

**Minutes of Pre-Bid Meeting**

**Onboarding of Business Processing Outsourcing  
Firm/Company**

**Punjab Skills Development Fund**

**Date: February 2, 2026**

The Pre-Bid Meeting for “Tender - Onboarding of Business Processing Outsourcing Firm/Company” was held on Thursday, January 29, 2026, at 11:00 a.m. at PSDF Office, Lahore.

### **Agenda: Pre-Bid Meeting on and submission of bids on EPADS portal**

Twelve (12) prospective bidders attended the pre-bid meeting:

1. Mr. Waqar Nazir from CureMD
2. Mr. Major Asif Hameed (R) from Transglobal Services
3. Mr. Ahsan Nasir from People
4. Mr. Habib Nawaz from KBM Group
5. Mr. Fahad from Ibex
6. Mr. Hassan Afzal from Systems Limited
7. Mr. Adnan Khan from Autosoft
8. Ms. Aima Bashir from Abacus Consulting Limited
9. Ms. Ayesha Noor from Contour Software
10. Mr. Anam Mughal from Empowerment through Creative Integration
11. Mr. Rana Jahanzeb from Pak Telecom Mobile Limited – Ufone
12. Mr. Nauman Ali from Cryptic Institute

PSDF team provided a brief introduction to the tender document’s instructions and requested the prospective bidders to ask any queries they may have.

Following questions were asked during the meeting by the representatives:

1. **Question:** While the minimum qualifying score is 65 marks, is PSDF flexible in accepting bidders who miss category-wise scoring but achieve the overall passing score i.e., 65?

**Reply from PSDF Team:** PSDF evaluation committee emphasized that bidders qualifying at the minimum threshold without relevant experience and head count may pose significant audit challenges at a later stage. Therefore, it is mandatory that bidders demonstrate relevant training experience in the BPO sector and possess adequate workforce capacity that must clearly demonstrate the capacity and scalability to absorb and manage a larger workforce in the future.

It was further emphasized that final allocation of no. of trainees, marks and acceptance shall remain at the sole discretion of PSDF.

2. **Question:** Our organization has a total legal employee strength of approximately 70,000; however, the number of in-house employees within the BPO unit is significantly lower. Is it mandatory to include the legal employee count in the submission?

**Reply from PSDF Team:** Kindly provide details of the total Head Count available on your organization’s payroll.

3. **Question:** If a trainee leaves during the middle of the month or during the training period, will such cases be considered billable? Additionally, will it be acceptable to PSDF if up to 30% of trainees are not placed?

**Answer:** The BPO shall ensure a minimum employment commitment of 70%. Upon achievement of this threshold, 50% of the payment shall be released as per the business rules of PSDF. No pro-rated or partial payment shall be made for trainees who leave mid-month or during the training period.

4. **Question:** As part of the scope of services, the BPO is required to maintain a separate bank account and complete financial records exclusively related to the PSDF assignment(s).

**Answer:** It is not a mandatory requirement, however, since this involves public funds, government auditors may request an audit of the account or details of the fund disbursement.

5. **Question:** What will be the required employment retention period?

**Answer:** The required employment retention period shall be three (3) months as specified in business rules of PSDF.

6. **Question:** What details should be included in the breakup of cost under Clause 8.9 (Financial Bid Form / Price Schedule)?

**Answer:** The breakup of cost under Clause 8.9 shall comprise a detailed segregation of all cost components that collectively form the total price quoted in the Financial Bid Form. This includes, but is not limited to, overhead costs, trainer remuneration, and any other relevant expenses. The sum of the individual components in the breakup must be reconciled with the total amount quoted in Clause 8.9.

7. **Question:** When it is stated that 100% of trainees must be absorbed, does this mean placement is required only within BPO's own facilities, or can BPO place trainees with third-party organizations as well?

**Answer:** Trainees may be placed either within BPO's own facilities or with third-party organizations. In the case of third-party placement, BPO shall be required to furnish a valid contract or agreement with the third party and provide copies of the offer letters issued to the trainees. PSDF shall monitor and verify a minimum employment retention period of three (3) months as specified in business rules of PSDF.

8. **Question:** Will BPO be responsible for providing certificates to the trainees, or is any professional certification required?

**Answer:** The certification at the end of training shall be issued by the BPO. However, if PSDF requires any specific certification, the same shall be provided at the discretion of PSDF.

9. **Question:** Please confirm the interpretation of being registered with Pakistan Software Export Board (PSEB).

**Answer:** The bidder must be registered with PSEB as a BPO and as specified in Section-III. Technical Specifications – 3.1 – Scope of Services, PSDF reserves the right to physically verify information related to the training facility or any other document shared.

Furthermore, PSDF may verify from PSEB whether the prospective bidder is registered as a BPO. In case the bidder is not registered, PSDF reserves the right to reject the bidder from the procurement process and declare it ineligible.

**10. Question:** At what time will the third-party evaluation firm visit the BPO?

**Answer:** The visit shall be conducted at the discretion of PSDF.

**11. Question:** Can one BPO apply for multiple trades?

**Answer:** Bidders may apply for other trades provided they possess the relevant experience and expertise in those trades. Moreover, bidders are advised to carefully review the **Bid Data Sheet, Clause 23, Sub-clause 2.5.8**, wherein PSDF has clearly defined the **criteria and methodology for the allocation and awarding of trainees among successful BPOs**.

**12. Question:** If a BPO is unable to place a trainee despite several placement attempts, will the BPO be entitled to receive the remaining 50% payment?

**Answer:** No, the BPO is responsible for conducting a robust screening process to ensure that trainees are employable and can be successfully placed. In the event that a trainee is not placed, the remaining 50% payment related to trainee placement shall not be released to the BPO, in accordance with the bidding document and business rules of PSDF.

**13. Question:** In Financial Bid Form / Price Schedule, under Per Trainee Per Month Cost (PKR) (including all direct and indirect taxes), should bidders enter their own per-trainee per-month cost inclusive of all applicable taxes, or the estimated amount inclusive of taxes mentioned in the bidding document?

**Answer:** Bidders are required to enter their actual per-trainee per-month cost, inclusive of all applicable direct & indirect taxes and taxes (direct & indirect) will be deducted in accordance with the provisions of Government Rules amended from time to time, based on their own financial assessment.

However, upon evaluation, PSDF will offer the price of the lowest evaluated bidder to the successful bidders, in accordance with the bidding document's **Bid Data Sheet, Clause 23, Sub-clause 2.5.8**.

**14. Question:** Do BPO need to submit hard copy of bids at PSDF office?

**Reply from PSDF Team:** No. Bids must be submitted in two separate submissions through the **EPADS Punjab Portal** only: **(i) Technical Bids**, including **lot/trade-wise Eligibility and Technical Bids** (without **any** financial information), and **(ii) Lot/trade-wise Financial Bids**. Any deviation from this requirement may result in rejection of the bid.

However, following documents are required to be submitted **both electronically and in hard copy** before the submission deadline:

- i. The **first bank draft** amounting to **Rs. 10,900 (Rupees ten thousand, nine hundred only)** shall be submitted for evaluation of eligibility by every Business Processing Outsourcing Firm/Company who is applying for the project.
- ii. The **Second bank draft** amounting to **Rs. 9,900 (Nine thousand and nine hundred rupees only)** shall be submitted for evaluation of responsiveness of bids by every Business Processing Outsourcing Firm/Company who is applying for the project.
- iii. The **third bank draft** amounting to **Rs. 15,500 (fifteen thousand and five hundred rupees only)** shall be submitted **separately for each applying trade/lot** for evaluation of technical bid.

Bid shall not be evaluated if above mentioned Bank Drafts in Favor of “Punjab Skills Development Fund” for the aforementioned amount are not submitted directly to PSDF.

- iv. Original **Affidavit** for non-blacklisting attested by oath commissioner / notary public (as per form 8.5 of the tender document) on stamp paper of not less than Rs 300.
- v. **Performance Guarantee** of **5%** Trade-Wise/ Lot-Wise as specified in the bid data sheet ssssshall be submitted by successful bidder after award of contract.

Afterwards, the procurement team inquired as to whether there were any other queries. All the representatives replied that the queries have been addressed successfully and confirmed that they don't have any further queries and provided detailed tutorial of bid submission of EPADS portal.

PSDF team requested to ensure the submission on **EPADS Punjab portal** by the submission deadline.

Furthermore, the clarifications received along with their replies are specified in **Annexure – A** below.

At last, the meeting concluded with a vote of thanks and no further questions/objections on the tender document were raised by the prospective bidders.

*Masooma*

On behalf of PSDF  
Procurement

## **Annexure – A**

### **Clarification from Systems Limited and Replies**

1. **Question:** How attendance verification will be done, will PSDF provide biometric machines?

**Reply by PSDF:** Biometric machines will be purchased by BPOs.

2. **Question:** How would be sourcing major part of trainees, PSDF or shortlisted vendor?

**Reply by PSDF:** Trainee sourcing will be done by BPOs.

3. **Question:** What will be the procedure for final trainee evaluation? to be done internally or by PSDF?

**Reply by PSDF:** Final trainee evaluation will be done by BPO.

4. **Question:** Maintain separate bank account and financial records relating to the PSDF assignment(s) page 39 why is that needed?

**Reply by PSDF:** It is not a mandatory requirement; however, since this involves public funds, government auditors may request an audit of the account or details of the fund disbursement.

5. **Question:** If a trainee leaves mid month/training, would that be billable?

**Reply by PSDF:** No, If a trainee leaves mid month/training, it will not be billable.

6. **Question:** Is the estimated price quoted inclusive of applicable taxes?

**Reply by PSDF:** Yes, the estimated price quoted inclusive of applicable taxes.

7. **Question:** Clause 8.9. Financial Bid Form/Price Schedule page 83 Break-up of the Cost (inclusive of all applicable taxes) (submit this for each lot) page 84 hoping this is the breakup of the cost on previous page, what's the purpose of this one.

**Reply by PSDF:** Clause 8.9. Financial Bid Form/Price Schedule page 83

Break-up of the Cost (inclusive of all applicable taxes) (submit this for each lot) page 84 hoping this is the breakup of the cost on previous page, what's the purpose of this one.

8. **Question:** Any requirement for minimum, maximum number of trainees in a batch.

**Reply by PSDF:** There is no requirement for minimum, maximum number of trainees in a batch, total target should be delivered.

9. **Question:** How much time allowed between training and employment confirmation if less than 1000 resources are trained in 12 months, would additional time be allowed to complete that number of 1000 and vice versa.

**Reply by PSDF:** Three (3) months

10. **Question:** Please elaborate evaluation cost since bid security is not included.

**Reply by PSDF:** Please refer to the **answer to Question 14** provided in the above pre-bid meeting minutes.

### **Clarification from Pak Telecom Mobile Limited – Ufone and Replies**

1. **Question:** What is the difference between Contact Center & Customer Care. Also, are there any separate curricula defined for each?

**Reply from PSDF:** The curricula of Customer Care and Contact Center Overlap, but some BPOs prefer their trade to be named as Customer Care.

2. **Question:** In Section III (technical specifications) – 3.2, the proposed trainee count is dependant on the location of office or the area from where the trainee belong. Since Annexure – A: Details of Clusters & Districts specify different cities which points out that a trainee should be from the said city. Please explain on below as well.

1. Have a permanent or temporary residential address in any district of Punjab.
2. Must not be permanent/contractual employee of the bidder.

**Reply from PSDF:** Trainee should have a Punjab Domicile. Rest is not strict criteria.

3. **Question:** Please confirm is it mandatory to maintain separate bank account and financial records relating to the PSDF assignment(s), since we do not have the separate bank account facility.

**Reply from PSDF:** It is not a mandatory requirement; however, since this involves public funds, government auditors may request an audit of the account or details of the fund disbursement.

4. **Question:** Please confirm will PSDF provide the biometric device for digital verification?

**Reply from PSDF:** BPOs will be responsible for purchase of Biometric Machines.

5. **Question:** In trade are there are two separate figures mentioned as Trade Duration/Month & Hours/ Month, please confirm if either of two has to be fulfilled or both 140 hours in month must be completed.

**Reply from PSDF:** 140 hours in month must be completed.

6. **Question:** Please explain on, facilitate trainee assessment through self-certification or any other certifying bodies as per instructions of PSDF. Also, if we issue digital certificates, would it serve the purpose?

**Reply from PSDF:** BPO Self Certification (Digital can be awarded)

7. **Question:** Please confirm the mechanics of last instalment 50% of total Contract price after receiving the employment retention report by Service Provider mentioned in Payment Plan. During meeting it was said that if the retention is 70% the complete 50% will be paid.

**Reply from PSDF:** Trainee is placed and retained for minimum three months (then last 50% will be disbursed)

8. **Question:** How many trainers' details are required initially in the bid, also, is there limitation about newly hired trainers and their experience during the project continuation? Is there any limitation of trainers being deployed for training under this contract?

**Reply from PSDF:** Details are mentioned in document. There is no limitation of trainee being deployed but should not compromise trainee training.

9. **Question:** Please share the details of penalties, since there are none explicitly mentioned in the tender document.

**Reply from PSDF:** Penalty will be applied in accordance with the Business Rules. The link to the relevant Business Rules is provided in Section 8.8 on page 82.

### **Clarification from KBM Institute of Vocational Training and Replies**

1. **Question:** Tender document reference: 3.2 - Trade-Wise e/Lot-Wise Data table, page 42, and Schedule of Requirements/Training Plan, page 80 For example, for Trade/Lot No. 1, each learner must complete 140 hours in one month, with one session per batch per day. Each batch has 25 trainees, and 2 batches per month train 50, totaling 600 per year ( $25 \times 2 \times 12$ ). Kindly clarify how it is possible to adjust the schedule, batch size, or number of batches to meet the annual target of 1,000 trainees.

**Reply from PSDF:** A total of 140 training hours per month must be completed. The BPO may adjust the training schedule and number of batches based on its capacity, however, completion of 140 training hours within the month is mandatory.

2. **Question:** Please clarify whether, if we intend to participate in more than one lot, we are required to submit separate technical bids (with distinct staff) and separate financial bids for each lot?

**Reply from PSDF:** Yes.