Contact Centre operations. The assessment will identify the root causes of operational inefficiencies, including low First Call Resolution (FCR), the effectiveness and responsiveness of email support, the quality and effectiveness of CRM channel management, repeated customer contacts, workforce capability gaps, and other operational challenges. Based on its findings, the successful consulting firm shall provide evidence-based recommendations and a practical, actionable roadmap for improving service delivery, operational efficiency, and customer experience.

B. Objectives

- Assess the current performance and maturity of the contact centre.
- Identify operational, technological, workforce, and governance gaps.
- Determine the root causes of low First Call Resolution (FCR) and repeat customer contacts.
- Assess utilisation and optimisation of telephony, CRM, and supporting technologies.
- Evaluate customer experience across all service channels.
- Develop a prioritised improvement roadmap with measurable outcomes.

C. Scope of Services

C.1 Operational Performance Assessment

A comprehensive review of contact centre performance, including:

- First Call Resolution (FCR) analysis
- Average Handle Time (AHT)
- Call transfer patterns
- Call abandonment rates
- Repeat contact analysis
- Escalation trends
- Peak demand analysis
- Workforce utilisation
- Call complexity mapping
- Knowledge management effectiveness

The assessment shall identify root causes affecting service delivery and customer experience.

C.2 Customer Experience Assessment

- Customer Satisfaction (CSAT)
- Voice of Customer analysis

- Speed of Answer
- Waiting time management
- Accessibility across customer segments
- Language support
- IVR customer experience
- Customer effort assessment
- Mystery Shopping
- End-to-end customer journey mapping

C.3 Workforce and Capability Assessment

- Competency frameworks
- Learning and development maturity
- Agent confidence and capability
- Team leader effectiveness
- Scheduling effectiveness
- Capacity planning
- Staff turnover analysis

C.4 Technology Assessment

Assessment of the effectiveness and utilisation of telephony, CRM, and supporting technology platforms, in consultation with PRAL's operations team as required.

C.5 Governance and Operating Model Review

- Operating model maturity
- Quality Assurance framework
- Performance reporting
- Accountability structures
- KPI management
- Decision-making processes
- Risk and compliance controls

C.6 Quality Assurance Assessment

- Structured call quality evaluation
- Communication effectiveness
- Compliance adherence
- Product and process knowledge

- Customer handling skills
- Call calibration review

C.7 Stakeholder Engagement

- Contact centre management interviews
- Team leader interviews
- Agent focus groups
- Independent and anonymised staff engagement
- Team culture assessment
- Change readiness assessment

C.8 Customer Research

- SMS surveys
- IVR surveys
- Customer feedback analysis

D. Key Deliverables

- Inception Report – methodology, project plan, information requirements, and stakeholder engagement plan.
- Current State Assessment Report – operational, customer experience, workforce, technology, and governance assessments, and benchmarking against industry-leading practices.
- Root Cause Analysis Report – key operational issues, technology constraints, workforce capability gaps, customer pain points, and governance weaknesses.
- Improvement Roadmap – prioritised initiatives, quick wins, medium-term improvements, long-term transformation opportunities, implementation timelines, resource requirements, and risks/dependencies.
- Conduct an individual capability assessment of all Contact Centre staff using the **9-Cells Grid**, evaluating each employee on the basis of **performance and potential**. The assessment shall identify the placement of each staff member within the 9-Cells Grid and provide concise, evidence-based recommendations regarding training and development, career progression to higher responsibilities, performance improvement measures, or, where justified, separation from service in accordance with applicable laws, policies, and contractual terms.
- Executive Presentation – presentation of findings and recommendations to PRAL’s executive management.

E. Milestones & Timeline

The assignment is expected to be completed within 12 (twelve) weeks from the date of contract commencement. A detailed milestone schedule, aligned to the deliverables above, shall be proposed by the firm in its Inception Report and agreed with PRAL at contract signing.

F. Expected Outcomes

- Improved First Call Resolution (FCR).
- Reduced repeat customer contacts and unnecessary transfers.
- Increased utilisation of existing technology investments.
- Improved customer satisfaction and service accessibility.
- Optimised workforce planning and scheduling.
- Strengthened agent capability and leadership effectiveness.
- Enhanced governance, reporting, and accountability.
- Improved operational efficiency and cost-effectiveness.
- A phased implementation roadmap aligned to PRAL’s strategic objectives.
- A more skilled, capable, and performance-driven Contact Centre workforce, with employees appropriately developed, deployed, or managed based on their assessed performance and potential, resulting in improved service quality, operational efficiency, and customer satisfaction.

A benchmarked assessment of the Contact Centre operations against industry best practices and standards. The Consultant shall establish the relevant industry benchmarks and provide evidence-based recommendations for performance enhancement of Contact Centre Operations.

6. Shortlisting / Evaluation Criteria

This is a two-stage selection process conducted under the Quality and Cost Based Selection (QCBS) method in line with the Public Procurement Rules, 2004 and PPRA Regulations for Consultancy Services.

6.1 Stage 1 – EOI Shortlisting Criteria

EOIs shall be evaluated against the following criteria. No Financial Proposal is required or evaluated at this stage.

EXPRESSION OF INTEREST (EOI) EVALUATION CRITERIA

1. Evaluation Methodology

The evaluation shall be conducted in two stages:

Stage 1 – Technical Evaluation

Only bidders achieving the minimum qualifying technical score shall be shortlisted.

Stage 2 – Financial Evaluation

Only shortlisted bidders may be invited to submit financial proposals under a subsequent Request for Proposal (RFP), where financial proposals will be evaluated separately.

Technical Weighting

Component	Weight
Technical Evaluation	80%
Financial Evaluation (at RFP stage)	20%
Total	100%
Minimum Technical Qualifying Score: 70 Marks	
Only bidders obtaining 70 marks or more shall be shortlisted.	

Technical Evaluation Matrix

No.	Evaluation Criterion	Maximum Marks
1	Company Experience	20
2	Methodology and Approach	20
3	Team Qualifications and Experience	15
4	Understanding of the Assignment	20
5	Project Management and Delivery Capacity	10
6	Relevant Project References and Past Performance	15
	Total	100

Detailed Evaluation Criteria

1. Company Experience (Maximum 20 Marks)

Demonstrated experience in conducting contact centre operational assessments, customer experience reviews, workforce optimisation, digital transformation and technology assessments.

Evaluation Criteria	Marks	Required Evidence
At least 5 comparable projects	20	Company profile, company registration, project summaries, completion certificates, contracts/POs, client reference letters
At least 4 comparable projects	15	
At least 3 comparable projects	10	
At least 2 comparable projects	5	
No Project	0	No acceptable evidence

2. Methodology and Approach (Maximum 20 Marks)

Assessment of the proposed methodology for delivering the assignment.

The methodology should include:

- Contact centre operational assessment

- Customer experience assessment
- Workforce optimisation
- Call quality assessment
- Technology assessment
- Customer research
- Stakeholder engagement
- Data analytics
- Benchmarking
- Root cause analysis
- Recommendations
- Implementation roadmap

Evaluation Criteria	Marks	Required Evidence
Comprehensive methodology covering all requirements with detailed implementation approach	20	Methodology, work plan, project schedule, sample deliverables
Strong methodology covering most requirements	16	Methodology and work plan
Adequate methodology	12	Technical proposal
Basic methodology with gaps	8	Limited methodology
Poor methodology	4	Minimal submission
No methodology	0	None

3. Team Qualifications and Experience (Maximum 15 Marks)

Evaluation of the proposed Project Manager and key specialists.

Evaluation Criteria	Marks	Required Evidence
Project Manager and specialists possess relevant qualifications, professional certifications and over 10 years' relevant experience	15	CVs, qualifications, professional certifications
Team has 7–10 years' relevant experience	12	
Team has 5–7 years' relevant experience	9	
Team has 3–5 years' relevant experience	6	
Team has less than 3 years' experience	3	
No team information	0	None

4. Understanding of the Assignment (Maximum 20 Marks)

Assessment of the bidder's understanding of:

- Project objectives
- Scope of work
- Deliverables

- Risks
- Dependencies
- Critical success factors

Evaluation Criteria	Marks	Required Evidence
Excellent understanding of the assignment	20	Technical proposal
Good understanding	15	
Adequate understanding	10	
Limited understanding	5	
No understanding demonstrated	0	None

5. Project Management and Delivery Capacity (Maximum 10 Marks)

Evaluation of the bidder's ability to deliver the assignment within the required timeframe.

Evaluation Criteria	Marks	Required Evidence
Excellent governance, QA processes, reporting, resource allocation and risk management	10	Project management plan, governance structure, QA framework
Good delivery approach	9	Project plan
Adequate delivery capacity	8	Work plan
Weak delivery approach	6	Limited evidence
No submission	0	None

6. Relevant Project References and Past Performance (Maximum 15 Marks)

Assessment of the bidder's proven track record and client satisfaction on similar assignments.

Evaluation Criteria	Marks	Required Evidence
Five or more highly relevant projects with excellent client references and evidence of successful completion	15	Client reference letters, completion certificates, performance evaluations, recommendation letters, sample reports (where confidentiality permits)
Four relevant projects with positive references	12	Completion certificates and references
Four relevant projects with positive references	9	Project references
Three relevant projects with satisfactory references	6	Project evidence
Two relevant projects	3	Limited evidence
	0	None

Mandatory Supporting Documents

Bidders shall submit the following:

Document	Mandatory
Company Profile	✓
Company Registration Documents	✓
Organisational Structure	✓
Minimum of two to three comparable projects completed within the last five years	✓
Government/SOE project references	✓
Client reference letters	✓
Contracts or Purchase Orders	✓
Completion Certificates	✓
CVs of the Project Manager and Key Personnel	✓
Academic Qualifications	✓
Professional Certifications	✓
Proposed Methodology	✓
Detailed Work Plan	✓
Project Schedule (Gantt Chart)	✓
Sample Assessment Reports/Deliverables (where confidentiality permits)	✓

Technical Qualification

- Maximum Technical Score: **100 Marks**
- Minimum Qualifying Score: **70 Marks**

Only bidders scoring **70 marks or above** shall be shortlisted.

6.2 Stage-2

Shortlisted bidders may be invited to submit detailed technical and financial proposals under a separate Request for Proposal (RFP). At that stage, proposals will be evaluated using:

- **Technical Proposal:** 80%
- **Financial Proposal:** 20%

Documents to be Submitted with the EOI

Applicants shall upload the following through EPADS v2.0, in addition to the completed Forms in Section VII:

- Company profile and organisational structure.
- Certificate of Incorporation / Registration (SECP or equivalent), NTN, and General Sales Tax registration, as applicable.
- Details of a minimum of two to three comparable projects completed within the last five years, supported by client completion certificates or reference letters.
- Summary CVs of the proposed Project Manager and key team members (detailed CVs to be submitted at RFP stage).
- Audited financial statements or turnover certificates for the last three (3) years.
- Power of Attorney / authorisation for the signatory of the EOI.
- Joint Venture agreement or Memorandum of Understanding, where applicable.
- Signed declaration of no conflict of interest and no blacklisting/debarment.

Past Experience / Contracts

Contracts over <i>[insert amount]</i> during the last three years:				
Procuring Agency	Value	Year	Goods/Services Supplied	Country of Destination



Current Contract Commitments / Works in Progress

Bidders and each member to a JV should provide information on their current commitments on all contracts that have been awarded, or for which a letter of intent or acceptance has been received, or for contracts approaching completion, but for which an unqualified, full completion certificate has yet to be issued.

Current Contract Commitments					
No.	Name of Contract	Employer's Contact Address, Tel, Fax	Value of Outstanding Work [Current Eq. PKR]	Estimated Completion Date	Average Monthly Invoicing Over Last Six Months [Eq. PKR/month]
1					
2					
3					
4					
5					

Financial Situation and Performance

[The following table shall be filled in for the Applicant and for each member of a Joint Venture]

Applicant's Name: [insert full name]

Date: [insert day, month, year]

Joint Venture Member Name: [insert full name]

IFP No. and title: [insert IFP number and title]

Page [insert page number] of [insert total number] pages

1. Financial data

Type of Financial information in (currency)	Historic information for previous [insert number] years, [insert in words] (amount in currency, currency, exchange rate*, PKR equivalent)				
	Year 1	Year 2	Year 3		
Statement of Financial Position (Information from Balance Sheet)					
Total Assets (TA)					
Total Liabilities (TL)					
Total Equity/Net Worth (NW)					
Current Assets (CA)					
Current Liabilities (CL)					
Working Capital (WC)					
Information from Income Statement					
Total Revenue (TR)					
Profits Before Taxes (PBT)					
Cash Flow Information					
Cash Flow from Operating Activities					

* Refer ITA 14 for the exchange rate

3. Financial documents

The Applicant and in case of JV, members of JV shall provide copies of financial statements for [number] years pursuant Section III, Qualifications Criteria and Requirements. The financial statements shall:

- (a) reflect the financial situation of the Applicant or in case of JV member, and not an affiliated entity (such as parent company or group member).
 - (b) be independently audited or certified in accordance with local legislation.
 - (c) be complete, including all notes to the financial statements.
 - (d) correspond to accounting periods already completed and audited.
- ☐ Attached are copies of financial statements¹ for the [number] years required above; and complying with the requirements.

¹ If the most recent set of financial statements is for a period earlier than 12 months from the date of Application, the reason for this should be justified.

Average Annual Turnover (Annual Sales Value)

[The following table shall be filled in for the Applicant and for each member of a Joint Venture]

Applicant's Name: *[insert full name]*

Date: *[insert day, month, year]*

Joint Venture Member Name: *[insert full name]*

IFP No. and title: *[insert IFP number and title]*

Page *[insert page number]* of *[insert total number]* pages

Annual Turnover Data			
Year	Amount Currency	Exchange rate* (If applicable)	PKR equivalent
<i>[indicate calendar year]</i>	<i>[insert amount and indicate currency]</i>		
		Average Annual Turnover **	

* Refer ITA for date and source of exchange rate.

** Total PKR equivalent for all years divided by the total number of years. See Section III, Qualification Criteria and Requirements, ITA.