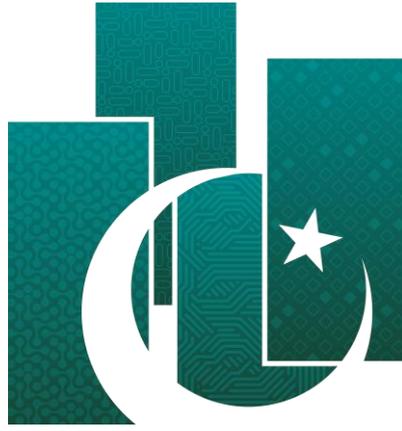

REQUEST FOR PROPOSAL

Provision of Consultancy Services for the Development of a National Digital Economy Strategy

(Single Stage Two Envelope Procedure)

(International Competitive Bidding)



Pakistan Digital Authority

Tender ID: "PDA/TDRS/NDES/CONSULTANT/2025-26/03"

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PART I

Section I. Request for Proposal



Tender ID: "PDA/TDRS/NDES/CONSULTANT/2025-26/03"

for

Provision of Consultancy Services for the Development of a National Digital Economy Strategy

Pakistan Digital Authority (PDA)

Date: 18th Mar 2026

1. This Invitation for submission of Proposals follows the Procurement Notice for this Project which appeared on PPRA website on 18th Mar 2026.
2. The PDA now invites proposals to provide the following consulting services: Provision of Consultancy Services for the Development of a National Digital Economy Strategy. More details on the services are provided in the Terms of Reference.
3. This Request for Proposal (RFP) addresses to all the eligible consultants and determining the capacity and capability of the consultants shall be the part of the technical proposal.
4. A firm will be selected under **Least Cost Method** and procedures described in this RFP.
5. The RFP includes the following documents:
Section 1 - Letter of Invitation
Section 2 - Instructions to Consultants and Data Sheet

Section 3 - Technical Proposal - Standard Forms
Section 4 - Financial Proposal - Standard Forms
Section 5 – Eligible Countries
Section 6 - Terms of Reference

6. Please submit your proposal on e-PADS only.

Yours sincerely,

Head of Procurement
Pakistan Digital Authority (PDA),
7th Floor, Kohsar Block,
Islamabad, Pakistan

Section II. Instructions to Consultants

A. General Provisions

<p>1. Definitions</p>	<p>1.1 Definition</p> <ul style="list-style-type: none"> a) "Affiliate(s)" means an individual or an entity that directly or indirectly controls, is controlled by, or is under common control with the Consultant. b) "Applicable Law" means the laws and any other instruments having the force of law in Pakistan, or in such other country as may be specified in the Data Sheet, as they may be issued and in force from time to time. c) "Consultant" means a legally-established professional consulting firm or an entity that may provide or provides the Services to the Procuring Agency under the Contract. d) "Contract" means a legally binding written agreement signed between the Procuring Agency and the Consultant and includes all the attached documents listed in its Clause 1 (the General Conditions of Contract (GCC), the Special Conditions of Contract (SCC), and the Appendices). e) "Data Sheet" means an integral part of the Instructions to Consultants (ITC) Section 2 that is used to reflect specific country and assignment conditions to supplement, but not to over-write, the provisions of the ITC. f) "Day" means a calendar day. g) "Experts" means, collectively, Key Experts, Non-Key Experts, or any other personnel of the Consultant, Sub-consultant or Joint Venture member(s). h) "Joint Venture (JV)" means an association with or without
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	<p>a legal personality distinct from that of its members, of more than one Consultant where one member has the authority to conduct all business for and on behalf of any and all the members of the JV, and where the members of the JV are jointly and severally liable to the Procuring Agency for the performance of the Contract.</p> <p>i) “Key Expert(s)” means an individual professional whose skills, qualifications, knowledge and experience are critical to the performance of the Services under the Contract and whose CV is taken into account in the technical evaluation of the Consultant’s proposal.</p> <p>j) “ITC” (this Section 2 of the RFP) means the Instructions to Consultants that provides the Consultants with all information needed to prepare their Proposals.</p> <p>k) “LOI” (this Section 1 of the RFP) means the Letter of Invitation being sent by the Procuring Agency to the Consultants.</p> <p>l) “Non-Key Expert(s)” means an individual professional provided by the Consultant or its Sub-consultant and who is assigned to perform the Services or any part thereof under the Contract and whose CVs are not evaluated individually.</p> <p>m) “Proposal” means the Technical Proposal and the Financial Proposal of the Consultant.</p> <p>n) “RFP” means the Request for Proposals to be prepared by the Procuring Agency for the selection of Consultants, based on the SRFP.</p> <p>o) “Services” means the work to be performed by the Consultant pursuant to the Contract.</p>
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	<p>p) “SRFP” means the Standard Request for Proposals, which must be used by the Procuring Agency as the basis for the preparation of the RFP.</p> <p>q) “Sub-consultant” means an entity to whom the Consultant intends to subcontract any part of the Services while remaining responsible to the Procuring Agency during the performance of the Contract.</p> <p>r) “TORs” (this Section 7 of the RFP) means the Terms of Reference that explain the objectives, scope of work, activities, and tasks to be performed, respective responsibilities of the Procuring Agency and the Consultant, and expected results and deliverables of the assignment.</p>
<p>2. Introduction</p>	<p>2.1 The Procuring Agency named in the Data Sheet intends to select a Consultant from those listed in the Letter of Invitation, in accordance with the method of selection specified in the Data Sheet. The eligible Consultants are invited to submit a Technical Proposal and a Financial Proposal, or a Technical Proposal only, as specified in the Data Sheet, for consulting services required for the assignment named in the Data Sheet. The Proposal will be the basis for negotiating and ultimately signing the Contract with the selected Consultant.</p> <p>2.2 The Consultants should familiarize themselves with the local conditions and take them into account in preparing their Proposals, including attending a pre-proposal conference if one is specified in the Data Sheet. Attending any such pre-proposal conference is optional and is at the Consultants’ expense.</p> <p>2.3 The Procuring Agency will timely provide, at no cost to the Consultants, the inputs, relevant project data, and reports required for the preparation of the Consultant’s Proposal as specified in the Data Sheet.</p>
<p>3. Conflict of Interest</p>	<p>3.1 The Consultant is required to provide professional, objective, and impartial advice, at all times holding the Procuring Agency’s interests paramount, strictly avoiding conflicts with other assignments or its own corporate interests, and acting</p>

	<p>without any consideration for future work.</p> <p>3.2 The Consultant has an obligation to disclose to the Procuring Agency any situation of actual or potential conflict that impacts its capacity to serve the best interest of its Procuring Agency. Failure to disclose such situations may lead to the disqualification of the Consultant or the termination of its Contract and/or sanctions by the Authority.</p> <p>3.3 Without limitation on the generality of the foregoing, the Consultant shall not be hired under the circumstances set forth below:</p>
<p>a. Conflicting activities</p>	<p>(i) <u>Conflict between consulting activities and procurement of goods, works or non-consulting services:</u> a firm that has been engaged by the Procuring Agency to provide goods, works, or non-consulting services for a project, or any of its Affiliates, shall be disqualified from providing consulting services resulting from or directly related to those goods, works, or non-consulting services. Conversely, a firm hired to provide consulting services for the preparation or implementation of a project, or any of its Affiliates, shall be disqualified from subsequently providing goods or works or non-consulting services resulting from or directly related to the consulting services for such preparation or implementation.</p>
<p>b. Conflicting assignments</p>	<p>(ii) <u>Conflict among consulting assignments:</u> a Consultant (including its Experts and Sub-consultants) or any of its Affiliates shall not be hired for any assignment that, by its nature, may be in conflict with another assignment of the Consultant for the same or for another Procuring Agency.</p>
<p>c. Conflicting relationships</p>	<p>(iii) <u>Relationship with the Procuring Agency's staff:</u> a Consultant (including its Experts and Sub-consultants) that has a close business or family relationship with a professional staff of the Procuring Agency, or of a recipient of a part of the financing in case the project is financed by some financing institution) who are directly or indirectly involved in any part of (i) the preparation of the Terms of Reference for the assignment, (ii) the selection process for the Contract, or (iii) the supervision of the Contract, may not be awarded a</p>

	<p>Contract, unless the conflict stemming from this relationship has been resolved in a manner acceptable to the Authority throughout the selection process and the execution of the Contract.</p>
<p>4. Unfair Competitive Advantage</p>	<p>4.1 Fairness and transparency in the selection process require that the Consultants or their Affiliates competing for a specific assignment do not derive a competitive advantage from having provided consulting services related to the assignment in question. To that end, the Procuring Agency shall indicate in the Data Sheet and make available to all eligible Consultants together with this RFP all information that would in that respect give such Consultant any unfair competitive advantage over competing Consultants.</p>
<p>5. Corrupt and Fraudulent Practices</p>	<p>5.1 The Authority requires compliance with its Regulatory Framework in regard to corrupt and fraudulent practices as set forth in Section 6.</p> <p>5.2 In further pursuance of this Regulatory Framework, Consultants shall permit and shall cause their agents (where declared or not), sub-contractors, sub-consultants, service providers, suppliers, and personnel, to permit the Procuring Agency to inspect all accounts, records and other documents relating to any shortlisting process, Proposal submission, and contract performance (in the case of award), and to have them audited by auditors appointed by the Procuring Agency.</p>
<p>6.</p>	<p>6.1 The Procuring Agency permits consultants (individuals and firms, including Joint Ventures and their individual members) from all countries to offer consulting services for the project.</p> <p>6.2 Furthermore, it is the Consultant’s responsibility to ensure that its Experts, joint venture members, Sub-consultants, agents (declared or not), sub-contractors, service providers, suppliers and/or their employees meet the eligibility requirements.</p> <p>As an exception to the foregoing Clauses 6.1 and 6.2 above:</p>
<p>a. Sanctions</p>	<p>6.3 A firm or an individual declared blacklisted by the Authority in accordance with the above Clause 5.1 shall be ineligible to participate in the procurement process or to be awarded a contract, during such period of time as the Authority shall determine. The list of debarred firms and individuals is available at the electronic address specified in the Data Sheet.</p>

<p>b. Prohibitions</p>	<p>6.4 Firms and individuals of a country or goods manufactured in a country may be ineligible if so indicated in Section 5 (Eligible Countries).</p>
<p>c. Restrictions for public employees</p>	<p>6.5 Government officials and civil servants of Pakistan are not eligible to be included as Experts in the Consultant's Proposal unless such engagement does not conflict with any employment or other laws, regulations, or policies of the Government of Pakistan, and they</p> <p>(i) are on leave of absence without pay, or have resigned or retired;</p> <p>(ii) are not being hired by the same agency they were working for before going on leave of absence without pay, resigning, or retiring</p> <p>(in case of resignation or retirement, for a period of at least two years, or the period established by statutory provisions applying to civil servants or government employees whichever is longer. Experts who are employed by the government-owned universities, educational or research institutions are not eligible unless they have been full time employees of their institutions for a year or more prior to being included in Consultant's Proposal.; and</p> <p>(iii) their hiring would not create a conflict of interest.</p>
<p>B. Preparation of Proposals</p>	
<p>7. General Considerations</p>	<p>7.1 In preparing the Proposal, the Consultant is expected to examine the RFP in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal.</p>
<p>8. Cost of Preparation of Proposal</p>	<p>8.1The Consultant shall bear all costs associated with the preparation and submission of its Proposal, and the Procuring Agency shall not be responsible or liable for those costs, regardless of the conduct or outcome of the selection process. The Procuring Agency is not bound to accept any proposal, and reserves the right to annul the selection process in accordance with the procurement regulatory framework at any time prior to Contract award, without thereby incurring any liability to the</p>

	Consultant.
9. Language	9.1 The Proposal, as well as all correspondence and documents relating to the Proposal exchanged between the Consultant and the Procuring Agency, shall be written in the language(s) specified in the Data Sheet.
10. Documents Comprising the Proposal	10.1 The Proposal shall comprise the documents and forms listed in the Data Sheet . If specified in the Data Sheet , the Consultant shall include a statement of an undertaking of the Consultant to observe, in competing for and executing a contract, the Procuring Regulatory Framework regarding corrupt and fraudulent practices.
11. Only One Proposal	11.1 The Consultant (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture in another Proposal. If a Consultant, including any Joint Venture member, submits or participates in more than one proposal, all such proposals shall be disqualified and rejected. This does not, however, preclude a Sub-consultant, or the Consultant's staff from participating as Key Experts and Non-Key Experts in more than one Proposal when circumstances justify and if stated in the Data Sheet and subject to regulatory instructions, if any.
12. Proposal Validity	12.1 Proposals shall remain valid for the period specified in the Data Sheet after the Proposal submission deadline prescribed by the PA. To ensure the validity of proposal, it shall contain bid/proposal security or bid/proposal securing declaration as a complementary bid/proposal securing instrument having the validity twenty-eight days more than the bid/proposal validity period. 12.2 During this period, the Consultant shall maintain its original Proposal without any change, including the availability of the Key Experts, the proposed rates and the total price. 12.3 If it is established that any Key Expert nominated in the Consultant's Proposal was not available at the time of Proposal submission or was included in the Proposal without his/her confirmation, such Proposal shall be disqualified and rejected for further evaluation, and may be subject to blacklisting and debarment in accordance with Clause 5 of this ITC.

<p>a. Extension of Validity Period</p>	<p>12.4 If considered necessary, an extension can be made in case of exceptional circumstances (beyond the control of the procuring agency) after recording the reason(s) in writing. Such extension shall be only once, and the period of the extension should be determined keeping in view of the circumstances under which such extension is deemed to be necessary, however, the same shall not be more than the original bid validity period. The request and the responses shall be made in writing. Moreover, any such extension shall be solicited and procured in advance prior to the expiry of original (or initial) bid validity period. Bid/Proposal Securing Instrument shall also be extended in conformity with the period of extension.</p> <p>12.5 If the Consultant agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal and with the confirmation of the availability of the Key Experts.</p> <p>12.6 The Consultant has the right to refuse to extend the validity of its Proposal in which case such Proposal will not be further evaluated.</p>
<p>b. Substitution of Key Experts at Validity Extension</p>	<p>12.7 If any of the Key Experts become unavailable for the extended validity period, the Consultant shall provide a written adequate justification and evidence satisfactory to the Procuring Agency together with the substitution request. In such case, a replacement Key Expert shall have equal or better qualifications and experience than those of the originally proposed Key Expert. The technical evaluation score, however, will remain to be based on the evaluation of the CV of the original Key Expert.</p> <p>12.8 If the Consultant fails to provide a replacement Key Expert with equal or better qualifications, or if the provided reasons for the replacement or justification are unacceptable to the Procuring Agency, such Proposal will be rejected.</p>
<p>c. Sub-Contracting</p>	<p>12.9 The Consultant shall not subcontract the whole of the Services.</p>
	<p>12.10 The Proposal Securing Declaration is required to protect the Procuring Agency against the risk of Consultant's conduct which would warrant the consultant to face the blacklisting or debarment proceedings in accordance with regulatory</p>

	framework.
	12.11 Any Proposal not accompanied by a Proposal Securing Declaration shall be rejected by the Procuring Agency as non-responsive.
	12.12 The Proposal Securing Declaration of a joint venture must be in the name of the joint venture submitting the Proposal.
	12.13 The successful Consultant's Proposal Securing Declaration will be discharged upon the signing the contract with the Successful Consultant, and furnishing the performance security.
	<p>12.14 A Consultant shall be suspended from being eligible for tendering in any contract with the Procuring Agency for the period of time indicated in the Proposal Securing Declaration:</p> <ul style="list-style-type: none"> (a) if the Consultant withdraws its Proposal, except as provided in ITC 12.6 or (b) in the case of a successful Consultant, if the Consultant fails within the specified time limit to: <ul style="list-style-type: none"> (i) sign the contract, or (ii) furnish the required performance security
13. Clarification and Amendment of RFP	<p>13.1 The Consultant may request a clarification of any part of the RFP during the period indicated in the Data Sheet before the Proposals' submission deadline. Any request for clarification must be sent in writing, or by standard electronic means, to the Procuring Agency's address indicated in the Data Sheet. The Procuring Agency will respond in writing, or by standard electronic means, and will send written copies of the response (including an explanation of the query but without identifying its source) to all eligible Consultants. Should the Procuring Agency deem it necessary to amend the RFP as a result of a clarification or at its own initiative, it shall do so following the procedure described below:</p> <ul style="list-style-type: none"> i. At any time before the proposal submission deadline, the Procuring Agency may amend the RFP by issuing an amendment in writing or by standard electronic means. The amendment shall be sent to all shortlisted Consultants and

	<p>will be binding on them. The shortlisted Consultants shall acknowledge receipt of all amendments in writing.</p> <p>ii. If the amendment is substantial, the Procuring Agency may extend the proposal submission deadline to give the shortlisted Consultants reasonable time to take an amendment into account in their Proposals.</p> <p>13.12 The Consultant who has already submitted the proposal prior to any amendments in the RFP, may submit a modified Proposal or a modification to any part of it based on the respective amendment in the RFP at any time prior to the proposal submission deadline. No modifications to the Technical or Financial Proposal shall be accepted after the deadline.</p>
<p>14. Preparation of Proposals – Specific Considerations</p>	<p>14.1 While preparing the Proposal, the Consultant must give particular attention to the following:</p> <p>i. The Procuring Agency may indicate in the Data Sheet the estimated Key Experts’ time input (expressed in person-month) or the Procuring Agency’s estimated total cost of the assignment, but not both. This estimate is indicative and the Proposal shall be based on the Consultant’s own estimates for the same.</p> <p>ii. If stated in the Data Sheet, the Consultant shall include in its Proposal at least the same time input (in the same unit as indicated in the Data Sheet) of Key Experts, failing which the Financial Proposal will be adjusted for the purpose of comparison of proposals and decision for award in accordance with the procedure in the Data Sheet.</p> <p>iii. For assignments under the Fixed-Budget selection method, the estimated Key Experts’ time input is not disclosed. Total available budget, with an indication whether it is inclusive or exclusive of taxes, is given in the Data Sheet, and the Financial Proposal shall not exceed this budget.</p>
<p>15. Technical Proposal Format and Content</p>	<p>15.1 The Technical Proposal shall not include any information regarding Financial Proposal. A Technical Proposal containing material financial information shall be declared non-responsive.</p> <p>15.2 Depending on the nature of the assignment, the Consultant is required to submit a Full Technical Proposal (FTP), or a</p>

	Simplified Technical Proposal (STP) as indicated in the Data Sheet and using the Standard Forms provided in Section 3 of the RFP.
16. Financial Proposal	16.1 The Financial Proposal shall be prepared using the Standard Forms provided in Section 4 of the RFP. It shall list all costs associated with the assignment, including (a) remuneration for Key Experts and Non-Key Experts, (b) reimbursable expenses indicated in the Data Sheet .
a. Taxes	16.2 The Consultant and its Sub-consultants and Experts are responsible for meeting all tax liabilities arising out of the Contract unless stated otherwise in the Data Sheet. Information on taxes in the Procuring Agency's country is provided in the Data Sheet.
b. Currency of Proposal	16.3 The Consultant may express the price for its Services in the currency or currencies as stated in the Data Sheet. If indicated in the Data Sheet, the portion of the price representing local cost shall be stated in the national currency.
c. Currency of Payment	16.4 Payment under the Contract shall be made in the currency or currencies in which the payment is requested in the Proposal.
C. Submission, Opening and Evaluation	
17. Submission, Sealing, and Marking of Proposals	<p>17.1 The Consultant shall submit a signed and complete Proposal comprising the documents and forms in accordance with Clause 10 (Documents Comprising Proposal). The submission can be done by mail or by hand. If specified in the Data Sheet, the Consultant has the option of submitting its Proposals electronically.</p> <p>17.2 An authorized representative of the Consultant shall sign the original submission letters in the required format for both the Technical Proposal and, if applicable, the Financial Proposal and shall initial all pages of both. The authorization shall be in the form of a written power of attorney attached to the Technical Proposal.</p> <p>17.2.1 A Proposal submitted by a Joint Venture shall be signed by all members so as to be legally binding on all members, or by an authorized representative who has a written power of attorney signed by each member's</p>

<p>Withdrawal of bids</p>	<p>authorized representative.</p> <p>17.3 Any modifications, revisions, interlineations, erasures, or overwriting shall be valid only if they are signed or initialed by the person signing the Proposal.</p> <p>17.4 The signed Proposal shall be marked “ORIGINAL”, and its copies marked “COPY” as appropriate. The number of copies is indicated in the Data Sheet. All copies shall be made from the signed original. If there are discrepancies between the original and the copies, the original shall prevail.</p> <p>17.5 The original and all the copies of the Technical Proposal shall be placed inside of a sealed envelope clearly marked “TECHNICAL PROPOSAL”, “[Name of the Assignment]”, reference number, name and address of the Consultant, and with a warning “DO NOT OPEN UNTIL [INSERT THE DATE AND THE TIME OF THE TECHNICAL PROPOSAL SUBMISSION DEADLINE].”</p> <p>17.6 Similarly, the original Financial Proposal (if required for the applicable selection method) shall be placed inside of a sealed envelope clearly marked “FINANCIAL PROPOSAL” followed by the name of the assignment, reference number, name and address of the Consultant, and with a warning “DO NOT OPEN WITH THE TECHNICAL PROPOSAL.”</p> <p>17.7 The sealed envelopes containing the Technical and Financial Proposals shall be placed into one outer envelope and sealed. This outer envelope shall bear the submission address, RFP reference number, the name of the assignment, Consultant’s name and the address, and shall be clearly marked “DO NOT OPEN BEFORE [insert the time and date of the submission deadline indicated in the Data Sheet]”.</p> <p>17.8 If the envelopes and packages with the Proposal are not sealed and marked as required, the Procuring Agency will assume no responsibility for the misplacement, loss, or premature opening of the Proposal.</p> <p>17.9 The Proposal or its modifications must be sent to the address indicated in the Data Sheet and received by the Procuring Agency no later than the deadline indicated in the Data Sheet, or any extension to this deadline. Any Proposal or its modification received by the Procuring Agency after the deadline shall be declared late and rejected, and promptly</p>
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	<p>returned unopened.</p> <p>17.10 A Consultant may withdraw its Proposal after it has been submitted, provided that written notice of the withdrawal of the Proposal, is received by the Procuring Agency prior to the deadline for submission of Proposal.</p> <p>17.11 Revised Proposal may be submitted after the withdrawal of the original Proposal.</p> <p>17.12 First, envelopes marked “WITHDRAWAL” shall be opened and read out and the envelope with the corresponding bid shall not be opened, but returned to the Bidder. No bid withdrawal shall be permitted unless the corresponding Withdrawal Notice contains a valid authorization to request the withdrawal and is read out at bid opening.</p>
<p>18. Confidentiality</p>	<p>18.1 From the time the Proposals are opened to the time the Evaluation Report is published, the Consultant should not contact the Procurement Evaluation Committee of the Procuring Agency on any matter related to its Technical and/or Financial Proposal. Information relating to the evaluation of Proposals shall not be disclosed to the Consultants who submitted the Proposals or to any other party not officially concerned with the process, until the publication of the Evaluation Report.</p> <p>18.2 Any attempt by Consultants or anyone on behalf of the Consultant to influence improperly the Procuring Agency in the evaluation of the Proposals may result in the rejection of its Proposal, and may be subject to the application of prevailing blacklisting procedures.</p> <p>18.3 Notwithstanding the above provisions, from the time of the Proposals’ opening to the time of publication of evaluation report, if a Consultant wishes to contact the Procurement Evaluation Committee or the Procuring Agency on any matter related to the selection process, it should do so only in writing.</p>
<p>19. Opening of Proposal (Technical Proposals)</p>	<p>19.1 The Procuring Agency will open all Proposal, in public, in the presence of Consultant’ or their representatives who choose to attend, and other parties with a legitimate interest in the Proposal proceedings at the place, on the date and at the time, specified in the BDS. The Consultant’ representatives</p>

	<p>present shall sign a register as proof of their attendance.</p> <p>19.2 First, envelopes marked “WITHDRAWAL” shall be opened and read out and the envelope with the corresponding Proposal shall not be opened, but returned to the Consultant. No Proposal withdrawal shall be permitted unless the corresponding Withdrawal Notice contains a valid authorization to request the withdrawal and is read out at bid opening.</p> <p>19.3 Second, outer envelopes marked “SUBSTITUTION” shall be opened. The inner envelopes containing the Substitution Proposal shall be exchanged for the corresponding Original Proposal being substituted, which is to be returned to the Consultant unopened. No envelope shall be substituted unless the corresponding Substitution Notice contains a valid authorization to request the substitution and is read out and recorded at bid opening.</p> <p>19.4 Next, outer envelopes marked “MODIFICATION” shall be opened. No Technical Proposal and/or Financial Proposal shall be modified unless the corresponding Modification Notice contains a valid authorization to request the modification and is read out and recorded at the opening of the Proposal. Any Modification shall be read out along with the Original Proposal except in case of Single Stage Two Envelope Procedure where only the Technical Proposal, both Original as well as Modification, are to be opened, read out, and recorded at the opening. Financial Proposal, both Original and Modification, will remain unopened till the prescribed financial Proposal opening date.</p> <p>19.5 The Procuring Agency’s evaluation committee shall conduct the opening of the Technical Proposals in the presence of the Proposer Consultants’ authorized representatives who choose to attend (in person, or online if this option is offered in the Data Sheet). The opening date, time and the address are stated in the Data Sheet. The envelopes with the Financial Proposal shall remain sealed until they are opened in accordance with Clause 23 of the ITC.</p> <p>19.6 At the opening of the Technical Proposals the following shall be read out: (i) the name and the country of the Consultant or, in case of a Joint Venture, the name of the Joint Venture, the name of the lead member and the names and the</p>
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	<p>countries of all members; (ii) the presence or absence of a duly sealed envelope with the Financial Proposal; (iii) any modifications to the Proposal submitted prior to proposal submission deadline; and (iv) any other information deemed appropriate or as indicated in the Data Sheet.</p>
<p>20. Proposals Evaluation</p>	<p>20.1 Subject to provision of Clause 15.1 of the ITC, the evaluators of the Technical Proposals shall have no access to the Financial Proposals until the technical evaluation is concluded.</p> <p>20.2 The Consultant is not permitted to alter or modify its Proposal in any way after the proposal submission deadline. While evaluating the Proposals, the Procuring Agency will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals.</p>
<p>21. Evaluation of Technical Proposals</p>	<p>21.1 The Procuring Agency's evaluation committee shall evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and the RFP, applying the evaluation criteria, sub-criteria, and point system specified in the Data Sheet. Each responsive Proposal will be given a technical score. A Proposal shall be rejected at this stage if it does not respond to important aspects of the RFP or if it fails to achieve the minimum technical score indicated in the Data Sheet.</p>
<p>22. Financial Proposals for QBS</p>	<p>22.1 Following the ranking of the Technical Proposals, when the selection is based on quality only (QBS), the top-ranked Consultant is invited to negotiate the Contract.</p> <p>22.2 Only the Financial Proposal of the technically top-ranked Consultant (as predefined in the Evaluation Criteria) is opened by the Procuring Agency's evaluation committee. All other Financial Proposals are returned unopened after the Contract negotiations are successfully concluded and the Contract is signed.</p>
<p>23. Public Opening of Financial Proposals (for QCBS, FBS, and LCS methods)</p>	<p>23.1 After the technical evaluation is completed, the Procuring Agency shall issue the Technical Evaluation Report containing all the information regarding responsiveness or non-responsiveness of the consultant along with the technical scores. The Financial Proposals of non-responsive consultants will be returned unopened after completing the selection process and Contract signing. The Procuring shall notify in</p>

	<p>writing those Consultants that have achieved the minimum overall technical score and inform them of the date, time and location for the opening of the Financial Proposals. The opening date should allow the Consultants sufficient time to make arrangements for attending the opening. The Consultant’s attendance at the opening of the Financial Proposals (in person, or online if such option is indicated in the Data Sheet) is optional and is at the Consultant’s choice.</p> <p>23.2 The Financial Proposals shall be opened by the Procuring Agency’s evaluation committee in the presence of the representatives of those Consultants whose proposals have passed the minimum technical score. At the opening, the names of the Consultants, and the overall technical scores, including the break-down by criterion, shall be read aloud. The Financial Proposals will then be inspected to confirm that they have remained sealed and unopened. These Financial Proposals shall be then opened, and the total prices read aloud and recorded. Copies of the record shall be sent to all Consultants who submitted Proposals.</p>
<p>24. Correction of Errors</p>	<p>24.1 Activities and items described in the Technical Proposal but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, and no corrections are made to the Financial Proposal.</p>
<p>a. Time-Based Contracts</p>	<p>24.1.1 If a Time-Based contract form is included in the RFP, the Procuring Agency’s evaluation committee will (a) correct any computational or arithmetical errors, and (b) adjust the prices if they fail to reflect all inputs included for the respective activities or items in the Technical Proposal. In case of discrepancy between (i) a partial amount (sub-total) and the total amount, or (ii) between the amount derived by multiplication of unit price with quantity and the total price, or (iii) between words and figures, the former will prevail. In case of discrepancy between the Technical and Financial Proposals in indicating quantities of input, the Technical Proposal prevails and the Procuring Agency’s evaluation committee shall correct the quantification indicated in the Financial Proposal so as to make it consistent with that indicated in the Technical Proposal, apply the relevant unit price included in the Financial Proposal to the corrected quantity, and correct the total Proposal</p>

	cost.
25. Taxes	25.1 The Procuring Agency's evaluation of the Consultant's Financial Proposal shall exclude taxes and duties in the in accordance with the instructions in the Data Sheet .
26. Conversion to Single Currency	26.1 For the evaluation purposes, prices shall be converted to a single currency using the selling rates of exchange, source and date indicated in the Data Sheet .
27. Combined Quality and Cost Evaluation	
a. Quality- and Cost-Based Selection (QCBS)	27.1 In the case of QCBS, the total score is calculated by weighting the technical and financial scores and adding them as per the formula and instructions in the Data Sheet. The Consultant achieving the highest combined technical and financial score will be invited for negotiations.
b. Fixed-Budget Selection (FBS)	27.2 In the case of FBS, those Proposals that exceed the budget indicated in Clause 14.1.4 of the Data Sheet shall be rejected. 27.3 The Procuring Agency will select the Consultant that submitted the highest-ranked Technical Proposal that does not exceed the budget indicated in the RFP, and invite such Consultant to negotiate the Contract.
Least-Cost Selection	27.4 In the case of Least-Cost Selection (LCS), the Procuring Agency will select the Consultant with the lowest evaluated total price among those consultants that achieved the minimum technical score, and invite such Consultant to negotiate the Contract.
D. Negotiations and Award	
28. Negotiations	28.1 The negotiations will be held at the date and address indicated in the Data Sheet with the Consultant's representative(s) who must have written power of attorney to negotiate and sign a Contract on behalf of the Consultant. 28.2 The Procuring Agency shall prepare minutes of negotiations that are signed by the Procuring Agency and the Consultant's authorized representative.
a. Availability of Key	28.3 The invited Consultant shall confirm the availability of

<p>Experts</p>	<p>all Key Experts included in the Proposal as a pre-requisite to the negotiations, or, if applicable, a replacement in accordance with Clause 12 of the ITC. Failure to confirm the Key Experts’ availability may result in the rejection of the Consultant’s Proposal and the Procuring Agency proceeding to negotiate the Contract with the next-ranked Consultant.</p> <p>28.4 Notwithstanding the above, the substitution of Key Experts at the negotiations may be considered if due solely to circumstances outside the reasonable control of and not foreseeable by the Consultant, including but not limited to death or medical incapacity. In such case, the Consultant shall offer a substitute Key Expert within the period of time specified in the letter of invitation to negotiate the Contract, who shall have equivalent or better qualifications and experience than the original candidate.</p>
<p>b. Technical negotiations</p>	<p>28.5 The negotiations include discussions of the Terms of Reference (TORs), the proposed methodology, the Procuring Agency’s inputs, the special conditions of the Contract, and finalizing the “Description of Services” part of the Contract. These discussions shall not alter the original scope of services under the TORs or the terms of the contract, lest the quality of the final product, its price, or the relevance of the initial evaluation be affected.</p>
<p>c. Financial Negotiations</p>	<p>28.6 There shall be no financial negotiations, however, it may include only the clarification of the Consultant’s tax liability and how it should be reflected in the Contract.</p>
<p>29. Conclusion of Negotiations</p>	<p>29.1 The negotiations are concluded with a review of the finalized draft Contract, which then shall be initialed by the Procuring Agency and the Consultant’s authorized representative.</p> <p>29.2 If the negotiations fail, the Procuring Agency shall inform the Consultant in writing of all pending issues and disagreements and provide a final opportunity to the Consultant to respond. If disagreement persists,</p>

	<p>the Procuring Agency shall terminate the negotiations informing the Consultant of the reasons for doing so; and the Procuring Agency will invite the next-ranked Consultant to negotiate a Contract. Once the Procuring Agency commences negotiations with the next-ranked Consultant, the Procuring Agency shall not reopen the earlier negotiations.</p>
<p>30. Award of Contract</p>	<p>30. Subject to ITC 29, the Procuring Agency will award the Contract to the Consultant whose Proposal has been determined to be substantially responsive to the RFP Documents and who has been declared as Most Advantageous Consultant, provided that such Consultant has been determined to be:</p> <ul style="list-style-type: none"> a) eligible in accordance with the provisions of ITC 6; b) is determined to be qualified to perform the Contract satisfactorily; and c) Successful negotiations have been concluded, if any.
<p>31. Grievance Redressal Mechanism</p>	<p>31.1 Procuring agency shall constitute a Grievance Redressal Committee (GRC) comprising of odd number of person with proper power and authorization to address the complaint. The GRC shall not have any of the members of Procurement Evaluation Committee. The committee must have one subject specialist depending the nature of the procurement.</p> <p>31.2 Any party can file its written complaint against the eligibility parameters or any other terms and conditions prescribed in the prequalification or bidding documents found contrary to provision of Procurement Regulatory Framework, and the same shall be addressed by the GRC well before the bid submission deadline.</p> <p>31.3 Any Bidder feeling aggrieved by any act of the procuring agency after the submission of his bid may lodge a written complaint concerning his grievances not later than seven of the announcement of technical evaluation report and five days after issuance of final evaluation report.</p>

	<p>31.4 In case, the complaint is filed against the technical evaluation report, the GRC shall suspend the procurement proceedings.</p> <p>31.5 In case, the complaint is filed after the issuance of the final evaluation report, the complainant cannot raise any objection on technical evaluation of the report: Provided that the complainant may raise the objection on any part of the final evaluation report in case where single stage one envelop bidding procedure is adopted.</p> <p>31.6 The GRC, in both the cases shall investigate and decide upon the complaint within ten days of its receipt.</p> <p>31.7 Any bidder or the procuring agency not satisfied with the decision of the GRC may file Appeal before the Appellate Committee of the Authority on prescribed format after depositing the fee as prescribed in “Redressal of Grievance Regulations, 2021”.</p> <p>31.8 The Committee, upon receipt of the Appeal against the decision of the GRC complete in all respect shall serve notices in writing upon all the parties to Appeal.</p> <p>31.9 The committee shall call the record from the concerned procuring agency or the GRC as the case may be, and the same shall be provided within prescribed time.</p> <p>31.10 The committee may after examination of the relevant record and hearing all the concerned parties, shall decide the complaint within fifteen (15) days of receipt of the Appeal.</p> <p>31.11 The decision of the Committee shall be in writing and shall be signed by the Head and each Member of the Committee. The decision of the committee shall be final.</p>
<p>32. Mechanism of Blacklisting</p>	<p>32.1 The Procuring Agency shall bar for not more than the time prescribed in Rule-19 of the Public Procurement Rules, 2004, from participating in their respective procurement proceedings, bidder or contractor who either:</p> <ul style="list-style-type: none"> i. Involved in corrupt and fraudulent practices as defined

	<p>in Rule-2 of Public Procurement Rules;</p> <p>ii. Fails to perform his contractual obligations; and Fails to</p> <p>iii. abide by the id securing declaration;</p> <p>32.2 The show cause notice shall contain: (a) precise allegation, against the bidder or contractor; (b) the maximum period for which the Procuring Agency proposes to debar the bidder or contractor from participating in any public procurement of the Procuring Agency; and (c) the statement, if needed, about the intention of the Procuring Agency to make a request to the Authority for debarring the bidder or contractor from participating in public procurements of all the procuring agencies.</p> <p>32.3 The procuring agency shall give minimum of seven days to the bidder or contractor for submission of written reply of the show cause notice</p> <p>32.4 In case, the bidder or contractor fails to submit written reply within the requisite time, the Procuring Agency may issue notice for personal hearing to the bidder or contractor/ authorize representative of the bidder or contractor and the procuring agency shall decide the matter on the basis of available record and personal hearing, if availed.</p> <p>32.5 In case the bidder or contractor submits written reply of the show cause notice, the Procuring Agency may decide to file the matter or direct issuance of a notice to the bidder or contractor for personal hearing.</p> <p>32.6 The Procuring Agency shall give minimum of seven days to the bidder or contractor for appearance before the specified officer of the Procuring Agency for personal hearing. The specified officer shall decide the matter on the basis of the available record and personal hearing of the bidder or contractor, if availed.</p>
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	<p>32.7 The procuring Agency shall decide the matter within fifteen days from the date of personal hearing unless the personal hearing is adjourned to a next date and in such an eventuality, the period of personal hearing shall be reckoned from the last date of personal hearing.</p> <p>32.8 The Procuring Agency shall communicate to the bidder or contractor the order of debarring the bidder or contractor from participating in any public procurement with a statement that the bidder or contractor may, within thirty days, prefer a representation against the order before the Authority.</p> <p>32.9 Such blacklisting or barring action shall be communicated by the procuring agency to the Authority and respective bidder or bidders in the form of decision containing the grounds for such action. The same shall be publicized by the Authority after examining the record whether the procedure defined in blacklisting and debarment mechanism has been adhered to by the procuring agency.</p> <p>32.10 The bidder may file the review petition before the Review Petition Committee Authority within thirty days of communication of such blacklisting or barring action after depositing the prescribed fee and in accordance with "Procedure of filing and disposal of review petition under Rule-19(3) Regulations, 2021". The Committee shall evaluate the case and decide within ninety days of filing of review petition.</p> <p>32.11 The committee shall serve a notice in writing upon all respondent of the review petition. The notices shall be accompanied by the copies of review petition and all attached documents of the review petition including the decision of the procuring agency. The parties may file written statements along with essential documents in support of their contentions. The Committee may pass such order on the representation may deem fit.</p> <p>32.12 The Authority on the basis of decision made by the committee either may debar a bidder or contractor</p>
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	<p>from participating in any public procurement process of all or some of the procuring agencies for such period as the deemed appropriate or acquit the bidder from the allegations. The decision of the Authority shall be final.</p>
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Section III. Proposal Data Sheet

A. General	
ITC Clause Reference	
2.1	<p>Name of the Procuring Agency: Pakistan Digital Authority</p> <p>Method of selection: Least Cost.</p>
2.2	<p>Financial Proposal is to be uploaded/attached on e-PADS as per the Single Stage Two Envelop Bidding Procedure</p> <p>The name of the assignment is: Provision of Consultancy Services for the Development of a National Digital Economy Strategy.</p>
2.3	A pre-proposal conference/meeting will be held: No
2.4	The Procuring Agency will provide the following inputs, project data, reports, etc. to facilitate the preparation of the Proposals: <i>The relevant information will be provided to the most advantageous consultant.</i>
4.1	N/A
6.3.1	A list of debarred firms and individuals is available at the PPRA website: https://ppra.org.pk/
B. Preparation of Proposals	
9.1	<p>The language of the Bid is <i>English</i></p> <p>All correspondence shall be in English</p> <p>The language for translation of supporting documents and printed literature is <i>English</i></p>
10.1	<p>The Proposal shall comprise the following:</p> <p>Technical & Financial Proposals. Details are attached in Annex A, B & C along with all the FORMS in this document. All proposals shall be uploaded on e-PADS.</p>

10.2	Statement of Undertaking is required: Yes, as per annexures.
11.1	Participation of Sub-consultants, Key Experts and Non-Key Experts in more than one Proposal is permissible: N/A
12.1	Proposals shall be valid until: 180 days
13.1	Clarifications may be requested no later than 05 days prior to the submission deadline. All clarifications shall be communicated through e-PADS.
14.1.2 (do not use for Fixed Budget method)	N/A
14.1.3 for time-based contracts only	N/A
14.1.4 and 27.2 use for Fixed Budget method	NA
15.2	The format of the Technical Proposal to be submitted is: Simplified Technical Proposal as provided in Section 3. Submission of the Technical Proposal in a wrong format may lead to the Proposal being deemed non-responsive to the RFP requirements.
16.1	N/A
16.2	A price adjustment provision applies to remuneration rates: No

16.3	<p><i>[If there is no tax exemption in the Procuring Agency’s country, insert the following:</i> <i>“Information related to tax obligations can be found on FBR website “</i></p>
16.4	<p>The Financial Proposal shall be stated in the PKR only</p>
<p>C. Submission, Opening and Evaluation</p>	
17.1	<p>The Consultants shall submit their Proposals electronically and only through (e-Pak Acquisition & Disposal System (EPADS)</p>
17.4	<p>The Consultant must submit: (a) Technical Proposal: one (1) original (b) Financial Proposal: one (1) original.</p> <p>Applicable only after awarding of contract to the most advantageous consultant.</p>
17.7 and 17.9	<p>The Proposals must be submitted no later than: Date: 20th Apr 2026 Time: 10:30 AM</p>
19.4	<p>An online option of the opening of the Technical Proposals is offered:</p> <p>Proposal shall be opened at given location on EPADS.</p> <p>The opening shall take place at PDA on 7th floor of Kohsar Block, located in Sector F-5/1.</p> <p>All bids to be opened on e-PADS on 20th Apr 2026 at 11:00 am.</p>
19.5	<p>In addition, the following information will be read aloud at the opening of the Technical Proposals:</p> <p>Name of the consultants/firms</p>
21.1 (for FTP)	<p>N/A</p>

21.1 [for STP]	N/A
23.1	An online option of the opening of the Financial Proposals is offered: Yes The consultant shall be informed prior to financial opening of bid through e-PADS.
25.1	For the purpose of the evaluation, the Procuring Agency will include all applicable taxes.
26.1	N/A
27.1 (QCBS only)	N/A
D. Negotiations and Award	
28.1	Expected date and address for contract negotiations: Within 07 working days of acceptance of LOI through EPADS. The consultant, if required, shall be call upon on PDA for further negotiations.
30.1	The publication of the contract award information following the completion of the contract negotiations and contract signing will be done as following: on e-PADs The publication will be done within 10 days after the contract signing/PO.
30.2	Expected date for the commencement of the Services: Soon after the signing of the contract/PO

Section III. Technical Proposal – Standard Forms

CHECKLIST OF REQUIRED FORMS

FORMS		DESCRIPTION	<i>Tick</i>
1	TECH-1	Technical Proposal Submission Form.	
2	TECH-2	Lead Consultant Resume	
3	Annex-1	Details of the Eligibility Criteria	
4	Annex-2	Details of the Evaluation Criteria	

Form TECH-1

Technical Proposal Submission Form

{Location, Date}

To: *[Name and address of Procuring Agency]*

Dear Sirs:

We, the undersigned, offer to provide the consulting services for *[Insert title of assignment]* in accordance with your Request for Proposals dated *[Insert Date]* and our Proposal. *[Select appropriate wording depending on the selection method stated in the RFP: “We are hereby attaching/uploading our Proposal, which includes this Technical Proposal and a Financial Proposal on e-PADS.*

We hereby declare that:

- (a) All the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification by the Procuring Agency.
- (b) Our Proposal shall be valid and remain binding upon us until *[insert day, month and year in accordance with ITC 12.1]*.
- (c) We have no conflict of interest in accordance with ITC 3.
- (d) In competing for (and, if the award is made to us, in executing) the Contract, we undertake to observe the laws against fraud and corruption, including bribery, in force in the country of the Procuring Agency.
- (e) Our Proposal is binding upon us and subject to any modifications resulting from the Contract negotiations.

We undertake, if our Proposal is accepted and the Contract is signed, to initiate the Services related to the assignment no later than the date indicated in Clause 30.2 of the Data Sheet.

We understand that the Procuring Agency is not bound to accept any Proposal that the Procuring Agency receives.

Yours sincerely,

Authorized Signature {In full and initials}: _____

Name and Title of Signatory: _____

Name of Consultant (company's name):

In the capacity of: _____

Address: _____

Contact information (phone and e-mail): _____

FORM TECH-3

CURRICULUM VITAE (CV)

Position Title and No.	{e.g., K-1, TEAM LEADER}
Name of Consultant:	{Insert full name}
Date of Birth:	{day/month/year}
Country of Citizenship/Residence	

Education: {List college/university or other specialized education, giving names of educational institutions, dates attended, degree(s)/diploma(s) obtained}

Employment record relevant to the assignment: {Starting with present position, list in reverse order. Please provide dates, name of employing organization, titles of positions held, types of activities performed and location of the assignment, and relevant certifications for this project. Information that is not relevant to the assignment does not need to be included.}

Period	Employing organization and your title/position	Country	Summary of activities performed relevant to the Assignment
[e.g., May 2005-present]	[e.g., Ministry of, advisor/consultant to...]		

Certification:

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available, as and when necessary, to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Procuring Agency.

{day/month/year}

Name of Consultant
Date

Signature

{day/month/year}

Name of authorized
Date
Representative of the Consultant
(the same who signs the Proposal)

Signature

Section IV. Financial Proposal - Standard Forms

Financial Proposal Standard Forms shall be used for the preparation of the Financial Proposal according to the instructions provided in Section 2.

FIN-1 Financial Proposal Submission Form

FIN-2 Specimen of Financial Proposal

FORM FIN-1
Financial Proposal Submission Form

{Location, Date}

To: [Name and address of Procuring Agency]

Dear Sirs:

We, the undersigned, offer to provide the consulting services for [Insert title of assignment] in accordance with your Request for Proposal dated [Insert Date] and our Technical Proposal.

Our attached Financial Proposal is for the amount of {Indicate the corresponding to the amount(s) currency (ies)} {Insert amount(s) in words and figures}, *including all applicable taxes*.

Our Financial Proposal shall be valid and remain binding upon us, subject to the modifications resulting from Contract negotiations until *[insert day, month and year in accordance with ITC 12.1]*.

We understand you are not bound to accept any Proposal you receive.

Yours sincerely,

Authorized Signature {In full and initials}: _____

Name and Title of Signatory: _____

In the capacity of: _____

Address: _____

E-mail: _____

Form FIN-2 Financial Proposal

The Financial Proposal may include the following specimen:

Description	Total Financial Bid including all applicable taxes PKR
Provision of Consultancy Services for the Development of a National Digital Economy Strategy	

- a. A lumpsum cost shall be provided as given in the above table. **Conditional bids shall be rejected.**
- b. The proposal must remain valid for a period of 180 days after the bid submission date.
- c. Taxes will be deducted at the time of the payment as per government rules and regulations.
- d. All payments will be subject to the active taxpayer status of the service provider at the time of the release of payment.
- e. The service provider shall pay all such taxes, Stamp duty or other duties, fees, and other impositions levied under the applicable law, the amount of which is deemed to have been included in the financial bid.
- f. The bidder shall mention the amount in the financial proposal, which shall be inclusive of all applicable taxes, levies, duties, and fees as per prevailing laws.
- g. All prices shall be in Pak Rupees.

Section V. Eligible Countries

All the consultants are allowed to participate in the subject procurement without regard to nationality, except consultants of some nationality, prohibited in accordance with policy of the Federal Government.

Following countries are ineligible to participate in the procurement process:

1. India
2. Israel

Ministry of Interior, Government of Pakistan has notified List of Business Friendly Countries (BVL), information can be accessed through following link:

<http://www.dgip.gov.pk/Files/Visa%20Categories.aspx#L>

1. *state "none"]*

Section VI. Terms of Reference

Provision of Consultancy Services for the Development of a National Digital Economy Strategy

Introduction and Background

Introduction

The Pakistan Digital Authority (PDA) is a statutory body established under the **Digital Nation Pakistan Act 2025**, mandated to spearhead the country's transition into a digitally empowered nation. As the apex regulatory and implementation body, the Authority is tasked with executing the National Digital Masterplan to foster a robust Digital Economy, Digital Society, and Digital Governance. The PDA plays a pivotal role in driving policy formulation, digital infrastructure development, and the implementation of government-mandated programs to ensure Pakistan competes effectively in the global digital landscape. More details about the PDA are available at www.pda.gov.pk.

To achieve these strategic objectives, the PDA intends to formulate a comprehensive **National Digital Economy Strategy**. This strategy will serve as a roadmap to accelerate economic growth, enhance digital inclusion, and promote innovation across all sectors. It aims to align national priorities with global digital trends, ensuring Pakistan capitalizes on emerging technologies while safeguarding digital sovereignty.

Accordingly, the Pakistan Digital Authority invites proposals from eligible and reputable **Strategy Consulting Firms** to provide consultancy services for the "**Development of a National Digital Economy Strategy for Pakistan**," in accordance with the Public Procurement Rules, 2004 (as amended).

Background & Foundational Philosophy

The Pakistan Digital Authority (PDA) is mandated to lead the nation's transformation. This is not a simple digitization effort; it is a fundamental re-architecting of our nation's economic future. We operate from the foundational truth that **digital is the new operating system for our economy.**

As such, the global digital economy is not a marketplace; it is a **"battleground."** It is the new global contest for prosperity and influence fought with algorithms and platforms. Inaction in this new reality is a form of strategic surrender. We seek to become a **high-value, high-income digital nation.**

We define the Digital Economy as an economic system where value creation is rooted in **digital-first models** that enable seamless, online-driven transactions and interactions.

This transformation presents **"three-fronts"** that this strategy must simultaneously address:

1. **The Global "Offensive" Front:** Choosing and winning on new, high-value "economic battlefronts" to create new wealth and high-income jobs.
2. **The Global "Defensive" Front:** Managing the imminent disruption of our **current IT export industry** (BPO, etc.) from AI-driven automation in our trading partner countries.
3. **The Domestic "Defensive" Front:** Managing the **societal and employment disruption** that may be caused by the *necessary* adoption of AI and "digital-native" models within our own domestic industries (e.g., textiles, manufacturing, banking).

This RFP is a call to action for a firm that can serve as an "intellectual sparring partner" and co-design a strategy that is both economically ambitious *and* socially sustainable. We are seeking a top-tier strategy firm with deep expertise in **national economic strategy, industrial policy, and large-scale societal transition.** A firm that can challenge our assumptions, force us to **"UNLEARN to LEARN,"** and help us **"REIMAGINE to TRANSFORM."**

Firms whose expertise is primarily in IT-centric planning, BPO/outsourcing, or low-cost "IT-enabled services" are not the target for this engagement. We are seeking a top-tier strategy firm with deep expertise in **national economic strategy, industrial policy, and geopolitical competition.**

Objective of the Assignment

The objective is to develop a **National Digital Economy Strategy & Playbook** designed to achieve three primary, non-negotiable goals:

1. Position Pakistan as a **Top 25 Global Digital Economy Player** by 2035.
2. Catalyze a **significant increase in real per capita income**, one that demonstrably improves purchasing power and quality of life.
3. Develop a comprehensive **"Just Transition" plan** to manage the societal and employment impacts of AI adoption across both the export and domestic economies, ensuring political and social stability.

A co-objective is to develop the high-level Program Governance Model and the National M&E/OKR Framework required to successfully execute, measure, and adapt this strategy over time.

Scope of Work (SOW)

The selected firm will be responsible for a three-phased process of co-creation with PDA leadership.

Phase 1: Developing the "Battle Map" (Global, National & Societal Threat Analysis)

The firm will move beyond a traditional SWOT analysis and create a true "Battle Map" of the global digital economy.

This must include:

- **Global Value Chain Analysis:** Where is high-value *truly* created and captured in the global digital economy and its ecosystem (e.g., in foundational AI models, in platform governance, in trust & identity services, in digital content, in hardware)?
- **Pakistan's "As-Is" Position:** A brutal, honest assessment of Pakistan's current position on this map, identifying the structural, political, and economic barriers that reinforce the "low-cost producer" model.
- **Identification of Global "Fog of War":** What are the outdated assumptions and "false narratives" that are impacting Pakistan's current decision-makers?
- **AI Disruption & Transition Analysis (Export Sector) :**

-
- Analyze and quantify the vulnerability of Pakistan's *current IT/Digital export portfolio*.
 - Model the potential negative impact (revenue, jobs) from AI.
 - Develop a "**National Export Workforce Transition Strategy**" for this at-risk workforce (e.g., reskilling to "AI-human loop" services).
 - **AI Disruption & Societal Transition Analysis (Domestic Sector):**
 - Analyze the key *domestic* industries (e.g., textiles, manufacturing, retail, banking).
 - Model the **potential employment losses** from domestic AI adoption.
 - Develop a "**National Societal Transition Strategy**," including recommendations for social safety nets, large-scale adult reskilling programs, and regional economic diversification plans for hard-hit areas.
 - **Domestic Incubation Analysis:**
 - Analyze the barriers preventing domestic "digital-first" companies from scaling and competing globally.

Phase 2: Choosing the "Economic Battlefield" (Strategic Choice)

This is the central decision of the strategy. The firm cannot and must not recommend "winning on all fronts." The firm will identify and rigorously model 3-5 potential "Economic Battlefronts" for Pakistan.

- For each "battlefront" (e.g., "The Global Trust Hub," "The AI-Powered Logistics & Trade Engine," "The High-Value Creative Content Powerhouse"), the firm will model:
 - The required investment (capital, human, political).
 - The potential economic impact (especially on **real per capita income** and **purchasing power**).
 - The geopolitical risks and opportunities.
- The firm will present this analysis in a "Decision Workshop" and provide a **bold, primary recommendation** for which battlefront Pakistan should choose to fight and win.

Phase 3: Creating the "Digital Economic Playbook" & Execution Framework

Once a "battlefront" is chosen, the firm will develop the playbook of offensive, defensive, and alliance-based maneuvers. This phase integrates the strategy with the "how-to-execute" components, and includes:

- **3.A. The Integrated Strategic Playbook:**
 - **Offensive Maneuvers:** A 5-year investment, deregulation, and industrial policy plan to achieve dominance on the chosen front.
 - **Defensive Maneuvers:** A plan to protect Pakistan's economy from digital dominance and value-extraction by global hyper-scalers. The detailed implementation roadmaps for the "Export Workforce Transition Strategy" and the "National Societal Transition Strategy."
 - **Alliance-Based Maneuvers:** A geopolitical strategy for building alliances with nations and corporations that align with our chosen "battlefront."
- **3.B. National M&E and OKR Framework:**
 - Design a comprehensive **Monitoring & Evaluation (M&E) framework** to measure the strategy's success.
 - Facilitate a leadership workshop to **co-develop the national OKRs** (Objectives and Key Results). The firm will propose the *methodology* and *metrics* (KRs), but the *targets* (Os and numbers) will be set and owned by PDA leadership.
 - The framework *must* include metrics for all three fronts: **Economic Impact** (e.g., real per capita income, digital economy % of GDP, purchasing power), **Societal Transition** (e.g., workforce transition rate, social safety net effectiveness), and **Domestic Digitization** (e.g., SME digital adoption rate).
- **3.C. Program Governance Model:**
 - Design the **Program Governance Model** required to *execute this specific strategy*.
 - This includes defining the roles, responsibilities, and charter for a "**National Digital Economy Steering Committee**" (or similar body), its working groups, and its reporting cadence to the Prime Minister.
 - **Critical Constraint:** This *program* governance model must be designed to "**plug into**" and **be compatible with** the PDA's primary *institutional* governance model (which is being developed under a separate strategic engagement, RFP-001). The firm

must demonstrate how it will coordinate with this parallel workstream.

- **3.D. "First 100 Days" Action Plan:** A consolidated, high-urgency action plan for the PDA, Prime Minister's Office and NDC.

Key Deliverables

D1: The "Battle Map" (Global & National Diagnostic Report): Analysis of global value chains, Pakistan's true "as-is" position and domestic incubation barriers.

D2: The "National Digital Transition Report": A dedicated, integrated report covering both the **Export Workforce Transition** and the **Domestic Societal Transition**, with quantified impacts and actionable plans.

D3: The "Digital Economic Battlefield" (Strategic Options & Recommendation Report): A data-driven analysis of 3-5 potential "battlegrounds," modelling their economic impact (per capita income, purchasing power) and culminating in a single, clear recommendation.

D4: The "National Digital Economy Transition Playbook" (The Final Strategy): The complete, actionable strategy and roadmap, fully integrating the offensive, defensive, and societal transition plans, that includes:

- The complete Offensive, Defensive, and Transition strategy.
- The proposed **Program Governance Model**.
- The complete **M&E/OKR Framework** with baseline metrics and recommended (co-created) targets.
- The "First 100 Days" Action Plan.

Proposal Requirements

- **Technical Proposal:**
 - **A "Letter of Understanding" (max 3 pages):** Must prove understanding of the "three-front war" philosophy. This letter must prove the firm understands the dual challenge (offensive and defensive).

-
- Detailed methodology, especially for Societal Transition Analysis, Economic Modelling, and **OKR/Governance co-creation**.
 - Profiles of Key Personnel (must include senior partners, economic strategists, *and* social policy/governance experts).
 - Case studies of at least two (2) similar projects.
 - **Financial Proposal:** A detailed cost breakdown.

Proposal Evaluation

Confidentiality and Non-Influence: From the time of proposal opening until the announcement of the Evaluation Report, no bidder shall contact the PDA regarding any matter related to their Technical or Financial Proposal. Any attempt by a bidder to influence the Authority in the examination, evaluation, ranking of proposals, or recommendation for the award of a contract shall result in the immediate rejection of that bidder's proposal.

Clarifications: The PDA reserves the right to contact a bidder to seek clarification on any aspect of their Technical Proposal or to request missing historical documents, provided that such clarifications do not alter the substance of the bid.

Evaluation Methodology: The final evaluation shall be determined using a Least Cost Method.

I. Appendices

Appendix A – Eligibility Criteria

Firm must give compliance with the below mentioned clauses as these are mandatory for being eligible for the bidding process:

Sr.No#	Attributes	Ref. Page no. in proposal
a	<p>The Firm must provide proof of registration/incorporation in its country of origin and evidence of tax compliance in accordance with the laws of that jurisdiction at the time of bid opening.</p> <p>Note: In case of Joint Venture: International Lead Partner must hold a minimum of 75% stake. The Lead Partner must be the International Strategy Firm. The local firm may only act as a sub-consultant or minority JV partner providing "local context"</p> <p>Submissions must include a valid, notarized Joint Venture Agreement.</p>	
b	<p>Firm shall submit a written affidavit (on official letterhead) solemnly declaring that the firm is not currently blacklisted or debarred by any government agency or international organization. The undertaking must be valid as of the date of proposal opening.</p>	

	<p>Note: In case of Joint Venture: Each partner must individually meet the mandatory requirements for blacklisting.</p>	
c	<p>Right of Selection and Veto: "The Procuring Agency (PDA) reserves the right to interview all proposed personnel and mandate the replacement of any staff member prior to contract signing, without assigning a reason.</p> <p>International Bench Requirement: Mandate that the Team Leader/Lead Strategist and the Lead Economist must be from the International Partner's "Global Expert Bench" and cannot be locally outsourced or hired for this project.</p>	<p>Acknowledgement required on letter head.</p>
d	<p>Relevant Experience: Must have successfully completed at least two (2) National-Level Strategy or Economic Policy projects in the last 10 years.</p>	
e	<p>Average Annual Turnover of at least PKR 500 Million for the last 3 years.</p>	
f	<p>A "first-principles" thinking approach. The firm must demonstrate that it can "unlearn" conventional models and build a strategy from the ground up.</p>	
g	<p>Firms are required to state, in their proposals, the name, title, contact number and email address of</p>	

	the firm's authorized representative through whom all communication shall be directed until the process has been completed or terminated	
h	Bid Declaration form on page 56	

PDA shall not entertain incomplete or partial bids. Shall lead to rejection as per PPRA rules 18.

Any forged or false information will result in disqualification.

Appendix B – Evaluation Criteria

During the technical evaluation, no amendments in the proposals shall be permitted. The evaluation committee shall evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference, applying the evaluation criteria and point system specified in the RFP document. Each responsive Proposal will be given a technical score. A Proposal shall be rejected at this stage if it does not respond to important aspects of the RFP and particularly the eligibility criteria, or if it fails to achieve the minimum qualifying technical score indicated in the RFP document. The Bidders who obtain at least 70 marks in technical evaluation criteria will qualify, and financial proposals will be opened only for technically qualified Bidders.

Financial proposals of those Bidders obtaining less than **70 marks** in Technical Evaluation shall remain unopened. The PDA Procurement Committee will evaluate the technical proposals based on their compliance with the RFP and by applying the evaluation criteria and the point system, specified below:

Table I- Evaluation Criteria

Category	Sub-Category	Description	Marks	Ref. Page no. in proposal
A. Firm Experience (20 Marks)	1. Global Strategy Experience	Experience in advising G20 or high-growth nations on economic restructuring or industrial policy. (5 marks per project, max 10)	10	
	2. "Just Transition" Expertise	Proven track record in workforce transition/societal impact modeling.	10	
B. Methodology & Approach (40 Marks)	1. Understanding of "Battle Map"	Depth of understanding of the "Three-Front War" concept outlined in the SOW. Does the methodology address the "Defensive Front" adequately?	15	
	2. Economic Modeling	Quality of the proposed model for forecasting per capita income and purchasing power parity (PPP) impacts.	10	
	3. Governance & OKR Design	Methodology for co-creating the Program Governance and M&E Framework (not just delivering a document, but designing a system).	10	
	4. Work Plan	Logical sequence, realistic timelines, and clarity of deliverables.	5	
C. Key Personnel (30 Marks)	1. Team Leader / Lead Strategist	Must have 15+ years in National Strategy/Economics.	10	
	2. Lead Economist	PhD or equivalent with expertise in Macro-modeling and Labor Markets.	10	
	3. Societal/Governance Expert	Experience in social safety nets, public sector reform, or change management.	10	
D. Financial Strength (10 Marks)	1. Financial Stability	Based on average turnover and audit reports.	10	

Liquidated Damages:

In case of delays, the Liquidate Damages at the rate of 0.15% per day will be imposed. The LD shall not be more than 10% of the contract value.

Form of Bid-Securing Declaration

[The Firm shall fill in this Form in accordance with the instructions indicated.]

Date: [date (as day, month and year)]

To: [complete name of Procuring Agency]

We, the undersigned, declare that:

We understand that, according to your conditions, Bids must be supported by a Bid- Securing Declaration.

We accept that we will be blacklisted and henceforth cross debarred for participating in respective category of public procurement proceedings for a period of (not more than) six months, if fail to abide with a bid securing declaration, however without indulging in corrupt and fraudulent practices, if we are in breach of our obligation(s) under the Bid conditions, because we:

- (a) have withdrawn our Bid during the period of Bid validity specified in the Letter of Bid; or
- (b) having been notified of the acceptance of our Bid by the Procuring Agency during the period of Bid validity, (i) fail or refuse to sign the Contract.

We understand this Bid Securing Declaration shall expire if we are not the successful Bidder, upon the earlier of (i) our receipt of your notification to us of the name of the successful Bidder; or (ii) twenty-eight days after the expiration of our Bid.

Name of the Bidder*

Name of the person duly authorized to sign the Bid on behalf of the Bidder**

Title of the person signing the Bid

Signature of the person named above

Date signed day of ,