



خیبر پختونخوا
انفارمیشن
ٹیکنالوجی بورڈ



KHYBER PAKHTUNKHWA
INFORMATION
TECHNOLOGY
BOARD



Plot No: 134, 135 & 136, Industrial Estate Phase V, Hayatabad, Peshawar, Khyber Pakhtunkhwa
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EXPRESSION OF INTEREST (EOI)

Third-Party Institutional Assessment and Reform Roadmap of KPITB

Khyber Pakhtunkhwa Information Technology Board (KPITB), an autonomous body established under the KPITB Act 2011, invites **Expressions of Interest (EOIs)** from qualified consulting firms registered with SECP/Registrar of firms, FBR & KPRA to conduct a comprehensive **Institutional Assessment** and prepare a **Reform Roadmap** aimed at strengthening KPITB's governance framework, institutional capacity, and digital alignment.

Detailed **Terms of Reference (TORs)** and evaluation criteria are available at <https://www.kpitb.gov.pk/tender> and on the **E-PADS portal**. **Only online submissions through E-PADS** will be accepted. Hard copies or emailed proposals shall not be considered.

Submission Deadline: December 08, 2025, by 02:30 PM

Opening: Same day at 03:00 PM at KPITB Office, Peshawar

Deputy Director (Procurement)

Khyber Pakhtunkhwa Information Technology Board (KPITB)

Plot # 134-136, Industrial Estate, Hayatabad, Peshawar

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EXPRESSION OF INTEREST (EOI)

THIRD-PARTY INSTITUTIONAL ASSESSMENT AND REFORM ROADMAP OF KPITB

Khyber Pakhtunkhwa Information Technology Board (KPITB), an autonomous body established under the KPITB Act, 2011 (as amended in 2018), is mandated to promote, regulate, and advance information technology in the Province of Khyber Pakhtunkhwa. The Board serves as the Government's lead agency for digital transformation, IT sector development, and implementation of the Digital Transformation Strategy 2030.

To strengthen its governance framework, enhance institutional capacity, and align its operations with emerging technological and policy priorities, KPITB invites Expressions of Interest (EOIs) from qualified consulting firms to conduct a comprehensive Institutional Assessment and develop a Reform Roadmap for the organization.

Scope of Assignment:

The assignment aims to:

- Conduct an institutional and governance assessment of KPITB, covering its legal framework, organizational structure, business processes, HR systems, and institutional capacity.
- Identify systemic and structural constraints hindering efficiency and accountability.
- Review business processes, project management practices, and human resource frameworks.
- Evaluate the Board's digital maturity, software development delivery model, and alignment with the Digital Transformation Strategy 2030.
- Develop a detailed, time-bound Institutional Reform Roadmap with actionable recommendations for short-, medium-, and long-term implementation.

Bidder must submit their proposal in accordance with the attached detailed **Terms of Reference (TORs)** for this assignment on E-PADS portal.

Evaluation & Shortlisting Criteria:

Only firms meeting the following mandatory eligibility requirements shall be considered for shortlisting. Bidders must upload valid documentary proof against each criterion through the E-PADS portal.

Note: Proposals in hard form are not acceptable. Only proposals submitted online through the E-PADS portal shall be considered for evaluation.

S.#	Eligibility Criteria	Documentary Evidence Required
1	The bidder must be a registered legal entity with SECP or Registrar of firms in Pakistan	Valid registration certificates (SECP or firm registration certificate).
2	The bidder must be registered with FBR & KPRA and must be on active taxpayer list (KPRA & FBR ATL).	Copy from the Active Taxpayer List (ATL).
3	The bidder must have at least ten (10) years of existence in the market.	Registration/incorporation certificate



4	Must have completed at least 03 similar assignments of value more than 05 million each.	Contract and completion certificate												
4	The bidder must not have been blacklisted by any government, semi-government, or donor organization.	Undertaking of non-blacklisting on Judicial Stamp paper												
	HR Capacity	The firm must have the following key experts:<table><tr><th>Expertise</th><th>Key Focus Area</th></tr><tr><td>HR & Organizational Development Expert</td><td>HR strategy, structure, and capacity assessment</td></tr><tr><td>Governance & Institutional Reform Specialist</td><td>Institutional assessment and reform design</td></tr><tr><td>IT/ICT/ Digital Transformation Expert</td><td>ICT infrastructure, digital governance, and system alignment</td></tr><tr><td>Financial Management Expert</td><td>Financial systems, budgeting, and resource optimization</td></tr><tr><td>Legal/Regulatory Expert</td><td>Compliance with laws and rules</td></tr></table>Bidder have to submit at least one CVs against each expert position.	Expertise	Key Focus Area	HR & Organizational Development Expert	HR strategy, structure, and capacity assessment	Governance & Institutional Reform Specialist	Institutional assessment and reform design	IT/ICT/ Digital Transformation Expert	ICT infrastructure, digital governance, and system alignment	Financial Management Expert	Financial systems, budgeting, and resource optimization	Legal/Regulatory Expert	Compliance with laws and rules
Expertise	Key Focus Area													
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IT/ICT/ Digital Transformation Expert	ICT infrastructure, digital governance, and system alignment													
Financial Management Expert	Financial systems, budgeting, and resource optimization													
Legal/Regulatory Expert	Compliance with laws and rules													
	Financial Soundness	Bidder must have at least annual average turnover of PKR. 200 million (Audit Reports of last three years)												
5	The bidder must have at least one operational office in Pakistan.	Office address and contact details on letterhead / utility bill / lease agreement.												
6	Understanding of the assignment	Bidders are required to submit a concise narrative demonstrating their understanding of the assignment and proposed approach & Methodology.												

Note: the bidder may apply in the form of Joint Venture/Consortium.

Important:

- No financial proposal or cost-related information shall be included in the submission.
- Only technical proposals submitted online through E-PADS will be evaluated.
- Hard copies, emails, or courier submissions will not be accepted.

Submission Deadline

All the proposals shall be submitted on or before December 08, 2025, 02:30 PM via EPADS. Proposals will be opened on the same date at 03:00 PM at KPITB Office, Peshawar.

Deputy Director (Procurement)

Khyber Pakhtunkhwa Information Technology Board (KPITB)
Plot # 134-136, Industrial Estate, Hayat Abad, Peshawar
Contact No: 091-5891513



TERMS OF REFERENCE (TORs) AND SCOPE OF SERVICES

FOR

THIRD-PARTY INSTITUTIONAL ASSESSMENT AND REFORM ROADMAP OF KPITB

1. Introduction

The Khyber Pakhtunkhwa Information Technology Board (KPITB), constituted under the KPITB Act, 2011 and subsequently reinforced through the 2018 amendment, serves as the statutory body entrusted with the promotion, regulation, and advancement of information technology in the Province of Khyber Pakhtunkhwa. KPITB functions as the Government's principal instrument for digital transformation and is mandated to formulate and implement policies, strategies, and regulations that strengthen digital governance, improve public service delivery, and expand the digital economy. In discharging its statutory functions, the Board is tasked with the establishment and management of IT Parks, incubation centers, and co-working facilities; the design and implementation of e-governance systems across government departments; the facilitation of investment and private sector growth in the ICT domain; and the development of digital skills among youth, professionals, and public servants to enhance the employability and competitiveness of the provincial workforce.

The scope and complexity of KPITB's mandate have expanded considerably in recent years. In addition to its traditional role of facilitating ICT sector growth, the Board is now responsible for implementing large-scale digital governance reforms, enabling cross-sector digitalization, and aligning institutional operations with the Government of Khyber Pakhtunkhwa's Digital Transformation Strategy 2030. This expansion necessitates a governance framework and organizational capacity that is robust, transparent, and responsive to the evolving technological, policy, and market environment. To remain effective, KPITB must continuously strengthen its institutional arrangements streamline its internal processes and enhance its capabilities in order to deliver on its statutory obligations with efficiency and integrity.

In view of the above, KPITB intends to engage a qualified third-party consultant to conduct a comprehensive institutional assessment. The purpose of this assignment is to examine the Board's governance structure, organizational processes, and institutional capacity; to identify systemic and structural constraints; and to propose practical reforms that will reinforce KPITB's ability to fulfill its legal mandate, improve operational effectiveness, and sustain long-term digital transformation in the Province of Khyber Pakhtunkhwa.

2. Objectives of the Assignment

The specific objectives of this assignment are to:

- Conduct a comprehensive institutional assessment of KPITB to determine the adequacy and effectiveness of its governance framework, organizational structure, and internal processes.



- Identify systemic, procedural, structural, governance and legal constraints that may impede the Board's ability to fulfill its statutory functions under the KPITB Act, 2011 (as amended in 2018).
- Evaluate the organizational and human resource capacity of KPITB, including leadership, technical expertise, and institutional competencies, in relation to its expanding mandate.
- Review and analyze existing business processes, decision-making mechanisms, and operational workflows to identify inefficiencies and propose improvements.
- Assess the degree of alignment between KPITB's current operations and the strategic objectives of the Government of Khyber Pakhtunkhwa, particularly the Digital Transformation Strategy 2030.
- Develop actionable recommendations and a reform roadmap to strengthen institutional performance, ensure accountability and transparency, and enhance KPITB's role as the province's leading agency for digital transformation and ICT sector development.

3. Scope of Work

• Governance & Legal Framework

- Assess the Board's governing architecture (Board, committees, management), committee charters, quorum practices, decision rights, and Board calendars vis-à-vis the KPITB Act (2011, amended 2018) and good-governance standards.
- Review delegation of authority (DoA), conflict-of-interest safeguards, disclosure norms, and recusal protocols; propose revisions to strengthen accountability and independence.
- Identify statutory or regulatory gaps; recommend targeted amendments (Act/rules/regulations/SOPs) to clarify mandates, remove overlaps, and improve agility.

• Organizational Structure & Operating Model

- Evaluate the current organizational design, spans and layers, role clarity, and inter-unit coordination (policy, programs, parks/incubation, e-gov, skills, finance, procurement, HR, M&E, PMO).
- Propose operating-model options (e.g., policy-delivery split, center of excellence, shared services) with pros/cons, transition steps, and resourcing implications.

• Business Processes, SOPs & Control Environment

- Map end-to-end core processes and axillary processes.



- Diagnose bottlenecks and duplication; design lean, risk-based workflows with RACI matrices, SLAs/TATs, and internal control points embedded in SOPs.
- Recommend process-reengineering “quick wins” (90–120 days) and medium-term reforms (6–18 months) and long term(3 Years+)
- **Project, Portfolio & Benefits Management (PMO)**
 - Assess portfolio governance, pipeline prioritization, stage-gate discipline, milestone management, change control, and benefits realization.
 - Propose PMO maturity upgrades (templates, standards, dashboards), including roles, governance cadence, and toolset requirements.
- **Volume of Initiatives, Targets & Expectations**
 - Review Planned, Ongoing, and Pipeline Initiatives with the Board’s mandate, KP Digital Policy, and provincial development priorities.
 - Assess the volume of scope, targets and intended expectations to evaluate the KPITB overall existing capacity and recommend the additional.
 - The overall study shall be carried out with the objective of ensuring that initiatives are implemented effectively and efficiently, and that the defined targets and expected outcomes are achieved within the stipulated timeline.
- **Human Resources & Institutional Capacity**
 - Review workforce planning, competency frameworks, and performance management (KPIs/OKRs).
 - Identify critical skill gaps (e.g., enterprise architecture, cybersecurity policy, data governance, product management, vendor management).
 - To assess the adequacy, competitiveness, and equity of the existing remuneration and incentives framework of KPITB, benchmarking it against comparable ICT sector organizations to ensure alignment with market standards and KPITB’s statutory mandate. Based on this assessment, the consultant will propose a revised remuneration and incentive structure that:
 - Promotes merit-based recruitment, retention, and career progression of skilled professionals.
 - Introduces performance-linked incentives tied to KPIs/OKRs at individual, departmental, and organizational levels.
 - Recommend a capacity-building program (targeted trainings, mentoring, hiring plan), and improvements to HR policies (merit-based recruitment, retention, progression).
- **Procurement & Contracting Governance (KPPRA-aligned)**



- Evaluate procurement planning, method selection, evaluation governance, contract management, and vendor-performance oversight for alignment with KPPRA.
- Recommend enhancements (category strategies, framework agreements, outcome-based contracts, performance SLAs, post-award governance).
- **Financial Management & Institutional Sustainability**
 - Review budgeting, cost allocations, program costing, and financial reporting for decision usefulness.
 - Propose sustainability options (e.g., cost-recovery for services, PPPs, facility utilization models for parks/incubation, training revenue channels) with compliance and governance safeguards.
- **Digital Maturity, Enterprise Architecture & Interoperability**
 - Assess digital maturity (process, data, technology, talent) and enterprise architecture (reference architectures, standards, APIs, interoperability).
 - Recommend a pragmatic enterprise architecture blueprint and standards catalogue (data models, integration patterns), aligned with “cloud-first” and security-by-design principles.
- **Software Development Delivery Model**
 - The consultant shall review and evaluate KPITB’s current approach to software development and related digital initiatives, with particular attention to the balance between in-house development and outsourced engagements. The assessment should:
 - Assess efficiency, quality, timeliness, cost-effectiveness, scalability, and sustainability of each model.
 - Examine the technical expertise available within in-house teams versus external service providers, including strengths, gaps, and dependency risks.
 - Identify risks linked to data security, intellectual property, vendor dependency, and compliance with public procurement and ICT governance frameworks.
 - Benchmark KPITB’s practices against leading public sector and ICT sector models at national and international levels.
 - Define Quality Assurance Framework ensuring minimum Quality standards for the development of softwares.



- Propose an optimal software development delivery model (or hybrid approach) that ensures agility, quality assurance, and long-term sustainability, while maintaining alignment with KPITB's strategic priorities.
- Propose guidelines on when to adopt in-house, outsourced, or hybrid models based on project type, size, criticality, and security considerations.
- **Service Delivery & User-Centric Design**
 - Evaluate service design practices (user research, journey mapping, accessibility/inclusion), service catalogues, and service-level management.
 - Propose a service-design playbook and performance standards to improve citizen/industry experience and adoption.
- **IT Parks and Digital Economy facilities**
 - Undertake a comprehensive assessment of KPITB's infrastructure initiatives and facilities, with a focus on IT Parks, Software Technology Parks, and co-working spaces established by the Board. The review should:
 - Evaluate governance structures, management models, service offerings, tenant mix, and financial sustainability of these facilities.
 - Assess how effectively the facilities are contributing to KPITB's broader mandate of ICT sector development, entrepreneurship support, innovation promotion, and job creation.
 - Compare KPITB's parks and co-working spaces with national and international best practices in technology parks and innovation hubs.
 - Propose strategies to optimize operations, improve occupancy and service quality, enhance financial viability, and strengthen the role of these facilities as anchors of the provincial digital economy.
 - Develop International Partnership Strategy with a roadmap for fostering international collaborations and partnerships with global technology hubs, innovation centers, incubators, and development agencies. The consultant should also propose models for:
 - Facilitating international exposure for KPITB's staff, startups, and ecosystem players through exchange programs, study visits, and global conferences.
 - Establishing **cross-border partnerships** that bring access to emerging technologies, advanced skill development, and innovation practices.
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- **Stakeholder & Ecosystem Engagement**



- Assess engagement and coordination with departments, industry, academia, development partners, and civil society.
- Recommend a structured partnership and convening model (MoUs, advisory councils, working groups) to enhance KPITB's ecosystem leadership.
- **Monitoring, Evaluation & Learning (Results-Based Management)**
 - Review KPIs/OKRs, results chains, and reporting; assess the usefulness of dashboards for governance decisions.
 - Design a results framework with tiered KPIs, measurement methods, baselines/targets, and a learning loop for continuous improvement.
- **Legal/Policy Coherence & Alignment with Strategy 2030**
 - Test alignment of projects/initiatives with provincial Digital Transformation Strategy 2030 and related policies.
 - Recommend policy-coherence mechanisms (strategy maps, annual planning cycles, performance contracts).
- **Change Management & Communications**
 - Develop a change-management plan (leadership alignment, internal comms, training, change agents, adoption metrics).
 - Provide a communications framework for internal and external stakeholders to support reform uptake.
- **Phased Reform Roadmap & Transition Support**
 - Produce a time-bound, costed roadmap (quick wins, 6–12 month priorities, 18–24 month initiatives), with dependencies, risk mitigation, and resource plans.
 - Facilitate validation workshops with leadership/Board; deliver knowledge transfer and implementation toolkits.

4. Key Deliverables

The consultant shall be responsible for producing the following deliverables within the agreed timeline. Each deliverable will be reviewed and approved by KPITB prior to acceptance.

1. Inception Report

- Shall outline the detailed methodology, refined scope (if required), stakeholder consultation plan, and work schedule with milestones.
- Will also identify immediate data and resource requirements from KPITB.

2. Diagnostic Assessment Report



- A comprehensive baseline analysis of KPITB's governance framework, organizational structure, business processes, human resource capacity, and financial/resource management.
- To highlight systemic inefficiencies, structural gaps, and institutional risks, supported by evidence from document review and stakeholder interviews.

3. Comparative Benchmarking Note

- A concise report capturing lessons and models from 3–4 comparable ICT boards, commissions, or statutory agencies at national and international level.
- To present feasible options for KPITB with pros/cons and contextual adaptation.

4. Reform Recommendations and Process Maps

- A set of evidence-based and action-oriented reform proposals, covering governance, organizational design, HR systems, and operational processes.
- To include process maps showing current workflows ("as-is") and proposed re-engineered workflows ("to-be") for clarity and implementation guidance.

5. Software Development Delivery Framework

- Develop a Software Development Delivery Framework, specifying when and why to adopt:
 - In-house model (for secure, mission-critical, or proprietary systems).
 - Outsourced model (for specialized, time-bound, or large-scale development needs).
 - Hybrid **model** (for mixed ownership of design, development, and maintenance phases).

6. Validation Workshop

- A structured workshop with KPITB leadership and key stakeholders to present findings and proposed reforms.
- To test recommendations, secure consensus, and refine the reform proposals prior to finalization.

7. Knowledge Transfer Package

- Practical tools, templates, and frameworks (e.g., draft RACI matrices, governance dashboards, monitoring templates) to support institutionalization of reforms.
- A briefing session for KPITB staff to ensure effective use of the tools and continuity beyond the consultancy period.



8. Final Institutional Reform Roadmap

- A consolidated roadmap of short-, medium-, and long-term reforms, including implementation sequencing, resource requirements, and responsible units.
- To include a monitoring and evaluation framework with key performance indicators.
- Delivered in both full report and executive summary formats for decision-makers.

All reports, recommendations, and materials produced under this assignment will remain the property of KPITB and shall be treated as confidential unless explicitly authorized for disclosure by the Board.