



GOVERNMENT OF PAKISTAN
FEDERAL BOARD OF REVENUE
(PAKISTAN RAISES REVENUE PROGRAM)

Re. No. PK-FBR-501759-CS-QCBS

Islamabad, the 22nd September, 2025

Subject: MINUTES OF MEETING OF VIRTUAL INFORMATION SESSION - CONSULTING SERVICES FOR THE STRATEGIC FEASIBILITY ASSESSMENT & SOLUTION DESIGN FOR A NATIONAL CARGO TRACKING SYSTEM (CTS) WITH E-BILTY MECHANISM FOR THE FEDERAL BOARD OF REVENUE

Federal Board of Revenue (FBR), called the Expression of Interest (EOIs) in accordance with the World Bank's "Procurement Regulations for IPF Borrowers" Fifth Edition September, 2023 ("Procurement Regulations") for the subject consultancy services. A virtual information session was held on 17th September, 2025 at 1130 hours. Officials of FBR and representatives of the firms as per the attached tables at Annex - I, attended the information session. The purpose of the information session was to provide clarifications on queries/questions raised by the participating representatives of firms on REOI and on the Terms of Reference (TORs) document to facilitate them in preparation of the EOIs/Applications and understanding of the consultancy services.

2. Program Director, National Targeting Center welcomed the participant and concisely explained the objectives of the assignment and the important provisions of the TORs Document. Thereafter, Deputy Project Director delivered a detailed presentation on the TORs. The representatives of firms were then invited to present their queries for clarification by the Team which were accordingly addressed and discussed at length.

3. Chairman, PEC informed the participants to forward any subsequent queries on the e-mail address given in the advertisement and thanked them for their interest and efforts in attending the session.

4. The following table provides all queries by the firms received through email along with the corresponding clarifications and responses by FBR:

| S# | Queries by Firms | Clarifications/Responses |
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| 1 | The TORs comprehensively cover the technology and process dimensions, including system architecture, process mapping, risk frameworks, and procurement support. Still, they do not explicitly mention any deliverables related to capacity building, change management, or the future HR structures required to operate the proposed CTS/e-Bilty system after its implementation. | The REOI/TORs (Sections 4.1.1 Stakeholder Analysis, 4.1.3 Legal and Policy Review, 4.3.1 Strategic Implementation Roadmap) focus on system architecture, process mapping, integration, and governance. While explicit deliverables for HR structures and capacity building are not separately listed, the consultant is expected to propose governance models, roles, and institutional arrangements for CTS post-implementation (Section 4.3.1 and Deliverables). Training and change management will be critical to system |

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| | <p>Could you kindly clarify whether:</p> <ul style="list-style-type: none"> • Designing institutional structures, job roles, staffing plans, training modules, and change management frameworks is expected to be part of this consultancy's scope, or • Will these elements be addressed separately in a subsequent phase or through a different assignment? | <p>adoption, and the consultant should recommend frameworks for these.</p> |
| 2 | <p>Since the CTS/e-Bilty platform will combine cargo tracking by Pakistan Customs and e-invoicing by the Inland Revenue Wing, it is anticipated that real-time alerts and risk flags will be generated and communicated from the central control room to field enforcement teams.</p> <p>Kindly clarify whether the field personnel who will respond to such alerts are expected to be:</p> <ul style="list-style-type: none"> • Separate teams under their respective parent organizations (Pakistan Customs and Inland Revenue), operating independently, or • A single unified Taskforce under FBR with joint command and centralized control for all alerts regardless of their data source. | <p>The REOI/TORs (Section 2 Background & Context, and Section 4.2.2 Risk Management Module) specifies that CTS/e-Bilty will generate real-time alerts and risk flags, integrated with FBR systems. However, it does not prescribe a unified or separate enforcement structure. Governance and team structures are to be recommended by the consultant (Section 4.3.1 Strategic Roadmap). Therefore, it remains open whether field personnel will operate independently under Customs and Inland Revenue, or whether a unified taskforce should be proposed. The consultant should provide options with pros/cons, aligning with FBR's institutional preferences.</p> |
| 3 | <p>Could you kindly clarify whether projects successfully delivered for Pakistan Single Window (PSW) will be considered as relevant Customs projects/experience under the eligibility or evaluation criteria? Since PSW directly supports Customs operations and trade facilitation, we would like to confirm if such experience qualifies.</p> | <p>The EOI explicitly requires, "Demonstrated experience of at least two similar assignments involving the design of cargo tracking, transport monitoring, or customs IT systems." Therefore, any projects delivered for the PSW meeting this definition will be considered.</p> |
| 4 | <p>Will consortiums/JVs (local + international firms) be accepted, and if so, must the lead firm be locally registered in Pakistan?</p> <p style="color: blue; transform: rotate(-30deg); font-weight: bold;">Additional Director P&F</p> | <p>Yes. Consultants may associate with other firms as joint ventures or sub-consultants. In case of a joint venture, all partners will be jointly and severally liable for the contract. While local registration of the lead firm is not mandatory, eligibility as per World Bank Procurement Regulations and Pakistan's laws must be ensured (REOI Section on Eligibility and Association of Firms). However, the taxation of JV would be according to the</p> |

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| | | <p>applicable Rules & Regulations of the Client's Country.</p> <p>Firms interested to participate in JV should submit information for each JV's partner.</p> |
| 5 | Are international experts permitted in hybrid (remote + field visits) roles, or is full-time local deployment mandatory? | International experts are allowed. The REOI does not mandate full-time local deployment. Base of operations is Islamabad, with occasional travel required. Hybrid arrangements are acceptable as long as the consultancy deliverables are met. |
| 6 | Please confirm whether the consultant's mandate is strictly limited to feasibility assessment, solution design, and preparation of procurement documentation, without involvement in system implementation or does it extend into pilot/implementation stages? | The consultancy deals with feasibility assessment, solution design, and preparation of procurement documentation. Supervision of pilot roll out or implementation are also included in the scope in order to have quality assurance of the SW and HW design developed. |
| 7 | What level of access will be provided to existing FBR systems for assessment purposes? | Access to existing FBR systems such as WeBOC, STRIVE, Anti-Smuggling Portal, and related databases will be facilitated at the assessment stage for integration analysis (REOI, Section 4.2.3 Integration Blueprint). |
| 8 | Is there an existing data governance/security policy for FBR IT systems? | The REOI requires the consultant to recommend data governance, security, and privacy measures. While some FBR IT systems already have internal protocols, the consultant is expected to propose a robust governance framework (REOI, Section 4.2.2 Technical Solution Design Document). |
| 9 | Has inter-agency data integration already been agreed in principle, or is the consultant expected to lead this coordination? | The consultant is expected to lead stakeholder mapping and coordination with agencies such as NADRA, provincial Motor Registration Authorities, Motorway Police, and others to propose an integration blueprint (REOI, Section 4.2.3 Integration Blueprint). |
| 10 | Please clarify whether legislative/regulatory reforms for digital tracking and e-Bilty are already in progress, and whether the consultant is expected to propose detailed legal amendments or only policy-level recommendations. | The consultant must review existing laws (Customs Act, Sales Tax Act, Carriers Act, Motor Vehicle Ordinances, etc.), identify gaps, and recommend necessary amendments. Both policy-level recommendations and legal amendments are covered under the scope of work (REOI, Section 4.1.3 Legal and Policy Review). |
| 11 | Please clarify whether the consultant is expected to conduct field-level hardware testing/pilots and propose new infrastructure, or limit the work to | The scope is limited to a solution design. The consultant may provide infrastructure needs assessment and BOQs but will not conduct physical pilots or hardware deployment, however, supervision of a subsequent vendor |

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| | conceptual design while leveraging existing trade corridor infrastructure. | engaged for the development and rollout shall be the responsibility of the consultant to ensure quality and compliance of design blueprint of the system. |
| 12 | Is there any preferred tracking technology (RFID, GPS, QR codes, IoT devices), or should the consultant provide a technology-neutral assessment? | The REOI does not prescribe a single technology. The consultant should conduct international benchmarking and recommend the most suitable mix (RFID, GPS, QR codes, IoT sensors) for Pakistan's context with respect to different sectors (sensitivity-wise) (REOI, Section 4.1.2 International Benchmarking and Lessons Learned). |
| 13 | The TOR indicates a 5-month project duration. Is there flexibility if stakeholder consultations and inter-agency coordination require additional time? | The expected duration is 5 months. However, the consultant may propose a detailed project plan with milestone timelines. Extensions, if any, will be subject to FBR and World Bank approval. |
| 14 | Should the Procurement TORs & Bidding Documentation follow World Bank SPD templates exclusively, or also comply with Pakistan's PPRA rules? | The procurement documentation must comply with World Bank Procurement Regulations, as financing is through the World Bank. However, alignment with Pakistan's PPRA framework is advisable where applicable (REOI, Section 3 - Procurement Regulations Reference). |
| 15 | Will FBR facilitate stakeholder coordination with agencies such as provincial authorities, Motorway Police, NADRA, etc.? | Yes. FBR will facilitate stakeholder coordination. The consultant is responsible for engaging stakeholders, but official facilitation will be provided where needed. |
| 16 | What is the desired level of detail in the Business Process Reengineering - should we focus on high-level process maps or also go into detailed SOPs, workflows, and RACI matrices? | The engagement requires a comprehensive assessment and detailed solution design. This includes process mapping, workflows, and functional requirements. As per TORs (Section 4.1.1, Process Mapping; Section 4.2.2, Technical Solution Design Document), the consultant is expected to provide both high-level process maps and detailed SOPs/workflows to enable system design. The SW and HW solution design requires detailed technical documentation, such as BRS, SRS, wireframes, use case modeling, etc. that can enable a development team to build the system. |
| 17 | Are there any existing process documents, SOPs, or flowcharts available that the consultant can build upon, or should we start from scratch? | The Section 4.1.1. further highlights that existing processes including the use of traditional paper Bilty must be documented by the consultant; the consultant should map them from scratch through stakeholder analysis and field assessment. |
| 18 | How much stakeholder involvement does the client expect during the BPR exercise - will workshops, interviews, | Stakeholder engagement is central to the assignment. Section 4.1.1 calls for extensive consultations with private and public sector |

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| | and validation sessions with private/public stakeholders be facilitated by FBR? | stakeholders. FBR will facilitate access to these groups, and the consultant should conduct workshops, interviews, and validation sessions whatever is necessary for the deliverable. |
| 19 | Is there an expectation that the consultant should also support in drafting new policies/SOPs for the redesigned processes, or only recommend changes? | As per REOI/TORs (Section 4.1.3, Legal and Policy Review), the consultant is required to recommend changes and provide guidance on drafting/amending policies. FBR expects inputs on revised SOPs and new processes, though legal drafting may require collaboration with FBR/legal experts. |
| 20 | Are there any standardized formats of the paper Bilty across transporters, or do different companies use their own versions? | The REOI/TORs (Section 2, Background & Context) notes that the Bilty is issued by different transport companies in paper form, with no standardization. The consultant should document these variations during the As-Is assessment and design a uniform e-Bilty mechanism. |
| 21 | How do government agencies (Customs, Excise, Motorway Police) currently validate or cross-check goods in transit against documentation? | Currently validation is manual, performed by Customs, Excise, Police, Motorway Police and others (Section 2, Background & Context). The CTS will digitalize this process with e-Bilty and QR codes instantly verifiable by enforcement authorities. |
| 22 | How do small transporters and truck drivers currently interact with government authorities (manual submission, verbal checks)? | Small transporters/truck drivers mostly interact via paper documents and verbal checks (Section 2, Background & Context). The CTS aims to digitize their engagement through a centralized portal with simple entry forms. |
| 23 | For large logistics corporations, do they already use digital transport management systems (TMS/ERP), and how should CTS align with them? | The REOI (Section 4.2.2, Integration Blueprint) specifies alignment with external systems and private sector practices. Large corporations using TMS/ERP will be integrated via APIs or data exchange frameworks. |
| 24 | How are disputes handled today (e.g., lost Bilty, mismatch in quantity/weight, damaged goods)? | The current system handles disputes informally. The REOI does not prescribe dispute mechanisms, but under Work Stream 2 (Solution Design), the consultant should recommend workflows for handling mismatches. |
| 25 | Does FBR envision the CTS/e-Bilty system being linked directly with taxation and invoicing (Sales Tax, Income Tax, Digital Invoice), or will it primarily serve as a compliance and tracking tool? | Yes. The REOI (Objectives; Section 2) requires integration with Sales Tax Real-time Invoice Verification (STRIVE), Digital Invoice, and Inland Revenue databases along with the Customs databases of Transit, Transshipment, Imports/Exports, Antismuggling portal etc. CTS will thus serve |

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| | | both compliance/tracking and taxation linkages. |
| 26 | How should smuggling-prone routes or high-risk cargo types be flagged differently in the system compared to routine trade routes? | The REOI (Section 4.2.2, Risk Management Module) requires the system to include risk-based targeting, allowing smuggling-prone routes and high-risk cargo types, and risky entities to be flagged differently. |
| 27 | Does FBR foresee a phased rollout by sector (e.g., petroleum, FMCG, industrial goods) or geography (e.g., Karachi-Lahore corridor first, then nationwide)? | A phased rollout is explicitly mentioned (Section 4.3.1, Strategic Implementation Roadmap). It may begin with a pilot (e.g., Karachi-Lahore corridor or specific industries) before nationwide rollout. |
| 28 | How much training and support will be needed for truck drivers and small transporters, given varying levels of digital literacy? | The REOI (Section 4.1.1, Stakeholder Analysis) highlights digital literacy assessment of transporters/truckers. Therefore, training and support are envisaged as critical deliverables to ensure adoption. |
| 29 | Among the private sector stakeholders (large logistics firms, SMEs, truck drivers, traders), which groups are priority stakeholders for initial rollout? | Priority stakeholders include importers, manufacturers, distributors, exporters, transporters, and truck drivers (Section 2, CTS Objective). For rollout, truckers and transporters will be primary focus groups. |
| 30 | For the public sector, should the system directly integrate with all provincial MRAs, NHA, Motorway Police, Excise & Taxation, and Safe City projects in Phase-1, or do you see this as phased integration? | Integration with provincial MRAs, NHA, Motorway Police, Safe City projects etc. is required (Section 4.2.3). This is likely phased, beginning with critical partners before expanding nationwide. |
| 31 | Has any stakeholder consultation already been conducted, or should the consultant plan the full stakeholder engagement and workshops? | No consultations have been conducted yet. The REOI requires the consultant to plan and execute full stakeholder engagement (Section 4.1.1, Stakeholder Analysis and Consultative Sessions). |
| 32 | Is FBR open to a cloud-first architecture (possibly hosted locally with redundancy/DR) or does it prefer an on-premises data center approach? | TORs Section 4.1.4 requires assessment of ICT hosting options (cloud vs. on-premises). FBR has no fixed preference; consultant may propose cloud-first with redundancy and DR, or on-premises, with justifications. Note that integration with other government agencies providing data considered sensitive may require an on-prem solution. |
| 33 | Does FBR have a preference for tracking technology (GPS, RFID, QR, IoT) or should the consultant provide multiple cost-benefit options for evaluation? | The REOI requires evaluation of tracking technologies (RFID, GPS, QR, IoT) under Section 4.1.4 and recommendation of the most suitable hybrid model. No preference is mandated. |
| 34 | For integration with existing FBR systems (WeBOC, PSW, IRIS, STRIVE, Anti-Smuggling Portal), can you confirm whether API documentation | Yes. Section 4.2.3 Integration Blueprint confirms integration with WeBOC, PSW, IRIS, STRIVE, Anti-Smuggling Portal. API documentation and support will be provided by FBR during the project. |

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| | and technical support will be made available during this study? | |
| 35 | What level of real-time data exchange is expected with external agencies like NADRA or provincial MRAs - full API integration, or only query-based validation? | External integration is expected with full API/data exchange (Section 4.2.3), not just query validation. For instance, onboarding of stakeholders/registration with the system might require KYC protocols for identity verification and validation. However, the consultant may recommend phased depth of integration. |
| 36 | Will the consultant be responsible for preparing functional + technical TORs only, or also managing the full procurement process (evaluation, bidder clarifications, contract negotiation)? | The consultant is responsible for preparing functional and technical TORs (Section 5, Deliverables) but will not manage the procurement process. |
| 37 | Kindly confirm if we need to submit the financial proposal at the REOI stage? | As per REOI, only Expressions of Interest are required at this stage. Financial proposals are not needed until a later RFP stage. |
| 38 | Kindly confirm that we need to submit technical solution at the REOI stage? | Similarly, technical solutions are not required at REOI stage (only eligibility criteria mentioned in the REOI, such as qualifications/experience are sought). Detailed technical and financial proposals will be requested during RFP stage. |
| 39 | For a firm wishing to engage a sub-consultant / sub-contractor firm, will the experience of the sub-consultant firm be awarded points under the shortlisting criteria or only the lead firm's experience will be counted? | For firms in arrangement of Lead firm and having the sub-consultant, only the experience and capacity of lead firm will be assessed, considered and awarded points. However, such arrangement should be clearly mentioned in Expressions of Interest Response with requisite details. |
| 40 | Tentative time schedule for the REOI and subsequent RFP process. | Tentative time for REOI and subsequent RFP process is 3 to 4 months. |
| 41 | Any indicative or allocated estimated budget for the assignment. | Please note that the Terms of Reference (TORs) provide inputs in terms of time and duration of the assignment, which are intended to guide prospective firms for preparation of their responses. |
| 42 | Availability of a specific or preferred EOI proposal format/template, if prescribed. | There is no prescribed format/template for EOI, however, firms are expected to submit their Expression of Interests (EOIs) in a structured format so that all responses are comparable. |

5. The meeting ended with a vote of thanks.

Additional Director P&F

Table – A: List of FBR’s Participants-

| Sr. # | Name | Designation | Role |
|-------|--------------------------|--|---------------|
| 1. | Mr. Hassan Saqib Sheikh | Chief Collector of Customs (Airports) | Chairman, PEC |
| 2. | Mr. Arbab Qaisar Hamid | Chief (R&A), FBR HQ, Islamabad | Member, PEC |
| 3. | Mr. Abdul Razzaq | General Manager (Operations), PRAL, Islamabad. | Member, PEC |
| 4. | Mr. Sheeraz Abdul Rashid | Senior Vice President, Digital Infrastructure, PSW, Islamabad. | Member, PEC |
| 5. | Mr. Athar Fahim | Chief Strategy and Operations Officer, PSW, Islamabad. | Member, PEC |
| 6. | Mr. Shahzad Ali Shah | Contract Management Specialist, PRR, FBR, Islamabad. | Convener, PEC |
| 7. | Syed Zafar Ali Shah | Procurement Specialist, PRR, FBR, Islamabad. | Member, PEC |
| 8. | Muhammad Ali Asad Khan | Program Director, National Targeting Center | - |
| 9. | Mr. Akbar Jan | Project Director - CTS | - |
| 10. | Ali Asad | Deputy Project Director - CTS | - |

Table – B: List of Firms’ Participants-

| Sr. # | Firms’ Name | Representatives’ Name |
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| 1. | M/s Sapphire Consulting Services | Arsalan Akbar |
| 2. | M/s NESPAK | Fiza |
| 3. | M/s Sapphire Consulting Services Pvt. Ltd. | Junaid Khan |
| 4. | | Saad Mahmood |
| 5. | M/s R2V (Private) Limited | Dr. Nisbah Awan |
| 6. | M/s Synercon | Waqas Waheed |
| 7. | M/s Pronet Private Limited | Adnan Gul |
| 8. | M/s ViztroTech Business Solutions | Rahmatullah Vistro |
| 9. | M/s Acrux Technologies Private Limited | Omar Khan |
| 10. | M/s Nawaz Hussain Sikander | Mehrunnissa Katpar |
| 11. | M/s Sapphire Consulting Services Pvt. Ltd | Farmanullah Memon |
| 12. | M/s KPMG | Yousuf Butt |
| 13. | M/s Moon Engineering Company Limited. | Ejaz Ahmed Minhas |
| 14. | M/s Data Pilot | Arslan Zahid |
| 15. | M/s Streams IT Solutions (Private) Limited | Saad Mahmood |
| 16. | M/s Engineering Solutions Streams IT Solutions | Hassan Mahmood |
| 17. | M/s Estaterix Technologies | Faiz K Tareen |