Expression of Interest

EXPRESSIONS OF INTEREST (EOI) FOR ECOSYSTEM DEVELOPMENT (Policy Analysis, Formulation, Reforms& Industry Data Development)
(Consultancy Services)

National

Single Stage-One Envelope

September 07, 2026

Pakistan Software Export Board (Pakistan Software Export Board),Program Manager
Plot # 61, 06th Floor, New Sate Life Tower, Jinnah Avenue, Blue Area, Islamabad
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INVITATION FOR PRE-QUALIFICATION

PROCUREMENT OF CONSULTANCY SERVICES

1. The **Pakistan Software Export Board (Pakistan Software Export Board)** has reserved Funds for the procurement planned for FY **2026-27**. The **Pakistan Software Export Board (Pakistan Software Export Board)** intends to apply part of the proceeds of this Fund to cover eligible payments under the contract for the "**EXPRESSIONS OF INTEREST (EOI) FOR ECOSYSTEM DEVELOPMENT (Policy Analysis, Formulation, Reforms& Industry Data Development)**" with the reference of **"P110551"**

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

3. The objective of the intended pre-qualification is the provision of " **EXPRESSIONS OF INTEREST (EOI) FOR ECOSYSTEM DEVELOPMENT (Policy Analysis, Formulation, Reforms& Industry Data Development)**" through engagement of qualified consultants, and the purpose of this Pre-qualification Notice is to provide basic information to enable potential applicants to decide whether or not to respond to this Pre-qualification Notice.

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

5. The pre-qualification process is open to all **National** Applicants subject to fulfilling the eligibility requirements mentioned in the respective Pre-qualification Documents. Interested Applicants may obtain further information from the Pakistan Software Export Board (Pakistan Software Export Board) through **EPADS v2.0** during office hours. A complete set of Pre-qualification Documents may be accessed by interested Applicants through **EPADS v2.0** at **https://epads.gov.pk/opportunities/federal/procurements/110551**.

6. The application, prepared in accordance with the instructions in the Pre-qualification Documents, must be submitted through **EPADS v2.0** on or before **Thursday, September 24, 2026 03:00 PM**. E-applications will be

opened using **EPADS v2.0** on the same day at **Thursday, September 24, 2026 03:30 PM**. Manual submission of applications shall not be entertained. Applicants who have not yet registered on the new version of **EPADS v2.0** may register themselves at **https://vendors.epads.gov.pk/**. A tutorial to explain the registration process is available at **https://www.youtube.com/watch?v=MNW6T38v7tc**
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In terms of Rule 48 of Public Procurement Rules, 2004, a Grievance Redressal Committee (GRC) is notified for the subject procurement and the notification copy is available on the procuring agency's website and on Authority's website at (**www.ppra.org.pk**).

Pakistan Software Export Board (Pakistan Software Export Board), Program Manager

Plot # 61, 06th Floor, New Sate Life Tower, Jinnah Avenue, Blue Area, Islamabad

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Instructions to Applicants

A. General

B. Contents of the Prequalification Documents

Sections of Prequalifica¬tion Documents

1. **Scope of Application**

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

2. **Source of Funds**

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

3. **Fraud and Corruption**

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

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

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

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

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

4. **Eligible Applicants**

4.1. An Applicant may be a private entity, a state-owned enterprise or institution subject to ITB 4.6, or any combination of such entities in the form of a joint venture (JV) under an existing JV agreement or with the intent to enter into such an agreement supported by a letter of intent.
In case of single (private or state-owned entity), it shall be liable for execution of all the provisions of the Contract Agreement.
In the case of a joint venture, all members shall be jointly and severally liable for the execution of all the provisions of the Contract Agreement (if signed b/w the Procuring Agency and the JV), in accordance with the Contract conditions that apply.
The JV shall nominate a Representative who shall have the authority to conduct all business for and on behalf of any and all the members of the JV during the Prequalification process, Bidding process (in the event the prequalified JV submits a Bid) and during the period of contract agreement and contract execution (in the event the JV is awarded the Contract). Unless specified in the PDS, there is no limit on the number of members in a JV.

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

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

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

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

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

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

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

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

5. **Eligibility (in terms of Nationality)**

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

B. Contents of the Prequalification Documents

6. **Sections of Prequalification Documents**

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

PART 1 Prequalification Procedures PART 2 Supply Requirements

6.2. Section I - Instructions to Applicants (ITA)

6.3. Section II - Prequalification Data Sheet (PDS)

6.4. Section III - Qualification Criteria and Requirements

6.5. Section IV - Application Forms

6.6. Section V - Eligible Countries

6.7. Section VI - Fraud and Corruption

6.8. Section VII – Schedule of Requirements

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

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

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

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

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

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

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

8. **Amendment of Prequalifica¬tion Documents**

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

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

Provided that an Applicant who had already submitted their Applications prior to the issuance of any such addendum shall have the right to withdraw his already submitted Application and submit the revised Application prior to the original or extended Application submission deadline through **EPADS v2.0**.

8.3. To give Applicants reasonable time to take an Addendum into account in preparing their Applications, the Procuring Agency may at its discretion, extend the deadline for the submission of Applications in accordance with ITA 16.2:
Provided that the Procuring Agency shall extend the deadline for submission of Applications, if such an addendum is issued within last three (03) days of the Application submission deadline.

C. Preparation of Applications

9. **Cost of Applications**

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

10. **Language of Application**

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

11. **Documents Comprising the Application**

11.1. The Application shall comprise the following:

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

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

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

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

11.2. **Application Submission Letter**

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

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

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

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

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

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

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

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

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

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

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

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

D. Submission of Applications

15. **Submission of the Applications through EPADS v2.0**

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

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

16. **Deadline for Submission of Applications**

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

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

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

17. **Opening of Applications**

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

E. Procedures for Evaluation of Applications

18. **Confidentiality**

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

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

19. **Clarification of Applications**

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

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

20. **Responsiveness of Applications**

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

21. **Margin of Preference**

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

22. **Sub-contractors**

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

F. Evaluation of Applications and Prequalification of Applicants

23. **Evaluation of Applications**

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

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

23.3. In case of multiple contracts, Applicants should indicate in their Applications the individual contract or combination of contracts in which they are interested. The Procuring Agency shall prequalify each Applicant for the maximum combination of contracts for which the Applicant has thereby indicated its interest and for which the Applicant meets the appropriate aggregate requirements. The Qualification Criteria and Requirements are mentioned in Section III.
Only the qualifications of the Applicant shall be considered. The qualifications of other related entities such as the Applicant's subsidiaries, parent entities, affiliates, subcontractors or any other firm(s) different from the Applicant shall not be taken into consideration in determining the qualifications of the Applicant.

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

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

25. **Pre-qualification of Applicants**

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

Agency.

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

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

26. **Notification of Prequalification**

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

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

27. **Request for Bids**

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

28. **Changes in Qualifications of Applicants**

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

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

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

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

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

29. **Redressal of Grievances**

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

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

30. **Mechanism of Blacklisting**

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

Pre-qualification Data Sheet

Prequalification Data Sheet (PDS)

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

PDS Clause Number
ITA Number

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

A. General

PDS Clause Number 1
ITA Number 1.1

Identification Number of the Invitation for Prequalification: **P110551**
The Procuring Agency is: **Pakistan Software Export Board (Pakistan Software Export Board)**
List of Service Contracts:
See section services and Lots

PDS Clause Number 2
ITA Number 2.1

The name of Procuring Agency is: **Pakistan Software Export Board (Pakistan Software Export Board)**
The name of Project / Procurement is: **EXPRESSIONS OF INTEREST (EOI) FOR ECOSYSTEM DEVELOPMENT (Policy Analysis, Formulation, Reforms& Industry Data Development)**

PDS Clause Number 3
ITA Number 4.2

Maximum number of members in a Joint Venture (JV): **10**

PDS Clause Number 4
ITA Number 4.5

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

B. Contents of the Prequalification Document

PDS Clause Number 5
ITA Number 7.1

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

PDS Clause Number 6
ITA Number 7.1 & 8.2

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

PDS Clause Number 7
ITA Number 7.2

Pre-Application Meeting: **Clarification Date: Thursday, September 17, 2026**

C. Preparation of Applications

PDS Clause Number 8
ITA Number 10.1

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

PDS Clause Number 9
ITA Number 11.1(d)

Additional documents to be submitted through EPADS v2.0:

1. Company Registration/Incorporation Certificate
2. NTN Certificate and ATL Status
3. GST Registration Certificate
4. Company Profile, relevant Contracts/Work Orders, Completion Certificates and/or Client Certificates
5. Audited Financial Statements and/or Audit Reports for the last three (3) financial years
6. Office Address/Registration Evidence, Lease Agreement, Utility Bill, or another documentary evidence
7. Notarized Affidavit/Undertaking

8. Authorization Letter and/or Power of Attorney

PDS Clause Number 10
ITA Number 14.2

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

D. Submission of Applications

PDS Clause Number 11
ITA Number 16.1

Deadline for Application Submission:
Day: ***Thursday***
Date: ***Thursday, September 24, 2026***
Time: ***03:00 PM***

PDS Clause Number 12
ITA Number 17.1

Opening of Applications shall be conducted through: **EPADS v2.0**
Day: ***Thursday***
Date: ***Thursday, September 24, 2026***
Time: ***03:30 PM***
Virtual participation link: **https://vendors.epads.gov.pk/**

E. Procedures for Evaluation of Applications

PDS Clause Number 13
ITA Number 21.1

Margin of Domestic Preference: **Not Applicable**
(Applicable only if authorized in Procurement Plan)

PDS Clause Number 14
ITA Number 29.1

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

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

Eligibility & Qualification Criteria

Bidder's Type	Required Registration
Sole Proprietorship Partnership Firm Company (Private Limited)	FBR (NTN) FBR (GSTN) Punjab (PRA) SECP AGPR (Gilgit-Baltistan Government) KPK (KPRA) Registrar of Firms

Eligibility Criteria	Document
Mandatory Requirement The proposal shall be submitted by a consortium/joint venture comprising an International Company and a Lead Local Firm registered in Pakistan. The following criteria are mandatory for shortlisting. Interested firms must submit valid documentary evidence demonstrating compliance with each requirement.	No
Legally registered company Company Registration/Incorporation Certificate (All local partners and International Firm)	Yes
Valid and Active GST RegistrationGST Registration Certificate (All local partners)	Yes

Company Profile, relevant Contracts/Work Orders, Completion Certificates and/or Client CertificatesMinimum Relevant Experience: Local Firm – at least 5 years; International Company – at least 10 years in IT-related policy/research, large-scale survey, and/or census assignments (All local partners and International Firm)	Yes
Minimum Average Annual Revenue/Turnover for the Last Three (3) Years: Local Firm – minimum PKR 10 Million; International Company – minimum USD 1 MillionAudited Financial Statements and/or Audit Reports for the last three (3) financial years. If the audit for FY 2025–26 is not completed by the bid submission date, the three most recent audited financial statements shall be considered. ((All local partners and International Firm)	Yes
Fully operational office in Pakistan for the Lead Local Firm Office Address/Registration Evidence, Lease Agreement, Utility Bill, or another documentary evidence	Yes
Neither the firm nor its owners, partners, directors, or consortium/JV members is blacklisted or debarred, and the firm is not involved in active litigation with the Government of Pakistan or Provincial Governments Notarized Affidavit/Undertaking	Yes
Authorization of the Lead Bidder by the International Company to represent the consortium/joint venture for submission of the EOI and subsequent procurement process Authorization Letter and/or Power of Attorney	Yes

Evaluation Criteria

Quality Based Selection (QBS)

Weightage (Without Financial Criteria)

Technical Evaluation %
100

Technical Marks	**100**
Passing Marks	**70**
Technical Evaluation Criteria	
Submission of a detailed Work Plan and Implementation Methodology covering Components 1, 2, and 3, Technical Proposal including Methodology, Work Plan, Gantt Chart, Deliverables Schedule, and Team Deployment Plan (Quantitative)(Doc Required)	50
Presentation before PSEB/MoITT on their understanding of the assignment, proposed methodology and approach, work plan, implementation strategy, team composition, stakeholder engagement approach, and execution of Components 1, 2 and 3. The presentation shall be used to assess the applicant's overall understanding, technical capability, implementation approach, and preparedness to undertake the assignment. (Quantitative)	50

Annexure

Annexure-I Scope of Work

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Annexure-I Scope of Work** (page number: 31)

Procurement Forms

Additional Forms and Documents

1. INTRODUCTION TO PSEB

The Pakistan Software Export Board (PSEB), operating under the Ministry of Information Technology and Telecommunication (MoITT), is the apex body mandated to promote and facilitate the development of Pakistan's Information Technology (IT) and Information Technology Enabled Services (ITeS) sector. PSEB works to enhance the competitiveness of Pakistan's IT industry in global markets through policy advocacy, capacity building, market development, and ecosystem facilitation.

Under the Revamping IT Industry Landscape project, approved under PC-1 by the Ministry of IT & Telecom, Government of Pakistan, the Pakistan Software Export Board (PSEB) is mandated to undertake a series of policy studies to strengthen the country's IT ecosystem. These initiatives fall under Sub-Component I: Policy Analysis, Formulation & Reforms studies within Strategic Ecosystem Development.

Strategic Pillar-I focuses on creating an enabling environment that supports IT and ITeS companies and professionals in delivering competitive products and services to global markets while enhancing Pakistan's attractiveness as a destination for domestic and foreign investment. Achieving these objectives requires addressing key policy, regulatory, and institutional challenges through evidence-based analysis and practical reform recommendations.

To this end, PSEB will commission a range of specialized analytical studies to develop policies, frameworks, and actionable solutions that strengthen the sector's competitiveness and long-term growth. Where appropriate, these assignments will be undertaken by internationally recognized firms, in collaboration with local partners, to leverage global expertise, best practices, and contextual local knowledge.

In line with the objectives of the Revamping IT Industry Landscape project, PSEB hereby invites sealed Expressions of Interest from eligible firms or consortiums to provide consultancy services for the three policy studies/consultancies described in this Expressions of Interest (EOI). The selected firm will undertake comprehensive analysis and develop evidence-based recommendations, policy frameworks, and implementation roadmaps to support reforms aimed at strengthening Pakistan's IT and ITeS ecosystem.

2. IMPORTANT INFORMATION

1. The applicant firms must submit an EOI for all three components as an integrated assignment. Partial applications shall not be considered.
2. Any bidder, including any consortium or joint venture member, previously found by PSEB or any government entity to have submitted forged, falsified, or tampered documents in any procurement process shall be considered non-responsive and shall not be evaluated.
3. PSEB reserves the right to reject any or all bids/proposals at any time prior to acceptance of a bid/proposal in accordance with PPRA Rules, 2004. Upon request, PSEB shall communicate to the concerned bidder the grounds for rejection; however, it shall not be required to justify such grounds beyond the requirements of the applicable PPRA Rules.

3. BACKGROUND AND OBJECTIVES

3.1 Project Background

Pakistan's IT/ITeS sector has significant growth potential, but the domestic ecosystem requires addressing several structural issues and making targeted improvements in policy, regulation, finance, and legal frameworks. To diagnose and address these challenges, a number of detailed analytical consultancies/studies are required to prepare actionable policies, frameworks, and solutions.

Under the project 'Revamping IT Industry Landscape' - a PC-1 approved project under the Ministry of IT & Telecom, Government of Pakistan - PSEB is mandated to engage reputable firms (including international firms, in consortium with local companies) to conduct three key consultancies/studies.

3.2 Overall Objectives

- The overarching objectives of these three consultancies/studies are to:
- Diagnose structural, regulatory, legal, and market gaps in Pakistan's IT/ITeS ecosystem.
- Develop evidence-based, actionable policy recommendations and frameworks.
- Align Pakistan's IT ecosystem with international best practices and global competitiveness standards.
- Provide the Government of Pakistan and PSEB with implementation-ready tools, models, and policy documents.
- Attract international expertise, investment, and partnerships to the IT sector.
- Provide a comprehensive and centralized repository of information on the IT/ITeS companies (segregation as product-based and services-based)
- Provide a verifiable record of IT professionals, freelancers, gig workers, and remote workers
- Provide a standardized classification of workforce skills, technology domains, and company specializations
- Provide a central dataset to support evidence-based policy, strategic planning, and investment promotion
- **Strategic alignment.** Contribute measurably to the PC-1 mission of growing Pakistan's IT/ITeS exports — including the project's target of an additional USD 450–500 million in exports by project end and the national ambition of USD 15–18 billion by 2028-29 — by improving the business environment, capital-market access and the innovation ecosystem for IT/ITeS firms and professionals.
- **Ecosystem enablers.** Deliver implementation-ready policies, frameworks and draft instruments mapped to the ecosystem-related enablers of the approved national roadmap — the legal, regulatory and governance framework; tax legislation and harmonisation; banking reform; and equity, investment and debt financing.
- **Delivery focus.** For every recommendation, specify the responsible owner responsible for taking actions, the activities required and a realistic Now / Next / Beyond delivery plan aligned to the PC-1/Project timeline (see Section 3.3), so that outputs translate into adopted reforms in the shortest feasible time rather than remaining diagnostic.

3.3 Cross-Cutting Requirements for All Studies

The following requirements apply to each study/consultancy under this assignment. They keep every study outcome-based, sequenced and owned, and are intended to sharpen — not expand — the individual scopes of work.

- **Now / Next / Beyond delivery plan.** Each study shall deliver a detailed, actionable Now / Next / Beyond implementation plan across three horizons aligned to the PC-1 (not fixed calendar periods): NOW — actions achievable within the remaining project period using existing PSEB/MoITT authority and requiring no legislation, contributing to near-term export gains; NEXT — policies, frameworks and instruments to be adopted by project end, delivering the targeted export increment; and BEYOND — reforms to be institutionalised and sustained through 2028-29 toward the national export ambition. For each horizon the firm shall provide concrete, ready-to-use interventions with the specific activities, responsible/owning entities, sequencing, timeframes and the intended outcome; the greater the actionable, implementation-ready detail, the better.
- **Stakeholder identification and engagement.** The stakeholders named for each study are indicative, not exhaustive. During inception the firm shall assess needs and identify all other relevant stakeholders (public, private, academia, provincial governments, freelancer/gig and investor communities, and others), record them with the proposed engagement approach in the Inception Report for PSEB's endorsement, and then conduct the consultation and engagement sessions with these additional stakeholders as well, documenting their inputs and how these shaped the recommendations.
- **Implementation-ready outputs.** Deliverables shall go beyond analysis to provide the instruments needed to act — draft policies/frameworks, draft notifications/SROs or amendment notes where applicable, SOPs, financial models and templates — each with a named responsible owner and a short sustainability plan.
- **Results orientation.** Each study shall define outcome indicators (with baseline and target) linking its recommendations to the PC-1 export and ecosystem results, for monitoring by the PMO.
- **Benchmarking.** Where international comparison is used, the firm shall benchmark against leading comparable economies that have achieved rapid, sustained IT/ITeS export growth and draw transferable lessons, described by their relevant characteristics, models and instruments rather than by naming specific countries.
- **Evidence base.** The firm shall avoid duplicating work already completed, and focus effort on gaps, instruments and implementation.

4. SCOPE OF WORK

COMPONENT 1:

STUDY FOR HARMONIZATION BETWEEN STZA AND STPS/ITPS

CONSULTANCY/STUDY FOR EASE OF DOING BUSINESS - LEGISLATION & JUDICIARY, TAX REFORMS, BANKING REFORMS, IP RIGHTS FOR LOCAL & INTERNATIONAL COMPANIES

Component 1 comprises two closely related sub-components to be undertaken as a single integrated assignment by firm/consortium, with coordinated stakeholder consultations and a unified programme of work.

4.1 Sub-Component A: Study for Harmonization between STZA and STPs/ITPs

4.1.1 Background and Rationale

Software Technology Parks (STPs) and Information Technology Parks (ITPs) are established components of Pakistan's IT ecosystem where IT and ITeS companies operate and receive various fiscal and non-fiscal benefits. Special Technology Zones (STZs), under the Special Technology Zones Authority (STZA), are relatively newer components with a distinct mandate, entry criteria, and incentive regime.

In most cases, technology companies face a dilemma of choosing between STP/ITP and STZ regimes, each offering different incentives. Exceptions exist where STPs/ITPs and STZs are co-located, but the lack of a harmonized framework creates ambiguity and unequal competition. There is a strategic need to study and harmonize these models to create a level playing field and reduce risks of constraining further development.

4.1.2 Objectives

- Comprehensively study all models for hosting technology companies (STPs, ITPs, STZs, and other regimes) in Pakistan.
- Review relevant laws, rules, regulations, and implementation realities.
- Recommend improvements to the 'destination offering' to IT & ITeS companies of all sizes.
- Develop a harmonized framework applicable across STPs, ITPs, and STZs
- Develop a unified, size-neutral incentive and facilitation matrix (from startups to large and multinational firms) and a single-window mechanism across STZA, STPs and ITPs.
- How to strengthen the overall 'destination offering' — including plug-and-play facilities, reliable connectivity and single-window facilitation — and assess the suitability of zones/parks to attract high-value, long-term captive and enterprise technology investment as part of that offering.
- Provide a fair transition pathway so that existing tenants of STPs, ITPs and STZs are not disadvantaged by harmonisation.

4.1.3 Terms of Reference (TORs)

- Review and comparative analysis of exemptions and incentives extended to organizations in STPs, ITPs, and STZs.
- Analyze the incentive regimes, governance structures, and physical infrastructure standards across all park types.
- Prepare recommendations to create an enabling environment and level playing field for STZA, STPs, and ITPs.
- Prepare a Harmonized Framework applicable for STPs, ITPs, and STZs.
- Collect baseline data on tenants, incentives actually availed, occupancy and export contribution across STPs, ITPs and STZs, and estimate the cost of the current fragmentation to firms and to investment.
- Model the fiscal impact of the harmonised regime (revenue implications versus export, investment and employment gains) to support decision-making by finance and revenue authorities.
- Define the legal and governance pathway — from a non-regulatory framework (MoU/SOP) to any required notifications or amendments or approved policies — and propose a standing inter-agency coordination mechanism to keep the regimes aligned over time.

4.1.4 High-Level Tasks

- Conduct in-depth comparative analysis of existing STP/ITP/STZ models.
- Generate solutions considering legal, fiscal, and operational impacts.
- Conduct structured stakeholder consultations with government, industry, and academia.
- Draft a comprehensive harmonization policy (non-regulatory framework).
- Consult, refine, and finalize the harmonized policy framework.
- Develop communication and dissemination strategy for the adopted policy.
- Recommend and outline a grants/support process leveraging existing practices.

4.2 Sub-Component B: Consultancy/Study for Ease of Doing Business - Legislation & Judiciary, Tax Reforms, Banking Reforms, IP Rights for Local & International Companies.

4.2.1 Background and Rationale

Pakistan's IT/ITeS industry faces significant legal and regulatory challenges that constrain its growth. Inconsistencies in IP law application, delayed data protection legislation, complex company setup processes for foreign shareholders, banking restrictions on foreign commercial transactions, and limited awareness of applicable legal frameworks among the judiciary collectively impede the sector's competitiveness.

This study addresses these structural legal and regulatory barriers through a comprehensive multi-pronged study covering ease of doing business reforms across four key domains: Legislation & Judiciary, Tax Reforms, Banking Reforms, and IP Rights.

4.2.2 Objectives

- Streamline legal and regulatory processes to reduce bureaucratic barriers for IT companies.
- Address inconsistencies in IP law application across provinces and tribunals.

- Finalize recommendations for Pakistan's Personal Data Protection Legislation.
- Simplify company setup processes for companies with foreign directors or shareholders.
- Propose banking reforms to ease foreign commercial transactions for IT companies.
- Prepare capacity building material for the judiciary on IP law, data protection, and related statutes in consultation with judicial training institute.
- Establish a baseline diagnostic/scorecard of the ease of doing business for IT/ITeS firms (time, cost and steps to incorporate, bank, repatriate export earnings, protect IP and resolve disputes), with targets for each Now/Next/Beyond horizon.
- Secure fiscal predictability for IT/ITeS exports — a stable, multi-year tax framework with a minimum notice period before any material change — and reconcile tax treatment across the FBR, STZA and STP/ITP regimes so firms are not disadvantaged by overlapping regimes.

4.2.3 Key Focus Areas

A. Intellectual Property (IP) Law

- Address inconsistencies in application of IP law across provinces and tribunals.
- Align legal precedents with the current IP framework under the Intellectual Property Organization (IPO) of Pakistan.
- Recommend legislative amendments to strengthen IP protection for local and international IT companies.

B. Data Protection Legislation

- Finalize and recommend enactment of Pakistan's Personal Data Protection Legislation (in draft since 2016).
- Benchmark with GDPR and comparable international frameworks.
- Recommend implementation mechanisms and institutional frameworks for data protection enforcement.

C. Foreign Investment and Company Setup

- Simplify setup processes for companies with foreign directors or shareholders.
- Ease rules related to foreign commercial transactions that currently constrain IT sector operations.
- Recommend SECP/SBP regulatory reforms to facilitate IT sector-specific foreign investment.

D. Training and Capacity Building

- Prepare and deliver training on existing IP law, data protection legislation, and other relevant statutes for the judiciary, senior judicial officers, tribunal presiding officers, and IPO management and administrative staff.

4.2.4 Terms of Reference (TORs)

- Conduct a comprehensive diagnostic of legal and regulatory barriers in the IT/ITeS sector.
- Review legislative framework covering IP laws, data protection, company law, banking regulations, and tax policies.
- Develop actionable recommendations for each focus area.
- Prepare implementation-ready draft legislative/regulatory amendments where applicable.
- Conduct stakeholder consultations with SECP, SBP, FBR, IPO, Bar Councils, and IT industry associations.

- Design and deliver judiciary capacity buildings on IP law and data protection.
- Produce a prioritised, sequenced reform register that distinguishes administrative quick-wins (circulars/notifications within existing authority) from measures requiring legislative or regulatory amendment, each with owner, instrument and horizon.
- Prepare draft instruments where applicable — for example banking/foreign-currency circular(s) for IT/ITeS firms and freelancers, company-setup simplification for foreign directors/shareholders, tax-certainty notification(s), IP-law amendment notes, and enactment-ready data-protection provisions benchmarked to leading international frameworks.
- Assess and strengthen IP enforcement capacity — including the technical, investigative and operational capacity of IPO-Pakistan and the IP tribunals — alongside the judiciary/IPO capacity-building programme.

4.2.5 High-Level Tasks

- Conduct a diagnostic study of the legal/regulatory landscape for the IT/ITeS sector.
- Benchmark with ease of doing business frameworks in comparable economies.
- Generate solutions considering legal, fiscal, and operational impacts.
- Conduct multi-stakeholder consultation process.
- Draft comprehensive policy and legislative recommendations.
- Design and deliver judiciary/IPO training programs.
- Consult and refine policy recommendations.
- Communicate and disseminate final recommendations.

4.2.6 Key Deliverables Component 1: (Sub-Component A and B)

S.No	Deliverable No.	Deliverable Description (Sub-Component A)
1	Deliverable 1	Inception Report & Work Plan — including stakeholder identification, needs assessment and engagement plan.
2	Deliverable 2	Situational Analysis & Comparative Study Report — including baseline data and the fiscal-impact model.
3	Deliverable 3	Stakeholder Consultation Report
4	Deliverable 4	Draft Harmonized Framework & Policy Recommendations
5	Deliverable 5	Final Report with Implementation Roadmap — incorporating the actionable Now/Next/Beyond implementation plan (interventions, responsible owners, timeframes).

S.No	Deliverable No.	Deliverable Description (Sub-Component A)
S.No	**Deliverable No.**	**Deliverable Description (Sub-Component B)**
1	Deliverable 1	Inception Report & Work Plan — including stakeholder identification, needs assessment and engagement plan.
2	Deliverable 2	Diagnostic Report on Legal & Regulatory Landscape — including the EoDB baseline scorecard and a prioritised quick-win vs. legislation reform register.
3	Deliverable 3	Stakeholder Consultation Report
4	Deliverable 4	Draft Policy Recommendations & Legislative Amendments
5	Deliverable 5	Judiciary/IPO Training Program Material & Delivery Report
6	Deliverable 6	Final Comprehensive Report with Implementation Roadmap — incorporating the actionable Now/Next/Beyond implementation plan (interventions, responsible owners, timeframes).

COMPONENT 2:

STUDY FOR DEVELOPING IT-SPECIFIC INSURANCE POLICIES, PROCESSES & SOLUTIONS

CAPITAL MARKET ENGAGEMENT PROMOTIONAL POLICY

Component 2 comprises two closely related sub-components to be undertaken as a single integrated assignment by firm/consortium, with coordinated stakeholder consultations and a unified programme of work.

4.3 Sub-Component A: Study for Developing IT-Specific Insurance Policies, Processes & Solutions

4.3.1 Background and Rationale

Pakistan's IT sector lacks tailored insurance products suited to the unique risk profiles of IT professionals and IT businesses. Existing insurance offerings do not adequately address the needs of freelancers, software houses, BPO companies, and IT SMEs. There is a significant gap in awareness about professional indemnity, cyber liability, and business continuity insurance products.

The intervention aims to create tailored insurance solutions through a comprehensive study that recommends and frames policies and partnerships for launching insurance packages specifically designed for the IT sector, including health insurance, life insurance, group insurance, retirement plans, family insurance, IT business insurance, professional indemnity insurance, and cyber insurance.

4.3.2 Objectives

- Analyze the current availability and adequacy of insurance products for IT businesses and professionals.
- Identify existing gaps and review insurance plans under existing agreements (e.g., PSEB MoU with State Life Insurance Corporation).
- Develop recommendations for new insurance plan schemes for the IT sector.
- Develop guideline assessment tools and financial models to enable insurance companies to implement the recommendations.
- Prepare a plan for attracting international insurance and re-insurance companies to expand offerings in Pakistan's IT sector.
- Design a risk-pool and micro-insurance model suited to freelancers, gig and remote workers — voluntary, digitally distributed and low-ticket.
- Define the regulatory and reinsurance pathway for the recommended products, including digital distribution (for example through PSEB registration and freelancer platforms) and measures to attract international insurers and re-insurers.

4.3.3 Terms of Reference (TORs)

- Analyze the current situation for availability of insurance products for IT businesses and professionals and identify critical issues.
- Review existing insurance plans provided to freelancers, BPOs, and IT companies under the PSEB MoU.

- Develop recommendations for affordable insurance plan schemes for the IT sector (both professionals and businesses).
- Develop guideline assessment tools and financial model(s) to enable insurance companies to assess and implement the recommendations.
- Prepare a plan for attracting international insurance/re-insurance companies to do/expand business in Pakistan's IT sector.

4.3.4 High-Level Tasks

- Generate evidence-based solutions considering actuarial, regulatory, and market impacts.
- Conduct structured consultations with SECP, State Life, private insurers, and IT sector associations.
- Draft comprehensive policy recommendations (non-regulatory framework).
- Consult and refine the policy with relevant stakeholders.
- Develop an implementation and communication strategy.
- Design and recommend an insurance application process leveraging existing practices.

4.4 Sub-Component B: Capital Market Engagement Promotional Policy

4.4.1 Background and Rationale

Pakistan's IT/ITeS sector currently attracts a modest level of domestic capital market investment compared to international benchmarks. The number of deals and the quantum of investment from asset management companies (AMCs), investment advisors, and private financial institutions remains limited. Startups and SMEs in second and third-tier cities particularly lack access to structured capital market financing.

The Capital Market Engagement Promotional Policy is designed to stimulate investment in Pakistan's IT sector by creating incentive frameworks, developing protection mechanisms for investors, and attracting international investment funds to the IT sector.

4.4.2 Objectives

- Assess the current investment environment and capital market landscape in relation to the domestic IT/ITeS sector.
- Develop recommendations for improving capital market access for IT/ITeS companies.
- Design policy incentives such as income/capital gains tax exemptions and government subsidies on initial investment costs.
- Develop investor protection mechanisms and frameworks.
- Prepare a plan to attract international investment funds to Pakistan's IT sector.
- Map the financing gap across the firm lifecycle (idea, seed, early, growth and listing) and target the affordable-capital constraint identified as a leading limiter of the sector's growth.
- Review and recommend a menu of instruments rather than a single measure — for example: neutral/pass-through tax treatment and a fit-for-purpose licensing category for venture capital and alternative investment funds; a fund-of-funds and a time-bound co-investment window; equity-free early-stage grants and enabling frameworks for crowdfunding and angel investment, including diaspora participation.

- Recommend investor-protection standards (disclosure, valuation, minority-investor and exit protections) and a predictable foreign-exchange/repatriation framework for domestic and foreign investors in the IT/ITeS sector.
- Recommend measures to improve access to bank and debt financing for IT/ITeS firms — particularly SMEs and startups that lack physical collateral — including options such as cash-flow- and receivables-based lending, credit-guarantee schemes, venture debt, and export-refinance facilities, developed with the State Bank and the banking sector; and prepare the draft framework or guidelines required.

4.4.3 Terms of Reference (TORs)

- Review existing capital market and investment environment in relation to the domestic IT/ITeS sector.
- Develop recommendations and draft policy for the promotion and expansion of capital market and investment funds accessibility to the IT/ITeS sector.
- Develop recommendations for implementing protection mechanisms for investments/investors in the IT/ITeS sector.
- Prepare a plan for attracting international investment funds to do business in Pakistan's IT sector.

4.4.4 High-Level Tasks

- Conduct a comprehensive analysis of the current capital market landscape for Pakistan's IT sector.
- Benchmark against regional and global capital market engagement models for IT sectors (e.g., India, Vietnam, Bangladesh).
- Develop a draft promotional policy with specific incentive and protection mechanisms.
- Conduct stakeholder consultations with SECP, PSX, SBP, AMCs, venture capital firms, and IT companies.
- Refine and finalize the policy based on stakeholder feedback.
- Develop an investor outreach and attraction strategy targeting international investment funds.

4.4.5 Key Deliverables Component 2: (Sub-Component A and B)

S.No	Deliverable No.	Deliverable Description (Sub-Component A)
1	Deliverable 1	Inception Report & Work Plan — including stakeholder identification, needs assessment and engagement plan.
2	Deliverable 2	Situational Analysis Report (Insurance Landscape)
3	Deliverable 3	Stakeholder Consultation & Gap Analysis Report
4	Deliverable 4	Draft Insurance Policy Schemes & Financial Models — including the actuarial data-needs assessment (linked to Component 3) and a freelancer/gig risk-pool model.

S.No	Deliverable No.	Deliverable Description (Sub-Component A)
5	Deliverable 5	Final Report with Implementation Plan — incorporating the actionable Now/Next/Beyond implementation plan (interventions, responsible owners, timeframes).
S.No	**Deliverable No.**	**Deliverable Description (Sub-Component B)**
1	Deliverable 1	Inception Report & Work Plan — including stakeholder identification, needs assessment and engagement plan.
2	Deliverable 2	Capital Market Landscape & Benchmarking Report
3	Deliverable 3	Stakeholder Consultation Report
4	Deliverable 4	Draft Promotional Policy with Incentive Framework — including the instrument menu and investor-protection standards.
5	Deliverable 5	Final Policy Report with International Investor Attraction Plan — incorporating the actionable Now/Next/Beyond implementation plan (interventions, responsible owners, timeframes).

COMPONENT 3:

DEVELOPMENT OF ONLINE NATIONAL IT INDUSTRY DATABASE WITH IT INDUSTRY CENSUS

4.5 Background and Rationale

Under the flagship project **'Revamping the IT Industry Landscape'**, the Pakistan Software Export Board (PSEB), Ministry of IT & Telecom (MoITT), aims to establish a **credible, verifiable, and comprehensive national-level digital database** of Pakistan's IT and ITeS industry.

Currently, Pakistan lacks:

a. A comprehensive and centralized repository of information on the **IT/ITeS companies** (segregation as product-based and services-based)
b. A verifiable record of **IT professionals, freelancers, gig workers, and remote workers**
c. A standardized classification of workforce skills, technology domains, and company specializations
d. A central dataset to support evidence-based policy, strategic planning, and investment promotion

4.5.1 Objectives of the Census

The primary objective of this initiative is to establish a comprehensive, centralized, and verified National IT Industry Database, supported by a detailed nationwide census of Pakistan's IT and IT-enabled Services (ITeS) sector. The database will serve as a single source of truth for government, industry, and other stakeholders to enable data-driven decision-making, ecosystem development, and strategic planning, in line with the objectives of the PC-I "Revamping IT Industry Landscape".

Specifically, the initiative aims to:

1. **Develop a verified national repository** of IT/ITeS companies and IT professionals, including freelancers, gig workers, and remote workers, capturing workforce size, skills, technology domains, and employment structures.
2. **Generate reliable revenue and business indicators**, including domestic and export earnings, segmented by product-based and services-based business models.
3. **Ensure data sanity, standardization, and scalability**, allowing the database to be continuously expanded and enriched over time to meet the evolving needs of Pakistan's IT ecosystem and readily availability to the stakeholders.
4. **Enable skills development and workforce planning** by profiling IT professionals, trainees, and certification holders, and identifying current and emerging skill demands across technology domains.

5. **Strengthen government–industry linkages** by providing structured data to support public sector demand for IT products and services and facilitate coordination between government entities and the IT industry.
6. **Support ecosystem planning and monitoring** by mapping IT parks, digital infrastructure, legislative progress, investment trends, and other key ecosystem measures affecting the IT sector.

This initiative will provide a robust, secure, and scalable data platform to support informed decision-making, enhance sector visibility, and accelerate the sustainable growth of Pakistan's IT industry.

4.5.2 Definitions of the IT Firms & Professionals

4.5.2.1 IT Professionals

IT Professionals include all individuals, whether full-time, part-time, contractual, freelance, remote, gig-based, or self-employed, engaged in the development, deployment, maintenance, management, support, or delivery of IT and IT-enabled services.

These include employed IT staff, freelancers, remote workers, gig workers, startup founders, and technical interns working in software engineering, data & AI, cloud, cybersecurity, digital design, infrastructure, ITeS operations, and related technology roles.

A descriptive breakdown of the IT professionals is given below:

4.5.2.2 Employed IT Professionals (On-Site / In-Office)

Individuals formally employed by an IT/ITeS firm or any other organization in roles involving technology development, management, or support.

4.5.2.3 IT Freelancers (Independent Individuals)

An independent IT professional offering services to multiple local or international clients on a project/contract basis, typically via freelancing platforms, without an employer–employee relationship. Key characteristics of such individuals include:

- Operate independently or via freelancing platforms (Upwork, Fiverr, etc.)
- May serve domestic or international clients
- Offer project-based, hourly, or contractual IT services
- May be registered as sole proprietors or operate informally

4.5.2.4 Remote IT Workers (Foreign or Domestic Employers)

A professional working for a domestic or foreign employer, while residing in Pakistan, regardless of employment contract type (employee, consultant, contractor, or gig worker). Key characteristics of such individuals include:

- Permanent remote employees
- Contractual remote professionals
- Consultants providing long-term dedicated services
- "Work-from-Pakistan" foreign employees

Key **distinction:** They are tied to a single employer (unlike freelancers).

4.5.2.5 Gig IT Workers (Short-term / Task-based IT Professionals)

Project-based or micro-task workers providing services intermittently or through on-demand digital platforms. Some examples of such individuals include:

- Task-based coders
- Digital content creators
- QA testers performing crowd-testing
- Logo designers, editors, and micro-task AI training workers

Gig workers may at times overlap with freelancers, but are majorly characterized by:

- Short-duration engagements
- Platform-mediated work (crowdsourcing platforms)
- Task-based earnings rather than long-term gigs

4.5.2.6 Self-employed Tech Entrepreneurs / Startup Founders

Individuals who have founded or co-founded tech start-ups, actively develop or manage technology products/services, and may or may not draw a salary.

They are included as IT professionals due to their functional technology roles.

4.5.3 IT/ITeS Firms

IT/ITeS Firms refer to all business entities, registered or unregistered, engaged in the development, delivery, or support of information technology (IT) or IT-enabled services (ITeS). These firms operate within Pakistan and may serve domestic or international markets. For this census, IT/ITeS firms include, but are not limited to:

4.5.3.1 IT Services Companies

Firms primarily engaged in providing technology-based services such as:

- Software development, customization, and maintenance
- Web/mobile application development
- Cloud services, DevOps, system integration
- Cybersecurity services
- IT consulting and support services
- Managed services / NOC / SOC operations

4.5.3.2 IT Products & Platform Companies

Companies developing and commercializing proprietary technology products or platforms, including:

- SaaS, PaaS, and enterprise software products
- AI/ML models and solutions
- FinTech, HealthTech, AgriTech, EdTech products
- Product-based startups and innovation-driven enterprises

4.5.3.3 IT-enabled Services (ITeS) Firms

Firms delivering technology-supported business services, such as:

- Business Process Outsourcing (BPO)
- Shared service centers (SSC)
- Call centers and contact centers
- KPO, digital marketing, animation & creative services
- Data processing, back-office, HR/finance outsourcing

4.5.3.4 Hybrid Firms

Entities offering a mix of IT services, IT products, and ITeS functions under a single business model.
Scope Applicability: For inclusion in the national census, an IT/ITeS firm must be actively operational at the time of the survey, either formally registered with SECP, FBR, provincial authorities, or operating informally (freelance collectives, small studios, tech startups in early stages).

4.5.4 Scope of Work (SOW)

The Firm will lead the census activities and data development work. PSEB will provide domain inputs, industry coordination, and strategic oversight. The scope includes:

4.5.4.1 Census Framework & Instrument Design

The firm will design the census framework, including:

- Classification of IT/ITeS companies (product, services, BPO, platform)
- Workforce taxonomy: technology domains, specialization categories, job levels
- Employment type segmentation
- Location-based mapping (city, district, province)
- Company capabilities, functions, export orientation

4.5.4.2 Questionnaire Development & Digital Tools

The firm will develop:

- Standardized company-level and professional-level questionnaires
- Digital data collection tools (CAPI, tablets, online forms)
- Data validation codes, classification structures, and consistency checks

4.5.4.3 Nationwide Data Collection

The Firm shall execute nationwide data collection through an appropriate field enumeration network and digital data collection mechanisms, in accordance with the census methodology and coverage framework approved by PSEB. Activities shall include:

- Nationwide coverage across all provinces and territories, covering identified IT/ITeS clusters, cities, districts, and other relevant geographic locations;
- Enumeration of PSEB-registered, SECP-registered, other formally registered, and identified unregistered IT/ITeS entities;

- Mapping and coverage of IT parks, technology parks, co-working spaces, incubation centers, and emerging technology hubs;
- Appropriate digital outreach and data collection mechanisms for freelancers, gig workers, and remote IT professionals;
- Geo-tagging, time-stamping, and other appropriate verification mechanisms for field responses, where applicable;
- Implementation of field-level quality assurance, supervision, back-checking, and response validation mechanisms to ensure completeness, accuracy, and reliability of census data.

4.5.4.4 Data Verification & Validation

The firm will perform multi-level verification subject to availability, applicable laws and approved data-sharing arrangements

- Administrative records (SECP, PTA, FBR, NADRA, PSEB, Ignite)
- Industry association data (P@SHA, PAFLA)
- Cross-checking of company and freelancer records
- Internal consistency and statistical validation

4.5.4.5 Data Processing, Cleaning & Coding

The firm will:

- Clean, standardize, and classify data according to mutually agreed taxonomies
- Remove duplication and ensure statistical consistency
- Apply confidentiality protocols and national data standards

4.5.4.6 Digital Database Development

PSEB will provide the required infrastructure, hosting environment, domain, and other necessary technical resources for development of the National IT Industry Database. The selected firm shall work in close coordination with PSEB to support the development and population of the database and shall provide verified, cleaned, classified, and structured census data in agreed machine-readable formats.

The database and datasets shall support:

- Standard machine-readable formats, including CSV, SQL dumps, and API-compatible schemas;
- Integration with existing and future PSEB systems;
- Scalability to facilitate periodic updates and addition of new census data;
- Categorization and analysis by technology domain, skill level, company vertical, geography, and other agreed classifications;
- Appropriate data dictionaries, metadata, classification structures, and documentation to facilitate data integration and future updates.

4.5.4.7 Reporting & Outputs

The firm will produce:

- Summary Statistical Report
- Detailed Census Report
- Sector and Skills Mapping Report
- City-level IT cluster analysis
- Technology domain distribution reports

PSEB may request additional cross-tabulations for policy planning.

4.5.5 Expected Outcomes and Key Deliverables

Development of a centralized, verified, authoritative, national digital database of all IT/ITeS companies and IT professionals, that will be:

- Accessible to various stakeholders and sectors, including government agencies, IT companies, and educational institutions, to guide sector strategies, track industry performance, and support decision-making.
- Support initiatives of Government-Industry linkage projects and opportunities, facilitating public sector demand for tech products and services, through reliable data.

Generation of analytical/research reports, mapping outputs, verified datasets, and correlation with secondary datasets for enhanced actionable recommendations.

- Workforce classification across technology domains, specializations, job roles, geographic regions (cities), and demographics.
- Mapping of product-based companies across emerging technology sectors.
- Standardized and digitized repository for Workforce planning, Export promotion, Academia–industry collaboration, Investment strategy, etc.

A sustainable update mechanism to ensure the national database is periodically enriched and expanded, maintaining its relevance as the technology landscape matures.

S. No.	Deliverable Description
1	Inception Report, Sample Design & Census Work Plan — including stakeholder identification and engagement plan. *(Ref: feedback F2.)*
2	Final Census Instruments & Data Collection Framework
3	Pilot Census & Finalized Methodology
4	Nationwide Census / Field Operations Completion
5	Data Cleaning, Validation & Final Master Dataset
6	Data Analysis & Draft Census Report
7	Final IT Industry Census Report, Dataset & Database Outputs

ACRONYMS / ABBREVIATIONS

Sr.NO	Acronym	Description
1	MoITT	Ministry of Information Technology & Telecommunication
2	PSEB	Pakistan Software Export Board
3	EOI	Expression of Interest
4	IT	Information Technology
5	ITeS	Information Technology Enabled Services
6	PC-1 / PC-I	Planning Commission Form-I
7	EPADS	E-Pak Acquisition & Disposal System
8	PPRA	Public Procurement Regulatory Authority
9	JV	Joint Venture
10	STZA	Special Technology Zones Authority
11	STZs	Special Technology Zones
12	STP	Software Technology Park
13	ITP	Information Technology Park
14	TORs	Terms of Reference
15	PMO	Project Management Office
16	IP	Intellectual Property
17	IPO	Intellectual Property Organization
18	FBR	Federal Board of Revenue
19	SECP	Securities and Exchange Commission of Pakistan
20	SBP	State Bank of Pakistan
21	GDPR	General Data Protection Regulation
22	BPO	Business Process Outsourcing
23	SME	Small and Medium Enterprise
24	AMC	Asset Management Company
25	PSX	Pakistan Stock Exchange
26	CAPI	Computer-Assisted Personal Interviewing
27	CSV	Comma-Separated Values
28	SQL	Structured Query Language
29	API	Application Programming Interface
30	NOC	Network Operations Center
31	SOC	Security Operations Center
32	SaaS	Software as a Service
33	PaaS	Platform as a Service
34	AI	Artificial Intelligence
35	ML	Machine Learning
36	FinTech	Financial Technology
37	HealthTech	Health Technology
38	AgriTech	Agricultural Technology
39	EdTech	Education Technology
40	KPO	Knowledge Process Outsourcing