



GOVERNMENT OF PAKISTAN
PAKISTAN DIGITAL AUTHORITY (PDA)

Expression of Interest (EOI)

For

Onboarding of firm for the Provision of Management and Operational Support Services

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. Under this Act, the PDA serves as the central implementing body responsible for formulating standards, harmonizing digital initiatives across all tiers of government, and ensuring the effective execution of the National Digital Masterplan (NDM). PDA serves as the custodian of the NDM and, amongst others, develops frameworks for Digital Public Infrastructure, Data/AI Governance, & Citizen Experience.

To ensure the smooth functioning of PDA's operations and the timely delivery of its mandate, it is necessary to establish an efficient mechanism for the procurement of goods and services, covering both planned and contingent requirements. Accordingly, PDA intends to pre-qualify a panel of reputable firms to provide management and operational support services under an Open Framework Agreement through a competitive bidding process.

This procurement will follow a two-stage procedure. Initially, Expressions of Interest (EOI) are invited based on these Terms of Reference. Subsequently, a Request for Proposal (RFP) will be issued to shortlisted firms for the submission of technical and financial proposals.

The TORs for this EOI are available at:

PPRA e-Procurement System (EPADS): <https://eprocure.gov.pk/>

Pakistan Digital Authority Website: <https://pda.gov.pk/>

EOIs must be prepared in accordance with the detailed TORs and proof of eligibility documents and submitted electronically via EPADS no later than **1000 hours (PKT) on February 17, 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.

EOIs will be opened on **February 17, 2026, at 1030 hours (PKT)** at the address below, in the presence of authorized representatives (attending physically or online):

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

**Kashif Ahmad
Project Manager
Pakistan Digital Authority
Government of Pakistan
Office: 7th Floor, Kohsar Block, Pakistan Secretariat, Islamabad
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Terms of Reference (TORs) for Expression of Interest (EOI)

Onboarding of firm for the Provision of Management Consultancy and Operational Support Services

1. Introduction and Background

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 amongst other things 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.

To ensure operational agility and the smooth functioning of its office operations and mandate delivery, PDA intends to pre-qualify firms to provide an efficient mechanism for procuring management services. These services will be utilized for the timely provisioning of requirements, both planned and contingent. Accordingly, PDA invites Expressions of Interest (EOI) to pre-qualify a panel of firms through a transparent competitive process. This pre-qualification will be followed by a Request for Proposal (RFP) issued to the shortlisted firms for the submission of technical and financial proposals.

2. Objective of Management Consultancy and Operational Support Services

The primary objective is to support, expand and enable PDA's capabilities, operations and mandate delivery through specialized management consultancy and operational support services. These services are essential for establishing robust operational frameworks and ensuring the smooth and efficient execution of the Authority's mandate.

Accordingly, PDA intends to engage reputable management consultancy and operational support services firms with demonstrated expertise in providing such services to private and public sector entities of similar national scale.

3. Scope of Work

The selected firm(s) will provide comprehensive management consultancy and operational support services to support the operational and strategic requirements of PDA. The scope of services includes, but is not limited to, the following key areas:

- **Strategic Advisory & Research:** Conducting feasibility studies, specialized reports, market surveys, impact evaluations, and data-driven analytics to support policy formulation and decision-making. Developing strategies, plans and frameworks. Programme and project management services, for development and implementation of planning tracking and reporting frameworks, and quality control (QC) protocols.
- **Human Capital Management:** headhunting and recruitment services, deploying qualified technical experts and support personnel for specific, time-bound tasks. conducting performance evaluations and assessments.
- **Operational & Logistical Enablement:** Providing advisory services for office design and infrastructure, management and coordination of logistic services and operational requirements (including office equipment and supplies), and development of publications and promotional materials. Planning and management specialized workshops, technical training, corporate events, conferences, and stakeholder seminars.
- **Digital Support Services:** Provision of allied digital services to facilitate day-to-day operations. Service and user experience design, product design and management, and rapid prototyping. IT infrastructure, bespoke software development, tech integration, and cybersecurity.

4. Cost of Expression of Interest

The Applicant shall bear all costs associated with the preparation and submission of the EOI. PDA shall not be responsible or liable for these costs, regardless of the conduct or outcome of the pre-qualification process.

5. Deliverables

Under the Framework Agreement, specific deliverables will be defined on a case-by-case basis through the issuance of individual **Task Orders (or Service Orders)** by PDA. The selected firm(s) shall be required to:

- **Execute Task Orders:** Timely completion of management consultancy assignments, operational support tasks, and logistical requirements, provision of goods as specified in each Task Order.
- **Performance Reporting:** Submission of periodic progress reports, assignment-specific completion reports, and financial reconciliation for each Task Order.
- **Service Standards:** Ensure all services and supplies are provided in strict accordance with the quality standards and agreed unit rates established in the Framework Agreement.

6. Duration and Timeline

The pre-qualification of firms shall remain valid for a period of **three (03) years**.

The subsequent Framework Agreement signed with the successful firm(s) shall be for a duration of **one (01) year**, extendable for a further period of up to **two (02) years** upon mutual consent and satisfactory performance, in accordance with **Public Procurement Rules, 2004**. During this period, PDA may issue Task Orders as per its operational requirements.

7. Eligibility Criteria

Firms (or Lead Firms in case of a Joint Venture) must meet the following mandatory requirements to be considered for the subsequent evaluation stage. Failure to provide verifiable documentary evidence for any of the following will result in immediate disqualification.

1. Valid tax registration STRN/NTN of the company/firm/JV
2. Firms/company/JV must be on the Active Taxpayers List (ATL)
3. Possession of necessary professional licenses, permits, certifications required to operate in areas of work experience claimed by the firm or company
4. Proof of active registration as a firm or company
5. Evidence of active office presence in Islamabad
6. Certificate on stamp paper that the firm/ company/JV partners are not currently blacklisted
7. Minimum 10 years of relevant experience in the provision of management services, maintenance and supplies services

8. Evaluation Criteria (Scoring Matrix)

Subject to the fulfillment of the mandatory Eligibility Criteria, the Applicant will be evaluated based on the following scoring criteria. A minimum score of 70 marks is required to pre-qualify and be shortlisted for the issuance of the RFP.

| # | Evaluation Criteria | Sub Marks | Total Marks |
|----|---|-----------|-------------|
| I. | Organization Profile (Experience & Financial Strength) | | 35 |
| | A. General Experience: Years of active operation in providing Management Consultancy, Corporate Services, or Operational Support. (minimum 10 years) | | |
| | 1. More than 20 Years (15 Marks) | | |
| | 2. 11-20 Years (10 Marks) | | |
| | 3. 10 Years (5 Marks) | 15 | |
| | B. Financial Capability: Average Annual Turnover for the last three (03) years (based on Audited Financial Statements) | | |
| | 1. More than 800 M PKR (20 Marks) | 20 | |

| | | | |
|------|--|----|------------|
| | <p>2. 501-800 M PKR (15 Marks)</p> <p>3. 250-500 M PKR (5 Marks)</p> | | |
| II. | <p>Specific Experience: Proven track record of providing similar management consultancy, corporate services, or operational support services to Multinationals, Large-Scale Corporations, or Public Sector Entities.</p> <p>• 05 Marks per relevant assignment/contract. <i>(Max 7 contracts x 5 marks = 35)</i> <i>(Note: Firm must provide Completion Certificates or Contract copies. Assignments must be of a similar scale/complexity).</i></p> | 35 | 35 |
| III. | <p>Qualification and Competence of the core team Availability of a multidisciplinary team with permanent status or firm association. The firm must provide profiles for key competencies such as strategic advisory, Digital Support Services, HR & contract management or procurement etc.</p> | 20 | 20 |
| IV. | <p>Understanding of TORs and Approach: The firm must demonstrate a clear grasp of the assignment and a practical strategy for execution.</p> <p>Methodology: A concise approach reflecting the efficient provision of management services and operational support aligned with PDA's requirements.</p> <p>Presentation: PDA may request a presentation from the firm to clarify their understanding of the TORs and their preliminary proposed solution if required.</p> | 10 | 10 |
| | Total Marks | | 100 |
| | Minimum Qualification Marks Required (70%) | | 70 |

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) Profile of proposed Key Experts.
- f) Proof of Financial Capacity (Audited statements for the last 3 years).
- g) Joint Venture/Partnership Agreement (if applicable).
- h) Affidavit declaring the firm is not blacklisted.

10. Application Process and Next Steps

The shortlisted applicants may be invited for a presentation as part of the evaluation process. Based on the assessment, successful firms will be empanelled by PDA for the provision of management and consultancy services. The selected firms will subsequently be invited to participate in the **Request for Proposal (RFP)** stage, where they will submit detailed technical and financial proposals for the Provision of Management and Operational Support Services as and when specific assignments are initiated by PDA.

11. Submission Deadline and Opening

EOIs must be submitted through EPADS (<https://eprocure.gov.pk>) no later than **1000 hours (PKT) on February 17, 2026**.

EOIs will be opened on **February 17, 2026, at 1030 hours (PKT)** at the address below, in the presence of authorized representatives (attending physically or online):

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12. Contact Information

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