

<b>Consultancy Firm for Citizen-Centric Service Insights, Analysis &amp; Complete Assessment for Digitalization</b>		
<b>Sr.No</b>	<b>Question</b>	<b>Answer/Response</b>
1	How extensive should the service catalog be? (All services nationwide, or only high-impact citizen-facing ones?)	Details will be provided at RFP stage
2	To what depth should services be documented (just descriptions, or also performance metrics, transaction volumes, costs, turnaround times)?	Details will be provided at RFP stage
3	Should internal G2G services also be included in the inventory, or only G2C (government to citizen)?	Details will be provided at RFP stage
4	What criteria will have higher weight in prioritization? Public demand, feasibility, cost, political will, or ease of digitization?	Prioritization of services will be provided at the stage of RFP
5	How will "citizen demand" be measured? (Surveys, analytics, stakeholder interviews, existing portal usage?)	Details will be provided at RFP stage
6	Will there be an integration layer (like national data exchange layer) already in place, or should the firm propose/build it?	Firm is not required to propose or build NDEL but it is a critical component and will be integrated with it
7	Which AI use cases are actually in scope? (Chatbots, predictive analytics, fraud detection, personalized citizen services, or all?)	Details will be provided at RFP stage
8	To what level should AI be implemented? (Recommendations only, pilot models, or production-ready solutions?)	Details will be provided at RFP stage
9	Will resistance from departments be managed by the consultancy firm or MoITT/NITB?	MoITT and NITB will support in aligning the stakeholders and play a bridge role between consultancy firm and departments
10	Who is responsible for managing conflicting priorities between ministries?	MoITT and NITB will support in aligning the stakeholders and play a bridge role between consultancy firm and departments
11	How much autonomy does the consultancy have to push back on unrealistic demands from government stakeholders?	MoITT and NITB will support in aligning the stakeholders and play a bridge role between consultancy firm and departments
12	Who will actually own the continuous updates and maintenance — NITB internal teams or third-party vendors?	This will be informed at the stage of RFP
13	How is citizen adoption success measured — # of transactions, % of services digitized, citizen satisfaction surveys?	Details will be provided at RFP stage
14	How much flexibility is there if scope expands during the assignment (since many areas are exploratory)?	To be locked at the stage of contract
15	Will the consultancy be responsible for setting up logistics for workshops/trainings nationwide? (venues, travel, etc.)	Details will be provided at RFP stage
16	Is it correct that only Section 6 requirements (10 years' experience and tax compliance) are to be demonstrated at this stage, or should we also provide evidence as outlined in Section 5 (e.g., financial standing such as average turnover of PKR 300 million, net worth, credit facilities)?	Requirements will be updated in revised version

17	Should the EOI submission also include credentials of similar previous projects (for example, case studies/credential slides as attached), or will this be evaluated at a later stage?	Yes. Details are provided in relevant REoI section 6.
18	Is a detailed company profile required as part of the EOI, or will a brief overview with eligibility documents be sufficient?	Please refer to the relevant REoI sections 5 & 6. The proposal must align with the qualifications, and World Bank procurement guidelines outlined in the documents.
19	In the event that a Consultant associates with another firm in the form of a sub-consultancy, will the references, key experts, and qualifications of the sub-consultant be considered as part of the "Qualifications of the Consultancy Firm" for the purposes of meeting the eligibility and shortlisting criteria?	Atleast bidder must comply with Qualification section 5 (1) & (8).
20	Indicate the international and local positions for the proposed team/key personnel. Please be advised: It is imperative to recognize that the qualifications for international positions—specifically their requisite global experience and specialized competencies—are not comparable to those of local positions. This distinction necessitates a separate and non-competitive financial evaluation for these roles.	The REoI/ToR has outlined the required key and non-key positions for the assignment. Both international and local experts may be proposed, provided they meet the qualifications and experience criteria stipulated in the document.
21	Please confirm whether new joint venture partners or sub-consultants may be introduced at the RFP stage."	New joint venture partners cannot be added at the RFP stage.
22	Can firms participate in both Project 1 and Project 2 EOIs simultaneously (either as lead or JV partner)?	No as there will be Conflict of Interest
23	An extension was discussed on the call of 21/8. We would like to ask for that extension to be granted?	The proposal submission deadline is being extended by one week. Last date 5th Sep 25
24	Is the REoI to be returned to the above emails or do we need to post via a portal?	The EOI must be delivered in person, by mail, or by e-mail to the address and contacts provided in the REoI. There is no online portal submission requirement
25	Is there a required, or preferred, template for the response?	The Proposal must comply all the requirements. The consultancy firm must comply as requested in REoI and submit the required proposals in accordance with their standard template.
26	If audited accounts are unavailable at short notice what would be an acceptable alternative?	Not required at the time of EoI submission
27	Is there any existing documentation on public services, previous assessments, or digital initiatives that will be shared with the selected firm?	Details will be defined in scope of work at RFP stage

28	What level of access and support will the Ministry of Information Technology and Telecommunication (MoITT) and the National Information Technology Board (NITB) provide to facilitate engagement with federal and provincial government departments for workshops and data gathering?	MoITT and NITB will provide formal access, facilitation, and coordination support with federal and provincial departments where required.
29	Is there a pre-defined set of criteria for what constitutes "high-impact" citizen-centric services, or is the firm expected to develop this as part of the gap analysis?	Consultancy firm will propose
30	The REOI mentions leveraging Artificial Intelligence (AI). Is there a specific vision or set of expected use cases for AI, or is the firm expected to propose these?	This has already been defined in REOI document while in detail, will be discussed at RFP stage
31	The document mentions that multiple specialized firms will work as distinct technical squads. How will the roles, responsibilities, and communication channels be managed between our firm (focused on assessment and design) and the firms responsible for the Super App development, cybersecurity, and implementation?	Details will be provided at RFP stage
32	Are there any existing national enterprise architecture frameworks, data exchange standards, or API guidelines that the proposed service architecture must adhere to?	Details will be provided at RFP stage
33	Could you provide more detail on the expectations for the "Exit plan for the consultancy ensuring smooth transition"?	This will be finalized at the stage of RFP
34	How will the different qualification criteria (e.g., years of experience, turnover, project experience) be weighted during the evaluation process?	As per section 5, minimum requirements must be fulfilled in the proposal
35	For the requirement of "completed or substantially completed projects", what is the definition of "substantially completed"?	Substantially completed" refers to projects where the core scope and deliverables have been delivered and accepted
36	In the case of a joint venture, should the financial requirements (e.g., average annual turnover of PKR 300 Million, access to credit of PKR 50 Million) be met by the lead firm, or can they be met collectively by the JV partners?	Refer to Addendum issued on 27th Aug 2025
37	For an international firm participating, besides providing tax proof from its own country, are there any other specific registration requirements to operate in Pakistan for this project?	Refer to Addendum issued on 27th Aug 2025
38	Is the list of "Key Personnel" a mandatory list of roles to be filled, or is it indicative? Can one individual fulfill multiple roles if they possess the required qualifications?	The defined roles are mandatory and further details will be provided in REOI document
39	While this is an REOI, can you provide an estimated budget range for this consultancy assignment?	Will be intimated at RFP stage
40	What is the proposed payment schedule for the consultancy services, and will it be tied to the completion of specific deliverables?	The payment schedule will be defined in the RFP/contract stage.
41	The duration is stated as an initial 18 months, with a potential extension up to 36 months. What are the conditions or milestones that would trigger this extension?	Refer to Section 10 of REOI named as "Duration"

42	the document references the World Bank's "Procurement Regulations for IPF Borrowers". Are there any specific clauses beyond the conflict of interest policy that bidders should pay special attention to?	All World Bank Procurement Regulations will be applicable
43	Are there any page limits for the EOI submission?	The proposal must be concise and comply with all requirements of REOI
44	Please confirm whether the sub-consultant experience will be considered in the evaluation, or only JV partner experience will be considered?	for subconsultancy model, atleast bidder must comply with Qualification section 5 (1) & (8). For JV, partner experience would be considered
45	<b>Is it mandatory to designate a single lead firm in the JV , or would co-leadership between firms be acceptable if clearly defined in the JV agreement?</b>	Lead bidder must be designated
46	<b>Can the international firm serve as the lead</b> while the local firm plays a supporting or coordination role? If yes, is there a minimum participation threshold required for the local partner?	Yes, international firms may lead the consortium by fulfilling other requirements of the EOI
47	<b>Will the technical and financial qualifications of the lead firm be evaluated independently , or will both firms' credentials be jointly assessed?</b>	The evaluation will depend on the form of association declared by the applicants in their Expression of Interest: Joint Venture (JV): The technical and financial qualifications of all partners in the joint venture will be considered collectively for the purposes of eligibility and shortlisting. The JV will be assessed as a single entity, and all members will be jointly and severally liable for the entire contract, if selected. Sub-Consultancy: Only the technical and financial qualifications of the lead/primary firm will be considered for eligibility and shortlisting. The qualifications and experience of the sub-consultant(s) will not be considered at the shortlisting stage but may be utilized by the lead firm in the execution of the assignment once selected.
48	<b>Is there a standard or recommended JV agreement template or content structure</b> that should be followed in the submission?	There is no specific or recommended template but required legal details needs to be mentioned accordingly
49	<b>Does the JV agreement need to be notarized or legalized in any specific manner</b> at the REOI stage?	At the REOI stage a notarized/legalized JV agreement is not required. A simple declaration or letter of intent is sufficient. The full notarized/legalized JV agreement may be requested later.

50	Under <b>World Bank procurement regulations</b> , is it acceptable for the international firm to serve as lead while the local partner acts in a secondary role?	The World Bank Procurement Regulations allow consultants to associate in the form of a JV. The Bank does not prescribe which partner must be lead — this is left entirely to the members of the JV.
51	Is there any <b>evaluation weighting favoring local content or national firms</b> under this REOI, despite the World Bank framework?	Firm will be assessed as per World Bank Procurement Regulations
52	Could you please clarify whether, in the case of a joint venture between an international firm and a local Pakistani firm, the eligibility criteria (such as average annual turnover, years of experience, and financial health as outlined in Section 5, Qualifications of the Consultancy Firm) can be met collectively by the JV partners, rather than individually by each partner?	Consultants may associate with other firms to enhance their qualifications but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.
53	For turnover and working capital requirements, what kind financial proofs are required. Does it include financial proofs for all the partners in JV and if the audited financial statements from international accounting firms be accepted for foreign partners?	Refer to Addendum issued on 27th Aug 2025
54	TOR requires close collaboration and coordination with other firms (e.g., for Super App & Web Portal Framework, Cyber Security, and Events/Implementation). Could you elaborate on the expected mechanisms for this coordination	Details will be provided at RFP stage
55	Please clarify the exact definition of "experience in IT consulting, especially in public sector". Does it require projects with Pakistan public sector entities, or will international public sector experience be accepted?	Focus on IT reengineering projects. Experience in digital services in public will be accorded due weightage .
56	Could you provide more details on the expected depth of AI readiness assessment, such as whether it includes proof-of-concept designs, specific AI technologies (e.g., ML models for predictive analytics), or integration with existing government systems?	Details will be provided at RFP stage
57	Will the full consulting team be required to work on-site in Pakistan for extended periods, or can certain tasks be performed remotely with periodic visits? Is the hybrid model for team presence permissible	Details will be dicussed and provided at RFP and contract stage
58	Which entities are in scope for the first six months from contract start (federal, provincial, named agencies), and which services are out of scope due to statutory in-person or paper requirements?	These details will be provide at the stage of RFP
59	Is there an existing government API gateway or data exchange we must reuse, and can you share the API style guide, versioning policy, and error model?	Details will be provided at RFP stage

60	Which IdPs and SSO protocols are mandated for citizens and staff (OIDC/OAuth2/SAML), and are MFA, consent capture, and e-signature required?	Details will be provided at RFP stage and contract stage
61	Which hosting locations are approved (government DCs or specific clouds), and what data residency constraints apply?	Details will be provided at RFP stage
62	Which security baselines and policies apply, and what are the requirements for encryption at rest/in transit, key management or HSM, SIEM integration, and log retention?	Details will be provided at RFP stage
63	What SLAs and performance targets should we meet (portal and API P95 latency, expected concurrency/TPS) and what DR objectives (RPO/RTO) are required?	These details will be provide at the stage of RFP and contract
64	What is the integration inventory for priority agencies, are API sandboxes and test data available, and what quotas and change lead times apply?	These details will be provide at the stage of RFP
65	What data classification, retention, and cross-border rules apply, and how are controller vs processor roles assigned?	Details will be provided at RFP stage
66	By when will environments be ready, sandbox credentials issued, IAM integration available, and data access approvals granted?	These details may be provide at the stage of RFP
67	Please confirm the payment terms, mile stones and currency for international JV members, In case of payments only via the lead partner's account, is foreign remittance from the ministry permissible to the lead partner account?	Details will be provided at RFP/Contract stage
68	What are the acceptance criteria per TOR output, who is the sign-off authority, and what evidence is required for acceptance?	Details will be provided at contract stage
69	Will the service inventory include non-governmental public services delivered through PPPs or semi-government entities, or is the scope strictly limited to government-owned services?	Details will be provided to at RFP stage
70	For the As-Is and To-Be process documentation, what is the expected BPMN-level for all prioritized services?	Details will be provided to at RFP stage
71	Will the mockup screens and UI/UX prototypes need to conform to an existing government design system, or should the consultancy propose a new style guide?	Details will be provided at RFP stage
72	Does the sustainability framework need to include a detailed cost model for maintaining the digital services (e.g., annual OPEX estimates, staffing requirements), or only non-financial sustainability measures?	These details will be provide at the stage of RFP
73	For international bidders, in both instants, will JV-by-intent with a Pakistan firm be sufficient at EOI — or must legal registration and active taxpayer status be demonstrated at EOI stage?	Refer to Addendum issued on 27th Aug 2025
74	There are multiple positions mentioned in the REOI. Can the lead firm use outside consultants (individuals or firms as subcontractors) for these positions by signing a letter of association?	The firm may engage outside consultants solely through a letter of association.
75	Section 5's criteria is to be fulfilled later?	Qualifications of The Consultancy Firm as mentioned in REOI must be provided now as required

<b>76</b>	Please confirm the QCBS-rated criteria, it's 80%/20% or 70%/30%	This is REOI. Detail Technical Evaluation will be mentioned in RFP where QCBS will be mentioned clearly
-----------	---	---