



REQUEST FOR PROPOSAL REFERENCE NUMBER: AF/CR/RFP26OO3/2026

Date: May 19, 2026

REQUEST FOR PROPOSAL

Full & Semi-Outsourcing of Customer Service and Operations Functions

1. Introduction

ATOMA invites qualified service providers to submit proposals for the outsourcing of customer service operations, including call center services, SIM verification, and related support functions.

The purpose of this RFP is to identify and engage multiple Service Providers capable of delivering high-quality, scalable, and resilient customer service solutions under both full outsourcing and semi-outsourcing models.

2. Project Background

ATOMA currently operates its customer service functions, including call center operations, SIM verification, and related support services through a single outsourced Service Provider. While this model has provided operational continuity, reliance on a sole Service Provider presents risks related to service disruption, limited scalability, and reduced competitive benchmarking.

With growing customer demand, increasing service complexity, and the need for enhanced operational resilience, the company is seeking to transform its outsourcing model. This includes diversifying service providers, introducing flexible engagement structures, and ensuring business continuity through multi-Service Provider support.

As part of this initiative, the company intends to expand its outsourcing framework to include multiple qualified Service Providers capable of delivering high quality customer service operations under clearly defined service levels.

3. Project Objectives

The primary objectives of this RFP are:

- **Service Provider Diversification:**
 - To onboard multiple qualified Service Providers and reduce dependency on a single service provider.
- **Business Continuity & Risk Mitigation:**
 - To ensure uninterrupted operations by engaging at least two Service Providers for call center services, minimizing the risk of service disruption.
- **Operational Flexibility:**
 - To introduce two outsourcing models:
 - Full Outsourcing: End-to-end management of customer service functions. (Service Provider's premises)

- Semi-Outsourcing: Shared responsibility between ATOMA and the Service Provider. (ATOMA premises)
- **Service Quality Improvement:**
 - To enhance customer experience through improved service delivery, performance benchmarking, and competition among Service Providers.
- **Scalability & Efficiency:**
 - To enable scalable operations that can adapt to changing business needs and customer volumes.
- **Cost Optimization:**
 - To achieve competitive pricing through a multi-Service Provider approach while maintaining high service standards.

4. Scope of Work (SOW)

The selected Service Provider(s) will be required to deliver services across the following areas:

1. Outsourcing Models

- **Full Outsourcing Model:**
 - Service Provider assumes full responsibility for staffing, operations, infrastructure, and service delivery.
- **Semi-Outsourcing Model:**
 - Shared responsibilities (e.g., company provides infrastructure or partial staffing; Service Provider manages operations or vice versa).

1.1 Call Center Operations (Full Outsource)

- Inbound customer support (voice and digital channels)
- Handling customer inquiries, complaints, and service requests
- Technical support
- Customer retention
- Workforce management
- Training (Theory, Practical on P&S for existing and new joiners)
- Data Privacy

1.2 Multi-Service Provider Environment

- At least two Service Providers will be engaged for call centers operations.
- Service Providers must demonstrate the ability to operate in a shared environment with clear workload allocation and performance benchmarking.

- Coordination and transition plans will be required to ensure seamless collaboration.

1.3. Service Levels & Compliance

- Adherence to defined SLAs and KPIs (e.g. Service level, response time, resolution time, customer satisfaction)
- Compliance with regulations and company policies
- Data privacy and information security standards

2. SIM Verification Services: Eyeballing (Full outsourcing)

- Customer identity verification in compliance with regulatory requirements
- Activation and registration support
- Data validation and record management
- Fraud prevention and reporting
- Data Privacy

3. Additional Customer Service Functions

- Back-Office support (case management & ticket handling)
- Customer onboarding and account updates
- Quality assurance and monitoring
- Reporting and analytics
- Customer complaints handling

5. Commercial Model

The proposed commercial model shall be structured as follows:

- Semi outsource services: Pricing shall be provided on a Full-Time Equivalent (FTE) basis, linked to defined KPIs.
- Fully outsourced services: Pricing shall be transaction-based, including but not limited to per call, per interaction, or per transaction, depending on the service type.

Service Providers must clearly outline and itemize all cost components, including but not limited to:

- Recruitment and training
- Personnel costs (salaries, benefits, supervision)
- Technology and IT infrastructure
- Facilities and utilities
- Operational and support costs

Service provider shall provide their estimated investment to this project.

All pricing submissions must be transparent, detailed, and aligned with the defined scope of services and KPIs.

6. Headcount & Operational Flexibility

- The Service Provider shall align its staffing levels with the transaction volumes and call flows as forecasted by ATOMA and shall scale agent capacity up or down as required to meet demand.
- The Service Provider acknowledges that volumes may fluctuate due to business, regulatory, seasonal, or market factors and shall maintain sufficient flexibility to adjust resources accordingly.
- No minimum headcount is guaranteed unless agreed in writing. ATOMA reserves the right to revise forecasts, and the Service Provider shall adjust staffing based on updated forecasts and actual transactions trends.

Department	Contract type	Current Headcount
Mass Call center	Full outsourcing	208
SIM Verification (Eyeballing)	Full outsourcing	120
Dealer, IVR and SMS chat call centers	Full outsourcing	11
SIM REG & Archiving	Semi- outsourcing	47
Outbound call center	Semi- outsourcing	24
Back-Office	Semi- outsourcing	12
Corporate Verification	Semi- outsourcing	10
Social media	Semi- outsourcing	4
CR Reporting	Semi- outsourcing	3

7. Legal and Compliance Requirements

The Service Provider(s) shall comply with all applicable legal, regulatory, and contractual obligations, including but not limited to:

- Compliance with all relevant labor laws and employment regulations applicable in the country.
- Full adherence to Afghanistan Telecom Regulatory Authority (ATRA) regulations, including requirements related to SIM Registration, customer complaints handling and consumer protection
- Possession and maintenance of all required licenses and permits necessary to deliver the services (e.g., valid business license and any other applicable regulatory approvals)
- Compliance with ATOMA's internal requirements, including:
 - Audit and inspection requirements
 - Business continuity and disaster recovery obligations
 - Service Level Agreement (SLA) commitments

- Confidentiality and data protection requirements

8. HR System Requirements (Service Provider responsibility)

Service Providers must provide and manage a complete HR management system for their staff (full & semi outsourcing projects) including:

- Recruitment and onboarding
- Payroll processing
- Attendance and leave management (E-Attendance)
- Performance management
- Employee records and compliance
- Attrition tracking and reporting

9. Transition & Implementation Plan

Service Providers shall submit a detailed transition and implementation plan covering recruitment, onboarding, training, and go-live activities, including timelines, milestones, resource allocation, and pilot phase prior to full rollout.

10. Key Performance Indicators (KPIs)

This RFP outlines high-level performance expectations and indicative KPIs for the scope of services. Detailed KPIs, along with related terms and conditions, measurement methodologies, targets, reporting, and governance mechanisms, shall be mutually agreed after the selection of Service Provider during contract finalization.

Key KPIs			
S. No	KPI	Target	Measurement
1	Customer ID verification in ATRA system	100%	System report
2	SIM activation SLA	≤ 5 minutes	System report
3	Inbound CC Service Level	80%	System report
4	Inbound CC Average handling time	90 - 120 Secs	System report
5	Average speed to answer / Waiting Time	45 Secs	System report
6	First call resolution (FCR)	98%	System report
7	P&S Knowledge	98%	Quality report
8	Complaints & Query tagging	100%	System report
9	Customer Complaints Handling	100%	System report
10	Report Preparation & submission	100%	Manual

II. General Responsibility Matrix

S. No	Category	Scope Summary	Responsible
1A	Applications & IT	Provide and manage core business applications (CRM, Webcare, Servicely, CRBT, ADM, CC Galaxy, Apliman), ensure 24/7 system availability, system monitoring, and outage alerts. Provide Cisco routers.	ATOMA
1B	Applications & IT	Provide and manage Cisco switches latest model, firewall (IPS), DoS/DDoS protection, NAC/port security on all switches, Network cabling (faceplate, patch panel, Rack, Patch card etc), workstations latest model + accessories, Windows update version with original license, Office 365 licensed, antivirus (Falcon Crowd Strike), file servers, patch management, administrator controls/LAP's, Quiz app license, LCD wallboard screens for real-time dashboards. ATOMA domain, security, TSS and ATOMA policies. Outage alerts. Ensure full IT operations support and compliance with ATOMA standards.	Service Provider
2	Network connectivity	End to end connectivity, Microwave, fiber as protection/backup	Service Provider
3	Space & Facilities	Provide adequate workspace for operations and ATOMA staff, including furniture, layout, and maintenance. The Service Provider shall maintain its primary operational facility near ATOMA's head office to support effective coordination, governance, training, and oversight.	Service Provider
4	Security, Maintenance & Transport	Provide security, cleaning, air-conditioned environment, transportation for all shifts, pantry supplies, and civil works as required.	Service Provider
5	Power & Utilities	Ensure uninterrupted 24/7 power (generator/city), fuel availability, and UPS backup.	Service Provider
6	Recruitment & Onboarding	Execute structured hiring, background checks, onboarding, and security clearance. Replacement hiring subject to ATOMA approval; termination for non-performance/compliance.	Service Provider
7	Staff Management	Manage staffing, scheduling, attendance, and shift rotations based on demand. Maintain full rosters with backup staff. Assign team leaders (1 per 25 HC). Provide reports (daily/weekly/monthly).	Service Provider

8	Training & Development	Deliver initial and ongoing training (process, systems, customer service, compliance). Conduct periodic upskilling based on performance needs and ATOMA guidelines.	Service Provider
9	Payroll & Benefits	Ensure competitive salaries, monthly payroll, statutory compliance, and employee benefits (leave, overtime). Salaries paid by max 5th of each month; invoicing per agreed terms. Payroll subject to ATOMA review.	Service Provider / ATOMA
10	Performance Management	Define and monitor KPIs, conduct evaluations, bi-weekly meetings, and continuous improvement plans. ATOMA to perform periodic oversight.	ATOMA / Service Provider
11	Service Provider Investment	Obtain prior approval from ATOMA for required investments.	Service Provider / ATOMA
12	Employee Benefits	Provide annual bonus and structured salary increment plans to support retention and motivation.	Service Provider
13	Compliance	Adhere to all applicable labor laws, contracts, and company policies.	Service Provider
14	Workforce Readiness	Maintain additional capacity (10–20 seats) for emergency scaling as required by ATOMA.	Service Provider
15	Engagement & Retention	Implement engagement initiatives and conduct at least two town halls annually.	Service Provider
16	Business Continuity	Ensure 24/7 operations with disaster recovery setup, backup site, and redundant communication channels.	Service Provider
17	Reporting & Governance	Provide timely reporting (operations, HR metrics). Immediate escalation of downtimes; non-compliance subject to penalties.	Service Provider
18	Compliance & Labor Law	100% adherence to all applicable labor laws, contracts, and employee policies.	Service Provider
19	Final hiring of staff	Service Provider is responsible to hire new staff for full outsourcing projects as per hiring process.	Service Provider
20	Final hiring of staff	ATOMA will be responsible for hiring of new agents under semi-outsourcing in coordination of Service Provider	ATOMA
21	Staff Termination	Based on evidence for Non-compliance & poor performance considering Labor Law, ATOMA and Service Provider policies.	Service Provider
22	Resignation Notice	Employee resignation notice shall be sent to ATOMA 30 days prior to resignation date (at least two weeks for emergency situation).	Service Provider
23	Overtime payment to employees	100% overtime payment should be paid to all agents according to the Labor Law and ATOMA policies.	Service Provider

24	Advance Salary by Service Provider	Service Provider to make an advance salary scheme/process so the interim staff can take advance salary in case of need.	Service Provider
25	Paid and Un-paid leave	1. Paid annual or sick Leave as per labor law to all staff. 2. Maternity paid leave for female employees as per labor law (3 months). 3. Un-paid leave as per agent need.	Service Provider
26	Motivation & Recognition for Top performers	1. Initiatives to maintain satisfaction and reduce staff turnover. 2. Interim staff working in any CC unit, should have a quarterly or yearly appreciation i.e. certification and monetary.	Service Provider
27	Bank Accounts & TIN	Every interim staff should have a separate TIN number. Service Provider to open bank accounts for interim staff so they can collect their salaries from relevant banks as it will speed up salary disbursement.	Service Provider
28	Operational meetings	ATOMA and Service Provider management should have at least 2 meetings in a month	ATOMA & Service Provider
29	Outage (ATOMA)	In case of any core system(s) outage from ATOMA side, the affected agents should be paid if the outage is more than 1hr	ATOMA
30	Outage (Service Provider)	In case of any outage from Service Provider side (example power outage), the affected agents should be paid if the outage is more than 1hr	Service Provider

12. Proposal Submission Requirements

- Company profile and legal documents
- Technical proposal (solution design, architecture, approach)
- Implementation methodology and work plan
- Team structure and CVs of key staff
- Past experience and references
- Compliance statement to RFP requirements
- Separate sealed/compliant financial proposal

13. Eligibility Criteria

Proposals will be evaluated based on technical capability, experience, commercial offer, SLA commitments, and innovation.

- Registered company with valid business license
- Minimum 3 - 5 years' experience in call center & customer service functions setup/operations
- Proven track record at least 2–3 similar projects
- Financial stability, audited financial statements
- Technical capability (infrastructure, software, telecom integration)

14. Financial Eligibility & Capacity Requirements

All bidders must demonstrate strong financial stability and the capacity to sustain long-term service delivery for the call center & customer service functions' operation. To be considered responsive, bidders shall meet the following minimum financial criteria.

16.1 Minimum Financial Strength

- Audited financial statements (balance sheet, income statement, cash flow) for the last three years must be submitted.

16.2 Liquidity & Solvency

- The bidder must demonstrate adequate liquidity to support operations:
- The company must not be under bankruptcy, insolvency, or financial restructuring.

16.3 Access to Financial Resources

- Evidence of access to working capital (e.g., bank statements, credit lines, or financing agreements).
- A bank reference letter/Bank Statement confirming financial reliability and good standing.

16.4 Contract Capacity

- The bidder must demonstrate the ability to finance startup and operational costs for at least **3–6 months** without advance payment.

16.5 Updated AISA license

- The license acquired from government must be updated

16.6 Tax Clearance documents

- The bidder must demonstrate the documentation cleared from authorized government agencies

15. Evaluation Criteria

Technical (70%)

- Understanding of requirements
- Solution quality (technology, scalability, security)
- Experience and past performance
- Project team qualifications
- Implementation plan & timeline

Financial (30%)

- Cost competitiveness
- Cost breakdown transparency
- Value for money

16. Exit Management

The Service Provider(s) shall support a structured and seamless transition of services upon contract expiration or termination to ensure continuity and minimal disruption to ATOMA operations.

This shall include:

- Preparation and execution of an exit transition plan
- Complete knowledge transfer, including processes, documentation, and system information
- Continued support of key personnel during the transition period
- Secure handover of all ATOMA data, records, and access credentials
- Return of ATOMA-owned assets and materials

The Service Provider(s) shall fully cooperate with ATOMA and/or any incoming Service Provider to ensure service continuity and performance stability during the transition period.

17. Project Delivery Timeline

The Service Provider shall submit a comprehensive work plan outlining all deliverables, structured in accordance with a waterfall methodology, to facilitate phased implementation and timely delivery across defined project stages.

18. RFP Time Period

RFP Issuance date: 19, May, 2026

Proposal Submission Deadline: 15th June, 2026

Supplier shall submit their proposal in the given deadline, late submission will not be considered for evaluation.

TENDERER’S ACKNOWLEDGEMENT/ PRELIMINARY NON-DISCLOSURE AGREEMENT.

1. Tender’s Acknowledgment:

Please mark as appropriate:

- We acknowledge receipt and acceptance of the RFP and intend to submit a tender as required
- We acknowledge receipt of the RFP but decline to tender for the following reasons: Please write your reason here: We undertake to return to ATOMA within the below-mentioned deadline from receipt of the complete RFP package with all attachments, information and documents related thereto as provided by ATOMA and any copies made thereof. The complete tender documents along with the Proposal to be submitted in a SEALED envelope addressed to the Supply Chain Department of ATOMA and to be physically submitted in the tender box located in ATOMA Head Office, Reception, located in Shar-E-Naw Kabul not later than Dated (15th, June, 2026). Bidders are requested to do the registration at ATOMA at the time of obtaining the RFP from ATOMA reception.

Bidders should ensure that they provide accurate email addresses and contact numbers at the time of registration. Bids are invited from reputable companies for “Request for Proposal for IT Infrastructure SPOF Project ”according to ATOMA requirements and Technical Specifications as per RFP. Bid received after the mentioned deadline shall not be accepted. ATOMA reserves the right to accept or reject any or all bids and to annul the bidding at any time, without thereby incurring any liability to the affected supplier(s) or any obligations to inform the affected supplier(s) on the grounds of ATOMA's action.

2. Preliminary Non-Disclosure Agreement:

We agree that all information and documents contained in or related to this RFP as provided by ATOMA is proprietary information and shall be treated as confidential. We undertake that all such information and documents, as described above, shall not be divulged to any other party (such prohibition applies to any further release of information regarding this RFP by ATOMA) without the prior written permission from ATOMA to do so. We agree that this RFP and all information and documents relating to it and provided hereunder by ATOMA are not to be used for any purpose other than for the preparation of our tender submission. This undertaking will also apply to any subsequent contract resulting from this RFP.

Name: _____

Designation: _____

Signed / Date / Stamped: _____

3. Submission Instructions:

- All proposals must be submitted electronically to:
Temp_ismail.safil@atoma.com.af, sadeequllah@atoma.com.af
- All commercial proposal which are submitted electronically must be **password protected**. Unprotected proposal will not be considered for further evaluation.
- The sealed envelope should be submitted at:
ATOMA Head Office, Reception Shar-E Naw Kabul, Afghanistan.
- The sealed envelope must be placed in ATOMA tender box, located in ATOMA main office reception.
- All questions regarding this RFP must be submitted in writing.
- Responses will be provided to all potential bidders.
- Bids must remain valid for 120 days from the submission deadline.
- The bid must be submitted in English.
- ATOMA reserves the right to reject any or all proposals.

General Requirements and Compliance

- The supplier must have and always maintain and all the time, at its own cost and expense, all permits, licenses, authorization, and approval from relevant government entities necessary for the service provided under this RFP/Agreement.

All foreign companies are therefore required to ensure that all corporate documents are:

- Officially translated into English, if not already in English
- Notarized or certified by an appropriate authority in the country of origin (e.g., notary public, apostil, Ministry of foreign Affairs, or embassy) such as Business Licenses, Incorporation Certificates, Tax Certificates, Bank Reference Letters, ISO Certifications properly stamped, signed, and dated
Failure to submit properly certified and verifiable documentation may result in disqualification or reduced eligibility.
- The top three suppliers shall present slide presentations to the cross-functional team comprised of IT, Network, Customer Service, legal and compliance and procurement.

4. Queries and Submissions:

All queries related to this document should be addressed to:

Procurement department of ATOMA

Email: temp_ismail.safil@atoma.com.af, sadeequllah@atoma.com.af Phone# 0772227050, 0772222021.