



**GOVERNMENT OF PAKISTAN  
PAKISTAN DIGITAL AUTHORITY (PDA)**

**Expression of Interest (EOI)**

**For**

**Onboarding of International Consulting Firm for the Design and  
Implementation of the National Digital Masterplan (NDM) for Pakistan**

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Pakistan Digital Authority (PDA) serves as the enabling engine of Pakistan's digital future. PDA is responsible for architecting, governing, and enabling the national digital transformation strategy and plans. The aim is to develop a forward-looking digital society, a vibrant digital economy, and a collaborative digital governance ecosystem in line with the national vision of Digital Nation Pakistan.

PDA serves as the custodian of the National Digital Masterplan (NDM) and develops frameworks for Digital Public Infrastructure (DPI), Data and Artificial Intelligence (AI) Governance, and Citizen Experience.

It also facilitates coordination among Federal, Provincial, and Local Governments, as well as sectoral and regulatory bodies, amongst others, to ensure alignment of digitalization initiatives with the Masterplan and promote interoperability across all tiers of government.

The NDM, as defined in the Digital Nation Pakistan (DNP) Act 2025, shall be a comprehensive strategic blueprint to transform Pakistan into a digital nation by fostering a digital society, digital economy and digital governance. It shall be the central strategic framework for planning digital initiatives, making investment decisions, developing regulatory standards and guidelines, ensuring a unified digital agenda, eliminating redundancy, and maximizing resource efficiency.

To achieve these objectives, PDA intends to engage qualified international consulting firms with global experience in national digital transformation strategy, master planning, implementation oversight and building and/or operating master planning capabilities. The selected firm will assist PDA in designing, developing and operationalizing the NDM, ensuring alignment with the NDM definition as per Chapter 5 of the DNP Act 2025.

Through this EOI, PDA invites competent international consulting firms to submit their EOI proposals, sharing their experience, qualifications, and conceptual understanding of how a

national digital masterplan should be designed, structured, implemented, and monitored in a developing country context such as Pakistan.

Based on the EOIs received, PDA will evaluate and shortlist partners with whom the detailed Request for Proposal (RFP) that includes the Terms of Reference (TOR) will be shared.

The TORs for this EOI are available at:

**PPRA EPADS Website:** <https://eprocure.gov.pk/>

**PDA Website:** <https://pda.gov.pk/>

EOIs must be prepared in accordance with the detailed TORs and Proof of Eligibility Documents and submitted online via EPADS no later than **1500 hours (PKT) on February 12, 2026**. Only those EOIs submitted through EPADS will be entertained.

To avoid technical delays, firms are advised to submit early. For registration or assistance, contact the PPRA-EPADS Helpdesk at +92-51-111-137-237 or [epadshelp@ppra.org.pk](mailto:epadshelp@ppra.org.pk).

EOIs will be opened on **February 12, 2026, at 1530 hours (PKT)** at the address below, in the presence of authorized representatives (attending physically or online):

**Committee Room,  
Pakistan Digital Authority (PDA),  
7th Floor, Kohsar Block, Pakistan Secretariat, Islamabad.**

**Project Manager  
Pakistan Digital Authority (PDA)  
Government of Pakistan  
Office:** 7th Floor, Kohsar Block, Pakistan Secretariat, Islamabad  
**Email:** [procurement@pda.gov.pk](mailto:procurement@pda.gov.pk)

## **Terms of Reference (TORs) for Expression of Interest (EOI)**

### **Onboarding of International Consulting Firm for the Design and Implementation of the National Digital Masterplan (NDM) for Pakistan**

#### **1. Introduction and Background**

The Digital Nation Pakistan (DNP) Act, 2025, provides the legislative foundation for Pakistan's transition toward a digitally empowered, inclusive, and knowledge-based society.

The DNP Act, 2025, envisions a "Digital Nation Pakistan" where digital era business models, operating models and technologies serve as a catalyst for efficient governance, economic growth, and citizen well-being.

It establishes the institutional, legal, and policy frameworks necessary to enable digital transformation across the country, including the society, economy and the public sector and ensures that all tiers of government operate under a unified digital vision.

Pakistan Digital Authority (PDA) serves as the enabling engine of Pakistan's digital future. PDA is responsible for architecting, governing, and enabling the national digital transformation strategy and plans. The aim is to develop a forward-looking digital society, a vibrant digital economy, and a collaborative digital governance ecosystem in line with the national vision of Digital Nation Pakistan.

PDA serves as the custodian of the National Digital Masterplan (NDM) and develops frameworks for Digital Public Infrastructure (DPI), Data and Artificial Intelligence (AI) Governance, and Citizen Experience.

It also facilitates coordination among Federal, Provincial, and Local Governments, as well as sectoral and regulatory bodies, amongst others, to ensure alignment of digitalization initiatives with the Masterplan and promote interoperability across all tiers of government.

The NDM, as defined in the DNP Act, 2025, shall be a comprehensive strategic blueprint to transform Pakistan into a digital nation by fostering a digital society, digital economy and digital governance. It shall be the central strategic framework for planning digital initiatives, making investment decisions, developing regulatory standards and guidelines, ensuring a unified digital agenda, eliminating redundancy, and maximizing resource efficiency.

To achieve these objectives, PDA intends to engage qualified international consulting firms with global experience in national digital transformation strategy, master planning, implementation oversight and building and/or operating master planning capabilities. The selected firm will assist PDA in designing, developing and operationalizing the NDM, ensuring alignment with the NDM definition as per Chapter 5 of the DNP Act, 2025.

PDA, therefore, invites qualified international consulting firms to assist in the design, development, and implementation of the NDM for Pakistan.

## **2. Objective of Consultancy**

The primary objective of this consultancy is to support the PDA in the design, development, and implementation of the NDM, a strategic blueprint mandated under the DNP Act, 2025.

The consultancy aims to formulate a comprehensive, actionable, and future-ready Masterplan that outlines the strategic direction, governance structure across the sectors, sectoral plan development framework, M&E framework, etc., necessary to achieve Pakistan’s vision of a digitally empowered, inclusive, and citizen-centric nation.

Specifically, the assignment will focus on developing a unified digital masterplan that integrates existing and new digital transformation initiatives, identifies policy and institutional gaps, and defines a coordinated “Whole-of-Government Approach” for digital governance, service delivery, and economic enablement over the next 5 years.

To realize these objectives, the PDA intends to engage globally reputable consulting firms with proven expertise in national-level digital transformation strategy and master planning to support the development of Pakistan’s NDM.

## **3. Scope of Work**

As defined under the DNP Act, 2025, the NDM serves as the Government’s overarching framework to guide Pakistan’s transition toward a digital society, digital economy, and digital government. It is envisioned as a comprehensive, long-term plan that defines the vision, governance framework, standards, and implementation mechanisms for achieving a digitally integrated and citizen-centric state.

Through this Expression of Interest (EOI), PDA seeks to engage qualified international consulting firms with global experience in national digital transformation strategy and master planning. The firms are invited to express their interest and share conceptual inputs on how an NDM should be designed, structured, implemented, and monitored in a developing country context such as Pakistan. This includes proposed frameworks, institutional arrangements, and practical approaches for developing the NDM under the framework provided in the Act.

The EOI process aims to identify experienced international firms for the distribution of the subsequent Request for Proposal (RFP). Based on the responses received, the PDA may refine the detailed Terms of Reference (ToR), structure of deliverables, and evaluation criteria for the final RFP stage. Firms are therefore encouraged to highlight their relevant experience, potential methodologies, and understanding of best practices in developing and implementing digital masterplans at the national level.

## 4. Cost of Expression of Interest

The interested participating firms shall bear all costs associated with the preparation and submission of their interest, and the PDA will in no case be responsible or liable for those costs.

## 5. Deliverables

The indicative deliverables expected from firms submitting an EOI include:

- a) **Expression of Interest Submission** — a formal submission demonstrating the firm’s capability, experience, and understanding of national-level digital transformation master planning, along with insights on global best practices relevant to Pakistan’s context.
- b) **Approach Paper** — a conceptual document outlining the firm’s proposed approach to designing and implementing a National Digital Masterplan for Pakistan. This should include preliminary ideas on the possible components, framework, governance structure, implementation sequencing, and monitoring mechanisms in alignment with the DNP Act, 2025.

Shortlisted firms will subsequently be invited to participate in the competitive RFP process for the detailed design and implementation of the NDM.

## 6. Duration and Timeline

Firms will be pre-qualified for a period of one year, during which they will be eligible to receive the subsequent RFP.

## 7. Eligibility Criteria

Firms must demonstrate meet the following mandatory requirements to be considered for the next stage of RFP:

| Criteria         | Requirement  |
|------------------|--|
| Legal Status     | Registered legal entity in home country; eligible under PPRA 2004  |
| Tax Compliance   | Valid registration & compliance with tax regulations in the country of origin <i>(For Joint Ventures, the International Lead Partner must hold at least 70% share, with the National Partner capped at 30%. A valid, signed JV Agreement must be submitted. The National Partner must be SECP-registered and on the FBR Active Taxpayer List.)</i> |
| Experience       | Minimum 10 years of relevant experience in national-level digital transformation or master planning  |
| Global Footprint | Experience in at least three (3) countries with a comparable profile that are considered leading digital nations.  |

|                     |  |
|---------------------|--|
| Financial Strength  | Average annual turnover of at least USD 15 million (last 3 years)  |
| Technical Capacity  | Multidisciplinary team (strategic thinkers, futurists, digital governance, ICT architecture, data, economics, and change management) |
| Blacklisting Status | Must not be blacklisted or debarred by any national/international agency   |

## 8. Evaluation Criteria (EOI Shortlisting)

| Evaluation Parameter               | Sub-Criteria   | Marks      |
|------------------------------------|--|------------|
| <b>A. Organizational Profile</b>   | Years of experience, financial standing  | 20         |
| <b>B. Relevant Experience</b>      | Similar national digital master plans assignments  | 30         |
| <b>C. Technical Expertise</b>      | Availability and expertise of proposed core team (national digital strategy/ masterplan, digital economy strategy and plans, sector digital strategies and plans, digital government strategies and plans, enterprise architecture, M&E, etc.) | 30         |
| <b>D. Approach and Methodology</b> | Understanding of TORs, conceptual clarity, and the proposed approach   | 20         |
| <b>Total</b>                       |  | <b>100</b> |
| <b>Minimum Qualification Score</b> |  | <b>70</b>  |

## 9. Submission Requirements

Interested firms are required to submit the following documents:

- a) Letter of Interest (Cover Letter) on company letterhead.
- b) Company profile and legal registration certificate
- c) Approach paper demonstrating understanding of the TORs.
- d) List of relevant past assignments with client references and contract summaries
- e) CVs of proposed Key Experts.
- f) Proof of Financial Capacity (Audited statements for the last 3 years).
- g) Evidence of international experience and partnerships.
- h) Joint Venture/Partnership Agreement (if applicable).
- i) Affidavit declaring the firm is not blacklisted.

## 10. Submission Deadline and Opening

EOIs must be submitted through EPADS no later than **1500 hours (PKT) on February 12, 2026**. EOIs will be opened on **February 12, 2026, at 1530 hours (PKT)** at the address below, in the presence of authorized representatives (attending physically or online):

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7th Floor, Kohsar Block, Pakistan Secretariat, Islamabad.**

## **11. Process and Next Steps**

The selected firms will be invited to participate in the subsequent **Request for Proposal (RFP)** stage, where they will submit detailed technical and financial proposals for the design, development, and implementation of the NDM for Pakistan. Only shortlisted applicants may be invited for a presentation.

## **12. Contact Information**

**Project Manager**

**Pakistan Digital Authority (PDA)**

**Government of Pakistan**

**Office:** 7th Floor, Kohsar Block, Pakistan Secretariat, Islamabad

**Email:** [procurement@pda.gov.pk](mailto:procurement@pda.gov.pk)