

**ENGAGEMENT OF CONSULTING FIRM FOR
RIGHT-SIZING AND PERFORMANCE ENHANCEMENT OF IGNITE, PSEB AND NTC**

Question	Comment / Answer
It appears as if 3 consultancies for PSEB, Ignite, and NTC have been clubbed together into one consultancy. Considering this, will the total duration for the assignment still be 7-8 months or longer?	As per the RFP, the assignment is structured into three phases for each entity, with indicative durations specified for each phase. While each phase ranges from 6 to 12 weeks, and implementation support is optional, the overall engagement is expected to be completed within 7–8 months, subject to the Client's discretion on proceeding to Phase-3.
Is there a priority order or phased focus among the three entities, or should they be addressed concurrently?	The RFP does not stipulate a sequential or staggered approach. Hence, the consultant should be prepared to address all three entities concurrently, ensuring sufficient deployment capacity.
For this consultancy, what is the minimum number of consultants which should be stationed in Islamabad?	There is no mandatory requirement on the number of consultants to be stationed in Islamabad; however, firms are encouraged to adopt a hybrid project delivery model, ensuring an adequate on-ground presence in Islamabad during critical phases of the engagement to support stakeholder consultations, timely reviews etc.
While the three entities are treated separately in the RFP, should the consultant also assess potential synergies, overlaps, or shared service opportunities across Ignite, PSEB, and NTC?	Yes, while each entity has a distinct scope, the consultant is encouraged to identify and recommend any potential synergies, overlaps, or shared service opportunities that could improve efficiency or coherence across Ignite, PSEB, and NTC.
Should the proposal include recommendations for cross-entity governance models, joint initiatives, or consolidated functions where efficiencies can be realized?	Yes, proposals may include cross-entity governance mechanisms, joint initiatives, or consolidation of functions, wherever such approaches are feasible, well-justified, and likely to enhance strategic alignment or resource optimization.
If the bidder doesn't have a PKR account, how will payment be made to the foreign account of a bidder if it is in USD, Dirham or some other foreign currency?	As stated in the RFP, all payments will be made in PKR. The conversion of services billed in foreign currency will be converted into PKR using the SBP official exchange rate at the date of payment, and payments can be remitted to foreign currency accounts accordingly.
What will be the percentage for withholding tax on each foreign payment?	Applicable withholding tax rates for such payments are governed by the Income Tax Ordinance, 2001, and may vary based on the presence of a Double Taxation Treaty (DTT) between Pakistan and the country of incorporation. As a general reference, rates range from 15% to 20%. Final applicability should be confirmed with a local tax advisor.
What will be the processing time for payments after a deliverable has been delivered and invoice submitted? 30 days or longer?	As per the RFP terms, payments shall be made within 45 days of submission of a complete and valid invoice along with required documentation, subject to approval by the Designated Officer.
As the RFP is issued in line with the Federal Government's directives on rightsizing public sector organizations, are there defined targets specifically for MoITT or any of its mandated bodies?	The RFP has been initiated in alignment with broader Government directives to enhance performance and efficiency of the government departments. The scope of assignment is clearly defined in TORs of the RFP.
As the directive from the Federal Government is set to the MoITT for rightsizing, what is the reasoning and rationale for selection of the three entities provided in the RFP (i.e. Ignite, PSEB and NTC)?	The selection of Ignite, PSEB, and NTC has been made by the Ministry in consultation with relevant forums based on their strategic relevance, service footprint, and operational complexity. While the RFP does not elaborate on the rationale, it is understood that these entities are among the most prominent under MoITT's purview and considered suitable for restructuring to improve efficiency and alignment with national objectives.

<p>Does the exercise of performance enhancement of Ignite, PSEB and NTC include exploring opportunities to create synergies across the three entities or treat them as independent of each other?</p>	<p>While the RFP provides separate scopes for each entity, synergies across entities can and should be explored where feasible and where they enhance operational efficiency or strategic alignment.</p>
<p>Does the organizational setup of any of Ignite’s support programs or initiatives include employees or resources from within Ignite or are the programs run autonomously?</p>	<p>Ignite’s programs often involve both internal teams and external implementing partners; however, the consultant is expected to confirm actual structures during stakeholder consultations in Phase-1 or at the RFI stage.</p>
<p>Could you please provide us with indicative size, headcount, or organization structure of the MoITT, Ignite, PSEB and NTC?</p>	<p>Bidders may proceed based on publicly available information, with an understanding that updated details will be made available post-contract award or during inception. However, head count of the entities is: Roughly the strength is: Ignite (54), PSEB (70), NTC (1800)</p>
<p>While the RFP does not specify any bid bonds or performance bonds, are they required? As the RFP is issued in line with the Federal Government’s directives on rightsizing public sector organizations, are there defined targets specifically for MoITT or any of its mandated bodies?</p>	<p>No, bid bonds or performance bonds are not required under this RFP. The proposal submission and evaluation process is governed by the provisions of the Government Approved Framework, which does not stipulate bid securities for engagements of this nature. The RFP has been initiated in alignment with broader Government directives to enhance performance and efficiency of the government departments. The scope of assignment is clearly defined in TORs of the RFP.</p>
<p>As the directive from the Federal Government is set to the MoITT for rightsizing, what is the reasoning and rationale for selection of the three entities provided in the RFP (i.e. Ignite, PSEB and NTC)?</p>	<p>The selection of Ignite, PSEB, and NTC has been made by the Ministry in consultation with relevant forums based on their strategic relevance, service footprint, and operational complexity. While the RFP does not elaborate on the rationale, it is understood that these entities are among the most prominent under MoITT’s purview and considered suitable for restructuring to improve efficiency and alignment with national objectives.</p>
<p>Does the exercise of performance enhancement of Ignite, PSEB and NTC include exploring opportunities to create synergies across the three entities or treat them as independent of each other?</p>	<p>While the RFP provides separate scopes for each entity, synergies across entities can and should be explored where feasible and where they enhance operational efficiency or strategic alignment.</p>
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<p>Are there long-term strategic goals or initiatives that this project should align with? This will help us scope the proposal and required support.</p>	<p>The engagement is expected to align with the Federal Government’s broader reform agenda, including digital transformation, efficiency in public service delivery, performance enhancement as per their mandate, and fiscal prudence. While the RFP outlines the immediate scope, consultants may refer to relevant national strategies such as Pakistan’s Digital Pakistan Policy, Vision 2025, and 5Es Framework as reference points</p>
<p>What is the background /rational that has triggered this initiative? Are there internal or external factors influencing the need for this project?</p>	<p>The initiative is part of a govermernt larger objective to improve performance and efficiency of key public sector entities to enhance service delivery, eliminate redundancies, and reduce fiscal burden. Ignite, PSEB, and NTC were selected due to their strategic role in Pakistan’s digital and innovation ecosystem.</p>
<p>Are you able to share further details around the current state (in particular with regards to IT System landscape in place and the value of third-party spend)</p>	<p>Go/No-Go decisions mark formal review points after each phase. At each stage, based on performance assessment and proposed recommendations, the Ministry may decide whether to proceed to the next phase for each entity. These decisions are intended to ensure that further efforts are justified by tangible outcomes.</p>
<p>Are you able to provide a high level organisation chart?</p>	<p>These will be shared with the selected consultant during Phase-1. Consultants may also refer to publicly available information and prior reports until then.</p>
<p>Roughly how many employees are in scope of the assessment of Ignite, PSEB, NTC?</p>	<p>Roughly the strength is: Ignite (54), PSEB (70), NTC (1800)</p>
<p>Are you able to outline what kind of work is existing to be reviewed in phase 1?</p>	<p>Phase 1 involves a review and synthesis of prior mandates, reports, strategic plans, and operational assessments (if any) of Ignite, PSEB, and NTC. Consultants are expected to engage with the entities, obtain relevant internal documents, and assess alignment with national priorities and global best practices.</p>
<p>Do you expect governmental employees to be part of the project team ? If so what will their % time dedication to the programme be?</p>	<p>Government employees from MoIT&T and the respective entities will not be embedded full-time in the consulting team. However, focal persons will be nominated to ensure availability for coordination, data requests, and periodic reviews. Their involvement will be on a need basis depending on phase of the assignment.</p>
<p>Can you share a budget range for this project? Alternatively a view on the number of professionals that you expect to be required would help. Depending on the preferred level of depth of the work, the team size and timeline for which support is expected to be required, fees can vary significantly for the stated scope. Therefore it would be helpful to get a sense of your budget.</p>	<p>As per the approved framework, financial proposals are to be submitted independently and competitively, and no budget range will be disclosed. However, the scope involves deep-dive diagnostics and actionable reform planning across three federal entities. Bidders are expected to staff accordingly for an 8-month period, typically involving a core team of 4–6 consultants, supported by additional specialists as needed.</p>
<p>Do you have a preference on project delivery? Is there a chance to establish on-site project offices for the A&M team for the length of the project?</p>	<p>There is no preference on project delivery; however, firms are encouraged to propose hybrid delivery models, with on-ground presence in Islamabad during critical phases.</p>
<p>Whether submission of proposals for RFP No: INTL(SIFC)-MoITT-2025-001 is strictly limited to the pre-listed international consulting firms mentioned in the document, or whether other eligible firms may also participate in the bidding process.</p>	<p>As clearly outlined in both the RFP and accompanying notice, this RFP is specifically addressed only to the shortlisted international consulting firms identified pursuant to the Government Approved Framework. Accordingly, only the firms listed under this RFP are eligible to participate, and other firms (including local or non-shortlisted international firms) are not eligible to submit proposals under this procurement.</p>

Whether the two referenced documents pertain to separate and independently scoped projects, or if they are part of a broader, integrated restructuring and performance enhancement initiative under MoITT.

While both assignments fall under the Ministry's broader reform objectives, the RFP No: INTL(SIFC)-MoITT-2025-001 and the REOI under DEEP are separate consultancy engagements, with distinct scopes, deliverables, and procurement channels. Interested firms should refer to each document independently when evaluating eligibility and scope.