



Government of Pakistan  
**Pakistan Digital Authority**



# Request For Proposal (RFP)

for

## **Development of a National Digital Economy Strategy**

RFP No.: PDA-009-26

16 January 2026

**Procuring Agency: Pakistan Digital Authority**  
7<sup>th</sup> Floor, Kohsar Block, Pak Secretariat, Islamabad  
Phone: +92 51 9205024, E-mail: [procurement@pda.gov.pk](mailto:procurement@pda.gov.pk), Website: [www.pda.gov.pk](http://www.pda.gov.pk)



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## 1. Invitation to Bid

The Government of Pakistan, under the Digital Nation Pakistan Act, 2025, has established the **Pakistan Digital Authority (PDA)** to lead and implement the country's digital transformation agenda. To support its operational requirements, PDA invites bids from eligible and registered firms for the Development of a National Digital Economy Strategy for Pakistan.

Activity	Description/Tentative Timeline
<b>Tender Publication</b>	January 16, 2026, in Newspapers, EPADS, and the PDA Website.
<b>Submission Mode</b>	<b>Online via EPADS (www.eprocure.gov.pk)</b>
<b>Submission Deadline</b>	February 17, 2026, by 1000 Hrs
<b>Bid Opening</b>	February 17, 2026, at 1030 Hrs
<b>Bid Validity</b>	180 Days from Bid Opening Date
<b>Query Submission</b>	By 30 January 2026 via email to procurement@pda.gov.pk

The tentative timeline set out herein represents the Pakistan Digital Authority's best estimate of the schedule that will be followed.

### Project Manager

Pakistan Digital Authority,  
7th Floor Kohsar Block Pak Secretariat, Islamabad  
E-mail: procurement@pda.gov.pk  
Phone # 051-9205024



## 2. Definitions

- a. **“Agreement”** means the engagement letter or agreement to be signed between Pakistan Digital Authority (PDA) and the Successful Bidder for the Development of a National Digital Economy Strategy for Pakistan.
- b. **“Authority/PDA”** means Pakistan Digital Authority, a public sector authority established under applicable laws of Pakistan, responsible for digital governance, regulation, and oversight. PDA has its principal office at: 7th Floor, Kohsar Block, Pak Secretariat, Islamabad, Pakistan.
- c. **“Bidder” or “Offeror”** means any Consulting Firm that has responded to this RFP by submitting a formal proposal/bid.
- d. **“Bidding Documents”** means the comprehensive set of documents issued by the Pakistan Digital Authority, acting as the Procuring Agency, to provide prospective Bidders with all necessary information required for the preparation and submission of their bids. These documents include, but are not limited to, definitions to minimize ambiguity, proposal solicitation requirements, instructions for Bidders, Terms of Reference (TOR), evaluation criteria, prescribed forms, and a draft agreement.
- e. **“Date of Issue”** means the date on which this RFP is issued by the PDA to solicit bids from potential bidders.
- f. **“Day”** means calendar day.
- g. **“PDA”** means Pakistan Digital Authority
- h. **“PPRA”** means the Public Procurement Rules, 2004, as amended from time to time.
- i. **“Proposal”** means the complete set of documents submitted by the Bidder in response to the RFP, including the Bidder’s profile, Technical Proposal and Financial Proposal, as required under the bidding documents.
- j. **“Regular Staff”** means permanent/full-time staff employed by the successful bidder to perform the services or any part thereof.
- k. **“Request for Proposal (RFP)”** means a set of documents prepared by the PDA to solicit proposals, which consists of definitions, instructions for bidders, TORs, evaluation criteria, forms for providing information, etc.
- l. **“Scope of Work”** means the description of formal work activities under this RFP to be completed by the Successful Bidder in accordance with the Contract signed between the Successful Bidder and the PDA.
- m. **“Successful Bidder”** means a bidder who has been awarded the contract pursuant to this RFP and who shall be responsible for completing assignments as listed in the Scope of Work and further quantified under the Scope of Work.
- n. **“Terms of Reference” (TOR)** means that part of the Bidding Documents which explains the scope of work, activities, tasks to be performed, evaluation criteria, respective responsibilities of the bidder, as well as expected results and deliverables of the assignment.



### 3. 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](http://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 / Consortia** 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).

### 4. 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**.

## 5. 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.**

## 6. 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



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"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.

## 7. 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 Battlefront" (Strategic Options & Recommendation Report):** A data-driven analysis of 3-5 potential "battlefronts," 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.

## 8. Proposer Qualifications

Bidding firms must demonstrate:

- A world-class reputation in high-level strategy, with a portfolio of advising nations on national economic policy, industrial strategy, or geopolitical risk.
- Specific, demonstrable expertise in developing "*Just Transition*" plans and large-scale workforce transformation.
- **Relevant Experience:** Must have successfully completed at least two (2) National-Level Strategy or Economic Policy projects in the last 10 years.
- **Affidavit:** The firm is not blacklisted by any government agency, local or international.
- **Financial Strength:** Average Annual Turnover of at least PKR 500 Million for the last 3 years.
- Deep, demonstrable expertise in modelling complex economic systems, not just IT markets.
- A "first-principles" thinking approach. The firm must demonstrate that it can "unlearn" conventional models and build a strategy from the ground up.
- The willingness and gravitas to act as an "intellectual sparring partner" and challenge the deeply held assumptions of senior government and private sector leaders.
- Proven experience in designing and implementing national-level M&E frameworks and OKR-based governance systems for public sector entities.
- Firms whose primary, demonstrated experience is in IT implementation, BPO/outsourcing advisory, or conventional telecom policy will be considered non-responsive to this RFP.

## 9. 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.

## 10. 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 Quality and Cost-Based Selection (QCBS) methodology. The combined score will be calculated based on a weighted average, where the Technical Evaluation carries 70% and the Financial Evaluation carries 30% weightage.

## 11. 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 49 out of 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 **49** marks out of **70** 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:

Category	Sub-Category	Description	Marks
<b>A. Firm Experience (20 Marks)</b>	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



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<b>B. Methodology &amp; Approach (40 Marks)</b>	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
<b>C. Key Personnel (30 Marks)</b>	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
<b>D. Financial Strength (10 Marks)</b>	1. Financial Stability	Based on average turnover and audit reports.	10

**Final Score Weightage**

The final selection will follow the Quality and Cost-Based Selection (QCBS) method. Final assignment award will be based on the combined technical and financial score in the following manner:

<b>PROPOSAL</b>	<b>WEIGHT</b>
Technical	70%
Financial	30%
<b>TOTAL</b>	<b>100%</b>

*Note: It is the responsibility of the bidders to ensure provision of sufficient documents to the company, along with the proposal, to evaluate the bids solely on the basis of the documentation submitted.*

The Authority may seek clarifications, conduct interviews, or request additional information from bidders for evaluation. Such clarifications shall not result in any change to the submitted financial proposals.

**12. Award of Contract**

The bidder achieving the highest combined weighted score (Technical + Financial) shall be declared the Most Advantageous Bidder and invited for contract negotiations. Upon successful completion



of the required documentation and formalities, the PDA shall award the Contract to the successful bidder.

Any stamp duty, registration fees, or other applicable charges related to the execution, performance, or registration of this Agreement shall be the sole responsibility of the Service Provider (Successful Bidder). The PDA shall not be liable for any such costs or expenses.

### **13. Availability of Management Team**

The Successful Bidder shall ensure the availability of all professional staff proposed in the Technical Proposal. If any proposed team member becomes unavailable during the contract period, the Bidder must provide a valid reason supported by documentary evidence.

The Bidder shall, without delay, provide a substitute professional of equivalent or higher qualification and experience. The replacement shall be subject to the prior written approval of the PDA.

### **14. Instructions for Bidders**

This Request for Proposal (RFP) constitutes an invitation for submission of Proposals and contains all information necessary for the preparation and submission of Proposals. Proposals must be submitted by the date and time specified in this RFP and shall be prepared in strict accordance with the instructions, conditions, and requirements set forth herein, together with all requisite supporting documents.

Proposals shall be examined and evaluated by the Bid Evaluation Committee(s) constituted by the Pakistan Digital Authority (PDA), in accordance with the evaluation methodology, criteria, and procedures specified in this RFP and in compliance with applicable Public Procurement Rules.

Bidders are required to examine all instructions, forms, terms and conditions, specifications, and the Scope of Work contained in this RFP. Failure to furnish all information required or to submit a Proposal not substantially responsive to the requirements of this RFP shall be at the Bidder's own risk and may result in rejection of the Proposal.

A Proposal shall be considered non-responsive if it does not conform to the Mandatory Requirements, Scope of Work, Technical Evaluation Criteria, Financial Evaluation Criteria, or any other material requirement of this RFP.

Upon issuance of the Letter of Acceptance (LoA), the successful Bidder shall be required to enter into a formal contract agreement within the time period specified therein. Failure of the successful Bidder to execute the contract within the prescribed time may constitute sufficient grounds for annulment of the award, without prejudice to any other remedy available to PDA under the applicable rules.



In the event of failure by the successful Bidder to perform the services in accordance with the Scope of Work or contractual obligations, PDA may terminate the contract, in whole or in part, by giving ten (10) days' prior written notice, without incurring any liability or obligation.

PDA reserves the right, in accordance with PPRA Rules, to accept or reject any or all Proposals, annul the procurement process, or cancel this RFP at any time prior to award of contract, without assigning any reason thereof and without incurring any liability.

## **15. Preparation of Proposal**

### **Cost of Preparing Proposal**

The Bidder shall bear all costs associated with or relating to the preparation and submission of their Proposal, and PDA shall not be liable in any manner whatsoever for the same or for any other costs or expenses incurred by a bidder in preparation or submission of the Proposal, regardless of the conduct or outcome of the Selection Process.

### **Proposal Currency**

All prices shall be quoted in Pakistani Rupees (PKR), and all payments will be made in Pakistani Rupees (PKR).

### **Taxes**

Quoted costs shall be inclusive of all applicable direct and indirect taxes. While submitting their bids, bidders shall be responsible for including all applicable duties, taxes, and levies (Federal and/or Provincial) in their Financial Proposal; however, the detailed tax breakdown must be provided. Any omission shall be the sole responsibility of any bidder.

The Financial Proposal will be evaluated based on the total amount quoted, including all applicable taxes. Prices quoted by the Bidder shall remain fixed during the performance of the contract and shall not be subject to variation on any account.

### **Period of Validity of Proposal**

Proposals shall remain valid for **180 days** from the date of advertisement as provided in the RFP document. Within the original validity of the bids, PDA may request the bidders to extend their bid validity for another period; such extension shall be for a period equal to the period of the original bid validity. The bidder who chooses not to extend their bid validity as may be required by PDA; their bid will be deemed withdrawn without forfeiture of their bid bonds or securities.

PDA may, at its exclusive discretion, extend the deadline for the submission of the bids, in which case all rights and obligations of the PDA and the bidders previously subject to the deadline shall thereafter be subject to the deadline as extended.



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### **Terms and Conditions**

- a. Proposals will be accepted and evaluated using the **Single Stage, Two Envelope** procedure, in accordance with Rule 36(b) of the Public Procurement Rules, 2004.
- b. Any clarification or modification arising from the pre-bid meeting shall be communicated through a written addendum, which shall form an integral part of this RFP.
- c. Bidders shall provide the documents as mentioned in Mandatory Requirements and Technical Evaluation. Any shortcoming in the said requirements shall render the bidder disqualified.
- d. Bidders are required to state, in their proposals, the name, title and email address of the bidder's authorized representative through whom all communication shall be directed until the process has been completed or terminated.
- e. Each bidder shall submit only one proposal; multiple proposal submissions shall render the bidder disqualified.
- f. The language of the proposal shall be English. Any printed literature furnished by the Bidder(s) in another language shall be accompanied by an English translation, which shall govern for purposes of interpretation of the proposal.
- g. The bidder(s) may, by written notice served on the PDA, modify or withdraw the proposal after submission, but before the deadline for submission of the proposal.
- h. Only registered bidders who are listed on the Active Taxpayers List (ATL) of the FBR and relevant provincial revenue authorities shall be eligible to participate in this bidding process.
- i. If any bidder is not listed on the ATL, its payment shall be withheld until it files the mandatory returns and appears on the ATL of the FBR.
- j. The decisions of PDA will be binding on all bidders.
- k. During the examination, evaluation and comparison of the proposals, PDA at its sole discretion may ask any bidder for clarifications of its proposal.
- l. Proposals shall be submitted online through EPADS (<https://eprocure.gov.pk/>). For registration, training, or any technical assistance, prospective bidders may contact the PPRA Team, Director MIS, Room No. 109, 1st Floor, FBC Building, Sector G-5/2, Islamabad, in accordance with PPRA Rule 28 of the Public Procurement Rules, 2004.
- m. Any Proposal received after the deadline shall not be accepted.
- n. PDA is not bound to accept the lowest financial proposal and shall award the contract to the bidder whose proposal is determined to be the most advantageous in accordance with the evaluation criteria set forth in this RFP.
- o. Any prospective bidder may request clarification of the RFP in writing through EPADS up to the date specified in the Procurement Schedule.
- p. The Pakistan Digital Authority may, at its sole discretion, issue clarifications or addenda to this



RFP at any time prior to the bid submission deadline. All such addenda shall be issued through EPADS and shall form an integral part of this RFP. Publication of addenda through EPADS shall be deemed sufficient notice to all bidders. Any information shared through email or during pre-bid meetings shall be non-binding unless formally issued through EPADS as an addendum.

- q. All official communication related to this procurement, including clarifications, amendments, and notifications, shall be conducted exclusively through EPADS. Bidders are responsible for regularly monitoring EPADS for updates. Email communication, if any, shall be for facilitation purposes only and shall not be considered official or binding.
- r. In case of any discrepancy between dates or times stated in this RFP, the schedule published on EPADS shall prevail.
- s. Issuance of this RFP does not constitute a commitment or obligation on the part of PDA to enter any contract, nor does it obligate PDA to pay any costs incurred in the preparation or submission of proposals.

### **Evaluation and Award Process**

- The Pakistan Digital Authority (PDA) shall examine all submitted bids to determine whether they are complete, mathematically accurate, supported by the required relevant documents, properly signed, and generally in compliance with the instructions and requirements of the RFP.
- Arithmetical and typographical errors in the bids will be rectified as follows:
  - In case of a discrepancy between the unit price and the total price calculated by multiplying the unit price by the quantity, the unit price shall prevail, and the total price shall be corrected accordingly.
  - In case of a discrepancy between amounts in words and figures, the amount in words shall prevail.
- Before the detailed evaluation, the PDA will determine the substantial responsiveness of each bid to the bidding documents. A substantially responsive bid conforms to all the terms and conditions of the bidding documents without material deviations. The PDA's determination of a bid's responsiveness is to be based on the contents of the bid itself.

### **Evaluation of Proposals**

- The bids shall be evaluated and compared based on their substantial responsiveness to the requirements and specifications outlined in the RFP.
- If a bid is not substantially responsive, it will be rejected and may not subsequently be made responsive by the Bidder by correction of the nonconformity.
- During the evaluation, no amendments in the Proposals shall be permitted.
- The bids shall be evaluated and processed in accordance with the provisions of the RFP, applicable PPRA Rules, and the terms and conditions specified therein, in accordance with PPRA Rules 29 and 30.



## Confidentiality

Confidentiality shall be maintained for all information related to bid evaluation until the announcement of the evaluation report in accordance with PPRA Rule 41. Additionally, Strict confidentiality regarding PDA employee data must be maintained.

## Conflict of Interest

Without limitation on the generality of the foregoing, the Bidder shall be considered to have a conflict of interest, and their Proposal shall not be entertained and shall be rejected under any of the circumstances set forth below:

### a) Conflicting Assignments

The Bidder (including its Personnel) or any of its affiliates shall not be hired for any assignment that, by its nature, may conflict with another assignment to be executed for the same or for another client.

### b) Conflicting Relationships

- The Bidder (including its personnel) or any of its affiliates that has a business or family relationship with a member of the PDA Authority, Management, or staff who is directly or indirectly involved in the preparation of Scope of work, selection process of third party evaluation services and/or supervision of the Agreement may not be awarded an Agreement unless conflict stemming from this relationship has been resolved in a manner acceptable to the PDA Authority throughout the selection process and the execution of the Agreement.
- The Bidder has an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest, or that may reasonably be perceived as having this effect, by notifying the PDA in writing. Failure to disclose said situations may lead to the disqualification of the Bidder or the termination of its Agreement.
- Current employees of the PDA shall not work for the Bidder.

## Fraud and Corruption

a) The Bidders participating in the provision of services shall be required to adhere to the highest ethical standards, both during the selection process and throughout the execution of any resulting agreement. In pursuance of this policy, the following definitions shall apply for the purposes of this paragraph:

- **“Corrupt practice”** shall be understood as the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence the actions of any employee of the Pakistan Digital Authority in the selection process or in the execution of an agreement.
- **“Fraudulent practice”** shall be understood as any misrepresentation or omission of facts made to influence the selection process or the execution of an agreement.



- **“Collusive practices”** shall be understood as any scheme or arrangement between two or more bidders, with or without the knowledge of the Authority, designed to establish prices at artificial or non-competitive levels.
  - **“Coercive practices”** shall be understood as harming or threatening to harm, directly or indirectly, persons or their property to influence participation in a procurement process or to affect the execution of an agreement.
- b) Any proposal for award shall be rejected if it is determined that the bidder, directly or through an agent, has engaged in corrupt, fraudulent, collusive, or coercive practices in connection with this RFP. Penalties may be imposed on such a bidder, including being declared ineligible, either indefinitely or for a specified period, from participating in any PDA-funded **assignments or contracts**, if at any time it is determined that such prohibited practices were engaged in during the competition for or execution of a funded **assignment**.
- c) The bidding firm’s accounts, records, and other documents related to the submission of proposals and the performance of the agreement **shall be subject to inspection** and audit by auditors appointed by the Pakistan Digital Authority.

### **Clarification Request/Amendment**

Bidders may request clarifications regarding the RFP document up to the date specified herein. Any request for clarification must be sent in writing or via official email to the PDA address indicated in this document. The PDA will provide written responses to all prospective bidders.

At any time prior to the submission of proposals, the PDA may amend the RFP document by issuing a formal addendum. Such addenda shall be published in local newspapers and uploaded to the PPRA and PDA websites. The revised RFP document will subsequently be made available on both websites.

### **Indemnification for Damages**

Notwithstanding any rights and remedies exercised by the PDA in this regard, the Firm/Contractor agrees to indemnify PDA for any loss or damage incurred by it on account of its corrupt business practices and further pay compensation to the PDA in an amount equivalent to ten times the sum of any commission, gratification, bribe, finder's fee or kickback given by the Firm/Contractor as aforesaid for the purpose of obtaining or inducing the procurement of any contract, right, interest, privilege or other obligation or benefit in whatsoever form from the Purchaser.

### **Termination of Services**

PDA may terminate the Contract at any time by giving written notice of (30) days to the bidder, if the bidder becomes bankrupt or otherwise insolvent. In this event, termination will be without compensation, provided such termination will not prejudice or affect any right of action or remedy, which has accrued or will accrue thereafter to PDA.

If the bidder is unable to fulfil its obligations as mentioned in the scope of work and withdraws from the assignment, PDA shall terminate the contract by issuing a written notice and shall not be



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responsible for paying off any liability incurred towards the bidder and shall forfeit the security deposit (bid bond amount).

### **Payment Schedule**

Payments to the Successful Bidder for the Development of a National Digital Economy Strategy for Pakistan shall be made against approved deliverables, subject to satisfactory performance and formal acceptance by the Pakistan Digital Authority (PDA), in accordance with the terms and conditions of the Contract.

The detailed milestone-based payment schedule shall be specified in the Contract and shall be linked to the successful completion and acceptance of agreed deliverables.

The Pakistan Digital Authority reserves the right, prior to the award of contract and during contract negotiations, to negotiate the quoted professional fees with the highest-ranked bidder in order to ensure value for public funds, in accordance with the Public Procurement Rules, 2004. Upon execution of the Contract, the agreed fees shall remain fixed and shall not be subject to variation.



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**Mailing Address**

**Queries Regarding Procurement Terms OR Scope of Work**

**Project Manager**

Pakistan Digital Authority,

7th Floor Kohsar Block Pak Secretariat, Islamabad

E-mail: [procurement@pda.gov.pk](mailto:procurement@pda.gov.pk)

Phone # 051-9205024



## 16. Forms to be Submitted with Proposal

### Technical Proposal: Standard Forms

#### Form A. Covering Letter

[Location, Date]

To:

**Name:** - \_\_\_\_\_

Pakistan Digital Authority,  
7th Floor Kohsar Block Pak Secretariat, Islamabad  
E-mail: [procurement@pda.gov.pk](mailto:procurement@pda.gov.pk)  
Phone # 051-9205024

Sir,

We, the undersigned, offer to provide the services for the execution of "**XXXXXXXXXXXX**" in accordance with your Request for Proposal dated [ADVERTISEMENT DATE]. We are hereby submitting our Proposal, which includes this Proposal.

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

Yours sincerely,

Authorized Signature:

Name and Title of Signatory:

Name of Firm:

Address:

Email:



**Form B. Firm/Bidder Profile**

S#	Criteria	
1.	<b>Profile of the Bidding entity:</b> i. Registration Certificate ii. Registered Age of Firm iii. Names of Owners/ CEO/ Directors/ Partners/ Managers iv. Location of Firm Office/Sub Office	
2.	<b>Financial Position</b> i. Name of Banks ii. Certificate of Financial position iii. Copy of audited Annual Accounts (of last 3 years)	
3.	<b>Clientele</b>	



**Form C. List of Projects/Assignments Completed**

Sr. #	Name of Project/ Assignment	Description	Volume in \$	Reference



#### **Form D. Non-Blacklisting Affidavit**

The bidder must submit an Affidavit on non-judicial stamp paper confirming that the Service Provider has never been blacklisted or banned by any Public, Private, Government, or Semi-Government organization.



### **Form E. Non-Disclosure Agreement (NDA)**

Due to the strategic nature of the "National Battle Map," the selected firm must sign a strict NDA regarding the economic vulnerabilities identified during the diagnostic phase.

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## Financial Proposal - Submission Form

### Form F. Covering Letter

[Location, Date]

**To:**

The Procurement Committee

**Pakistan Digital Authority (PDA)**

7th Floor, Kohsar Block

Pakistan Secretariat, Islamabad

E-mail: [procurement@pda.gov.pk](mailto:procurement@pda.gov.pk)

Phone: +92-51-9205024

**Subject:** Financial Proposal Submission – [Title of Assignment]

Sir,

We, the undersigned, hereby submit our Financial Proposal for the {title of assignment} in accordance with Pakistan Digital Authority's Request for Proposal dated [ADVERTISEMENT DATE], along with our Technical Proposal.

Our Financial Proposal, as attached, is submitted for a total amount of [Amount in words and figures], which is inclusive of all applicable local taxes, duties, fees, levies, and other statutory charges imposed under the laws of Pakistan, whether payable by us, our sub-contractors, or any collaborating parties.

Our Financial Proposal shall remain valid and binding upon us, subject to any modifications resulting from contract negotiations, for a period of one hundred and eighty (180) calendar days from the date of advertisement.

Any commissions, fees, or gratuities paid or payable by us to agents or intermediaries in connection with this Proposal and the execution of the Agreement, in the event of award, are disclosed below:

Yours sincerely,

**Authorized Signature:** \_\_\_\_\_

**Name and Title of Signatory:** \_\_\_\_\_

**Name of Firm:** \_\_\_\_\_

**Address:** \_\_\_\_\_

**Telephone:** \_\_\_\_\_

**Email:** \_\_\_\_\_



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Form G. Summary of Cost

Particulars	Fee	Out of Pocket	Total



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**Form H. Proposal Securing Declaration**

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

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

Proposal Title: *[insert number of Proposal Name]*

Tender No.: *[insert number of Proposal process]*

To: *[insert complete name of Procuring Agency]*

We, the undersigned, declare that:

We understand that, according to your conditions, Proposals must be supported by a Proposal Securing Declaration.

We accept that we will automatically be suspended from being eligible for Bidding in any contract with the Procuring Agency for the period of time as determined by the Authority if we are in breach of our obligation(s) under the Proposal conditions, because we:

- (a) have withdrawn or modified our Proposal during the period of Proposal Validity specified in the Form of Proposal;
- (b) Disagreement to arithmetical correction made to the Proposal price; or
- (c) having been notified of the acceptance of our Proposal by the Procuring Agency during the period of Proposal Validity, (i) failure to sign the contract if required by Procuring Agency to do so or (ii) fail or refuse to furnish the Performance Security or to comply with any other condition precedent to signing the contract specified in the RFP Documents.

We understand this Proposal Securing Declaration shall expire if we are not the successful Service Provider, upon the earlier of (i) our receipt of your notification to us of the name of the successful Service provider; or (ii) twenty-eight (28) days after the expiration of our Proposal.

Signed: *[insert signature of person whose name and capacity are shown]* In the capacity of *[insert legal capacity of person signing the Proposal Securing Declaration]*

Name: *[insert complete name of person signing the Proposal Securing Declaration]*

Duly authorized to sign the Proposal for and on behalf of: *[insert complete name of Service Provider]*

Dated on \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_ *[insert date of signing]*  
Corporate Seal (where appropriate)



### Form I. Conflict of Interest – Disclosure Form

*(To be printed on the bidder’s official letterhead)*

In compliance with the mandatory requirements set forth in the Request for Proposal (RFP) for Development of a National Digital Economy Strategy for Pakistan issued by Pakistan Digital Authority (PDA), I/We hereby declare the following:

No Conflict of Interest

I/We confirm that there is no actual, potential, or perceived conflict of interest in relation to this RFP or the proposed engagement.

Disclosure of Conflict of Interest

I/We confirm that there exists an actual or potential conflict of interest, the details of which are provided below:

Date Raised	Reference No. (if any)

Name	Title / Designation

Nature of Conflict	Description

I/We hereby certify that the information provided above is **true, complete, and accurate** to the best of my/our knowledge and belief.

I/We further undertake that, in the event of any change in the above information, I/We shall **promptly notify Pakistan Digital Authority in writing** and submit a revised Conflict of Interest Disclosure Form reflecting such changes.

**Authorized Signature:** \_\_\_\_\_

**Name and Designation:** \_\_\_\_\_

**Company / Firm Name:** \_\_\_\_\_

**Date:** \_\_\_\_\_