



Prime Minister's Office
Board of Investment

REQUEST FOR EXPRESSION OF INTEREST

Consultancy Services for Designing the Pakistan Business Portal (PBP) and Preparing Institutional Design, Governance, Legal Framework, Sustainability Model, and Delivery Roadmap for PBP

Country: Pakistan

Name of Project: Digital Economy Enhancement Project (DEEP-BOI)

Credit No: 7514-PK

Assignment Title: Consultancy Services for Designing the Pakistan Business Portal (PBP) and Preparing Institutional Design, Governance, Legal Framework, Sustainability Model, and Delivery Roadmap for PBP

Reference No.: PK-BOI-540618-CS-QCBS

The Government of Pakistan has received financing from the International Development Association (IDA) toward the cost of Digital Economy Enhancement Project (DEEP) and intends to apply part of the proceeds for consulting services, which shall be implemented by the Board of Investment (BOI).

In this connection, DEEP-BOI invites eligible consulting firms to indicate their interest in providing the Services consultancy services for the assignment "Designing the Pakistan Business Portal (PBP) and Preparing Institutional Design, Governance, Legal Framework, Sustainability Model, and Delivery Roadmap for PBP"

The detailed Terms of Reference (TOR) are attached to this Request for Expression of Interest OR can be found at the following website: <https://invest.gov.pk/upcoming-tenders>

The consulting firm must demonstrate that it possesses the necessary experience, expertise, and professional team to successfully undertake the assignment. The evaluation criteria are as follows:

- a. The firm must have at least **five (5) years** of relevant consulting or advisory experience, be a legally registered consulting entity, and demonstrate adequate financial, managerial, and organizational capacity to undertake assignments of similar scope and complexity.
- b. The consulting firm should demonstrate experience in assignments of comparable nature and complexity, particularly those involving advisory or analytical work related to regulatory reforms, business process improvement, digital governance initiatives, institutional or governance framework development, or public sector reform programs.
- c. Relevant experience may also include consulting assignments related to the design, development, or advisory support for digital platforms, information systems, portals, or other IT-enabled public sector service delivery initiatives, including preparation of technical studies, system design concepts, or technical specifications.
- d. The Consultant should demonstrate that it has a pool of key experts and dedicated teams available to conduct the consultancy with demonstrable documentary evidence to achieve the deliverables under TORs.

The attention of interested consulting firms is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17

of the World Bank's "Procurement Regulations for IPF Borrowers" September 2023, setting forth the World Bank's policy on conflict of interest.

Firms 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.

A Consulting firm will be selected in accordance with the **Quality Cost Based Selection (QCBS)** method set out in the Procurement Regulations of the World Bank for IPF Borrower September 2023.

Further information and clarification can be obtained at the address below during office hours i.e. 09:00 to 16:00 hours.

Expressions of interest must be delivered (in person, or by mail, or by e-mail) not later than 1500 Hours PST on **27th April 2026**.

Procurement Management Specialist

DEEP-BOI Prime Minister's Office, Board of Investment

6th Floor, Kohsar Block, Pak Secretariat, Islamabad

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TERMS OF REFERENCE

Designing the Pakistan Business Portal (PBP) and Preparing Institutional Design, Governance, Legal Framework, Sustainability Model, and Delivery Roadmap for the Pakistan Business Portal (PBP)

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I. Background

The Government of Pakistan intends to establish a Pakistan Business Portal (PBP) as a National One Window (NOW) for business regulation, licensing, compliance, and facilitation, integrated across federal and provincial jurisdictions. The portal will serve as a central digital interface for:

- a) End-to-end business lifecycle management (start, operate, expand, exit)
- b) Integration of Regulatory Licenses, Clearances, Certificates, and Obligations (RLCOs)
- c) Digital service delivery across multiple ministries, regulators, and provinces

To ensure sustainability, governance, and operational efficiency, a dedicated statutory body Pakistan Business Portal Authority (PBPA) will be established through a design study which will form basis for legislative drafting and development of Request For Proposal (RFP).

II. Objectives of the Assignment

The Government seeks to engage a qualified consulting firm/consortium to develop a comprehensive Design Document covering institutional, technical, legal, financial, and implementation aspects.

BOI intends to engage a qualified consulting firm(s) to undertake a multidisciplinary assignment comprising three integrated components:

- I. Development of the institutional design, governance framework, sustainability and operating model, implementation roadmap, and performance monitoring framework required for the sustainable operation of PBP
- II. Development of legal and regulatory enablement framework.
- III. Prototype design of the Pakistan Business Portal (PBP), including preparation of procurement-ready technical specifications and related documentation required for subsequent competitive procurement of development services. The firm will remain engaged for support purposes during development of PBP.

III. Scope of Work

The consulting firm shall undertake the following tasks in accordance with the objectives of the assignment.

- 1. Development of the institutional design, governance framework, sustainability and operating model, implementation roadmap, and performance monitoring framework required for the sustainable operation of PBP**

- a)** Develop a holistic design and operating model for PBP and PBPA. Also establish a globally benchmarked governance and service delivery framework

The Consultant shall develop a comprehensive business and governance model for the Pakistan Business Portal (PBP) and its governing body, PBPA. The model should ensure clarity of institutional roles, sustainability, federal–provincial coordination,

and efficient service delivery, aligned with Pakistan’s constitutional framework and international best practices.

Key tasks include:

- i.** Define the legal and institutional structure of PBPA (Authority vs Company vs Hybrid model)
- ii.** Design governance framework (Board composition, committees, reporting lines)
- iii.** Establish federal–provincial coordination mechanisms for integrated service delivery
- iv.** Define roles and responsibilities of PBPA, ministries, regulators, and provinces
- v.** Develop operational model (centralized vs federated vs hybrid)
- vi.** Design service delivery framework based on business lifecycle (start, operate, expand, sustain/maintain)
- vii.** Propose Service Level Agreements (SLAs) and accountability mechanisms
- viii.** Benchmark international one-window models and adapt to Pakistan context

b) Design a future-ready digital architecture (interoperable, scalable, secure)

The Consultant shall design a future-ready functional and technical architecture for PBP and PBPA, ensuring interoperability, scalability, cybersecurity, and seamless integration across government systems. The design should enable end-to-end digitization of business processes and RLCO lifecycle management.

Key tasks include:

- i.** Develop functional architecture covering all user journeys and service modules
- ii.** Define core modules including:
 - a.** Unified Business Profile / ID
 - b.** Workflow Engine
 - c.** AI Engine
 - d.** Compliance & Reporting System
 - e.** Payment Gateway
 - f.** Grievance Redressal
 - g.** Investor Facilitation Dashboard
- iii.** Design technical architecture (micro services, APIs, cloud infrastructure)
- iv.** Define interoperability framework with federal and provincial systems (FBR, SECP, SBP, etc.)
- v.** Develop data governance and master data management framework

- vi.** Propose cybersecurity architecture (Zero Trust, encryption, data protection)
- vii.** Ensure scalability and resilience (high user load, offline capability)
- viii.** As digital integrator

c) Propose a financially sustainable revenue model

The Consultant shall design a financially sustainable revenue model for PBP and PBPA that balances cost recovery, affordability for businesses (especially SMEs), and long-term operational viability.

Key tasks include:

- i.** Identify and evaluate potential revenue streams, including:
 - a.** Transaction/service fees
 - b.** Funds, Grants, Aids and other avenues
 - c.** Assets
 - d.** International Comparison on Fee Structure and Revenue Model
 - e.** Premium/fast-track services
- ii.** Payment Regulations and Revenue Identification
- iii.** Benchmark international pricing models for similar platforms
- iv.** Develop fee structure with differentiation across user segments
- v.** Conduct financial modeling (CAPEX, OPEX, revenue projections)
- vi.** Propose cost-recovery vs profit-neutral approach
- vii.** Assess impact on ease of doing business and SME affordability
- viii.** Develop 5–10 years financial sustainability projections

d) Identify legal and regulatory gaps for PBP and PBPA with recommendations

The Consultant shall conduct a comprehensive legal and regulatory review to identify gaps, overlaps, and constraints that may hinder the establishment and operation of PBP and PBPA, and propose recommendations.

Key tasks include:

- i.** Assess federal–provincial legal overlaps and conflicts.
 - a.** Identify outdated or redundant legal provisions requiring repeal or amendment
- ii.** Review existing federal and provincial laws/regulations related to:
 - a.** Licensing and permits
 - b.** Digital governance and e-services
 - c.** Data protection and privacy

- d.** Inter-agency data sharing
- iii.** Identify legal inconsistencies, overlaps, and redundancies
- iv.** Assess barriers to digitization and single-window operations
- v.** Develop legal gap analysis report inter-alia including
 - a.** Digital service delivery
 - b.** E-approvals and digital signatures
 - c.** Data sharing across agencies
- vi.** Draft recommendations including:
 - a.** Enabling PBPA legislation
 - b.** Amendments in relevant laws and rules
- vii.** Propose legal framework at federal and provincial levels for:
 - a.** Mandatory RLCO digitization
 - b.** Digital signatures and e-payments
 - c.** Interoperability and data sharing
- viii.** Ensure alignment with constitutional distribution of powers (federal-provincial)

e) Change Management & Communications / Publicity Strategy

The Consultant shall develop a comprehensive change management and communication strategy to ensure institutional buy-in, stakeholder alignment, and widespread adoption of PBP across government and the business community.

Key tasks include:

- i.** Conduct stakeholder mapping and institutional readiness assessment
- ii.** Develop change management framework for federal and provincial entities
- iii.** Design capacity-building and training programs for government officials
- iv.** Prepare communication and branding strategy for PBP
- v.** Develop public awareness campaigns targeting businesses and investors
- vi.** Design investor outreach and engagement strategy
- vii.** Identify risks and resistance factors and propose mitigation strategies
- viii.** Develop adoption incentives and compliance mechanisms

f) Design of Implementation and Procurement Plan

The Consultant shall prepare a detailed, phased implementation and procurement plan to operationalize PBP and establish PBPA, ensuring timely delivery, risk mitigation, and efficient resource utilization.

Key tasks include:

- i.** Develop phased implementation roadmap (short, medium, long term)
- ii.** Identify priority sectors and services for initial rollout
- iii.** Define milestones, KPIs, and monitoring framework
- iv.** Design institutional setup plan for PBPA (HR, functions, staffing)
- v.** Develop procurement strategy, including:
 - a.** Packaging of contracts (development, integration, support)
 - b.** Recommended procurement methods (QCBS, framework agreements, etc.)
- vi.** Define vendor management and governance model
- vii.** Develop risk management framework (technical, legal, institutional)
- viii.** Provide implementation toolkit (SOPs, templates, guidelines)

2. Development of legal and regulatory enablement framework.

a) Development of an Enabling Legal Framework for PBP and PBPA

The Consultant shall design and draft a comprehensive enabling legal framework to establish the Pakistan Business Portal (PBP) as a legally recognized national one-window platform and the Pakistan Business Portal Authority (PBPA) as its statutory governing body, ensuring enforceability, clarity of mandate, and alignment with Pakistan’s constitutional architecture.

Key tasks include:

- i. Define legal status and mandate of PBPA (statutory authority vs corporate model vs hybrid)
- ii. Draft the Pakistan Business Portal Authority Act (PBPA Act)
- iii. Clearly define:
 - a. Functions, powers, and responsibilities of PBPA
 - b. Jurisdiction across federal and provincial domains
 - c. Oversight, reporting, and accountability mechanisms
- iv. Establish legal recognition of PBP as a single-window platform for business regulation
- v. Define binding nature of digital transactions, approvals, and certificates issued via PBP
- vi. Provide for rule-making powers for PBPA

Furthermore, Legal Framework for Digital Governance, Data Sharing, and Cybersecurity

The Consultant shall develop a robust legal framework to support digital operations of PBP, ensuring data protection, cybersecurity, and secure interoperability.

- i. Key tasks include:
- ii. Define legal basis for digital identity and authentication mechanisms

- iii. Develop framework for:
 - a. Electronic records and digital signatures
 - b. Data sharing across agencies
 - c. Cross-platform interoperability
- iv. Recommend legal provisions for:
 - a. Data protection and privacy safeguards
 - b. Cybersecurity standards and compliance
- v. Align with existing laws (e.g., PECA, Pakistan Digital Authority, data protection frameworks)
- vi. Define data ownership, access rights, and usage protocols

Additionally, the Consultant shall design a legal enforcement and compliance regime to ensure effective implementation of PBP and adherence by all stakeholders.

- i. Key tasks include:
- ii. Define compliance obligations for:
 - a. Government entities
 - b. Businesses
- iii. Establish enforcement mechanisms and penalties for non-compliance
- iv. Develop inspection and audit framework integrated with PBP
- v. Design grievance redressal and dispute resolution mechanisms
- vi. Propose appeal structures and adjudication processes
- vii. Ensure legal enforceability of automated decisions/workflows
- viii. Recommend sunset clauses for redundant regulations
- ix. Develop legal onboarding framework for ministries and provinces

b) Drafting of Subordinate Legislation and Regulatory Instruments

- i. The Consultant shall draft all necessary secondary legislation and regulatory instruments required for operationalization, revenue, governance & architecture related to PBP and PBPA.
- ii. Key tasks include:
- iii. Draft rules and regulations under the PBPA Act
- iv. Develop standard operating procedures (SOPs) for:
 - a. Digital licensing and approvals
 - b. Compliance submissions
 - c. Inspections and enforcement
- v. Draft model regulations for ministries and provinces
- vi. Develop legal templates for:
 - a. Service-level agreements (SLAs)
 - b. Inter-agency data-sharing agreements
 - c. Integration protocols
- vii. Provide notification templates for onboarding entities onto PBP

3. Prototype design of the Pakistan Business Portal (PBP), including preparation of procurement-ready technical specifications and related documentation

required for subsequent competitive procurement of development services. The firm will remain engaged for support purposes during development of PBP.

a) Design of Interactive Screen-Level Prototype of Pakistan Business Portal (PBP)

The Consultant shall design a high-fidelity, interactive, screen-level prototype of the Pakistan Business Portal to simulate core user journeys and backend functional flows. The prototype shall be non-production, developed solely to validate functional design, support stakeholder alignment, and inform technical specifications and procurement documentation.

Key tasks include:

- i. Identify and prioritize core user journeys, including:
 - a. Business registration and onboarding
 - b. Workflow Engine
 - c. RLCOs applications and Certificates
 - d. Compliance submission and renewals
 - e. Inspection and approval processes
 - f. Grievance redressal and tracking
 - g. Artificial Intelligence features
- ii. Develop user personas (SMEs, large enterprises, foreign investors, government officials)
- iii. Design screen-level UI/UX prototypes (web and mobile responsive where applicable)
- iv. Simulate end-to-end workflows, including:
 - a. Application submission
 - b. Multi-agency approvals
 - c. Escalations and SLA triggers
 - d. Payment and receipt generation
- v. Map and visualize backend functional flows and decision logic
- vi. Integrate RLCO-based workflows into prototype journeys
- vii. Ensure intuitive navigation, accessibility, and multilingual considerations
- viii. Conduct stakeholder validation workshops using prototype
- ix. Iterate prototype based on feedback and usability testing
- x. Deliver prototype in industry-standard tools (e.g., Figma or equivalent) with full documentation

b) Development of Request for Proposal (RFP) for Pakistan Business Portal

The Consultant shall prepare a comprehensive, procurement-ready RFP to enable transparent and competitive selection of vendors for design, development, integration, and deployment of PBP. The earlier study, prototyping and consultative workshops will assist in development of this RFP.

Key tasks include:

- i. Draft complete RFP document, including:
 - a. Background and objectives
 - b. Detailed scope of work for system development

- c. Functional and technical requirements (derived from prototype)
 - ii. Translate prototype into clear technical specifications and system requirements
 - iii. Define architecture expectations and integration requirements
 - iv. Develop bill of quantities (BoQ) and cost components
 - v. Prepare technical evaluation criteria and scoring matrix (QCBS aligned)
 - vi. Define service level agreements (SLAs) and performance benchmarks
 - vii. Specify testing and acceptance protocols (SIT, UAT, performance testing)
 - viii. Develop data migration and system integration requirements
 - ix. Define documentation and deliverables expected from vendors
 - x. Prepare draft contract conditions and technical annexures
 - xi. Ensure alignment with public procurement rules and international best practices

c) Post-Design Implementation Support and Technical Advisory

The Consultant shall remain engaged to provide technical advisory and quality assurance support during the development and initial deployment of PBP, ensuring that implementation aligns with the approved prototype, specifications, and design intent.

Key tasks include:

- i. Provide technical support during procurement process, including:
 - a. Clarifications to bidders
 - b. Support in pre-bid meetings
- ii. Assist in technical evaluation of proposals
- iii. Review and validate vendor system design and architecture submissions
- iv. Ensure compliance with approved functional design and prototype flows
- v. Provide ongoing design assurance during development phase
- vi. Review:
 - a. System modules
 - b. Integration approach
 - c. UI/UX implementation
- vii. Support testing processes, including:
 - a. System Integration Testing (SIT)
 - b. User Acceptance Testing (UAT)
- viii. Assist in issue resolution and change management
- ix. Support go-live readiness assessment
- x. Provide knowledge transfer and capacity building to government teams
- xi. Support initial stabilization phase post-deployment

IV. Tasks, Deliverables, and Indicative Timelines

The Consultant shall undertake the assignment in a phased and structured manner. Certain activities may proceed in parallel where efficient and appropriate; however, downstream outputs shall remain logically dependent on the validation of upstream analytical and design work. The Consultant shall propose a detailed work plan in the Inception Report, including

sequencing, dependencies, consultation plan, and internal quality assurance arrangements for BOI's review and approval.

The indicative activities, deliverables, and timelines are set out below.

Tasks, Deliverables & Timelines

| Activities | Task | Key Deliverables | Timeline (Weeks) |
|--|--|--|------------------|
| Activity 1: Inception & Diagnostics | Project initiation, methodology finalization, stakeholder mapping | Inception Report (work plan, methodology, stakeholder engagement plan) | Week 1-2 |
| | Institutional, technical, and legal baseline assessment | Diagnostic Report (institutional, RLCO, digital readiness, legal landscape) | Week 3-6 |
| | Prepare assignment management tools, including workplan tracker, deliverable register, issue log, risk log, action tracker, consultation tracker, and quality assurance checklist. Prepare stakeholder and consultation strategy, including stakeholder mapping, regulator engagement approach, public-private consultation plan, number of workshops to be conducted along-with schedule, and validation approach. | Submit draft Inception Report, incorporating methodology, detailed workplan, sequencing, consultation plan, validation approach, deliverable production plan, quality assurance arrangements, and outline of final consolidated document; incorporate BOI comments and finalize. | |
| Activity 2: Institutional & Business Model Design | Governance, institutional design, and operating model for PBPA & PBP | Business Model & Governance Framework | Week 7-11 |
| | International benchmarking and adaptation and Service delivery model and lifecycle-based framework, Service Delivery & SLA Framework | Benchmarking Report (Estonia/UAE/Singapore models) | |

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| Activity 3: Functional & Technical Architecture Design | Functional architecture and module definition | Functional Requirements Specification (FRS) | Week 10-34 |
| | Technical architecture (micro services, APIs, cloud, cybersecurity) | Technical Architecture Document (TAD) | |
| | Data governance, interoperability, and integration framework | Data Governance & Interoperability Framework | |
| | The Consultant shall study and propose establishment and operationalization of a Unique Business Identifier (UBI) system to ensure standardized identification of all regulated entities under PBPA’s jurisdiction. The UBI shall provide for a single, persistent, and interoperable identification number assigned to each registered entity, linked with relevant federal and provincial databases (including tax, corporate registration, licensing, and regulatory bodies) to enable data integration, compliance monitoring, and regulatory transparency. The proposal shall clearly define the issuance, usage across filings and transactions, data-sharing protocols, privacy safeguards, penalties for misuse or non-compliance, and the enabling authority for PBPA to issue rules and technical standards for implementation. The proposal shall also include transitional arrangements for migration from existing identifiers and ensure alignment with applicable data protection and electronic governance laws. | | |
| | Revenue model design and fee structuring | Revenue Model & Fee Framework Report | Week 18-20 |

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| Activity 4: Financial & Revenue Model | Financial projections and sustainability analysis | Financial Model (CAPEX, OPEX, 5-10 year projections) | |
| Activity 5: Legal & Regulatory Framework | Legal mapping and gap analysis | Legal Gap Analysis Report | Week 20-40 |
| | Digital governance, data sharing, and enforcement framework | Legal Framework for Digital Governance & Compliance | |
| | Draft subordinate legislation and regulatory instruments | Rules, SOPs, Model Regulations, Legal Templates | |
| | Draft enabling legislation (PBPA Act) | Draft PBPA Act | |
| Activity 6: Change Management & Communications | Stakeholder engagement and readiness assessment | Stakeholder Mapping & Readiness Report | Week 32-34 |
| | Change management and communication strategy | Change Management & Communication Strategy | |
| Activity 7: Implementation & Procurement Planning | Phased implementation roadmap and institutional setup | Implementation Roadmap & PBPA Setup Plan | Week 23-30 |
| | Procurement strategy and packaging | Procurement Strategy Report | |
| | Risk management and implementation toolkit | Risk Framework + SOP Toolkit | |
| Activity 8: Prototype Design | Design of interactive, screen-level prototype | High-Fidelity Prototype (Figma or equivalent) | Week 24-36 |
| | User journeys, workflows, backend logic simulation | User Journey & Workflow Documentation | |
| | Stakeholder validation and iteration | Prototype Validation Report | |
| Activity 9: RFP Development | Preparation of procurement-ready RFP | Complete RFP Document (Technical + Commercial Sections) | Week 30-38 |

| | | | |
|--|---|---|--|
| | Technical specifications, BoQ, evaluation criteria | Technical Specs + QCBS Evaluation Matrix | |
| | Draft contract and annexures | Draft Contract & Annexures | |
| Activity 10: Finalization & Submission | Integration of all components into final deliverable | Final Design Document (Cabinet-ready) | Week 36–40 |
| | Stakeholder consultations and revisions | Consultation Report | |
| Activity 11: Post-Design Implementation Support | Procurement support (pre-bid, clarifications, evaluation) | Bid Support Notes & Evaluation Assistance Reports | Overlapping with development and as indicated in RFP for PBP |
| | Technical advisory during development | Design Compliance & Advisory Reports | |
| | Testing support (SIT, UAT) | Testing & Validation Reports | |
| | Go-live and stabilization support | Go-Live Readiness & Stabilization Report | |

Notes on Sequencing, Parallel Processing and conduct

1. Total engagement period is 40 weeks.
2. Activities 3, 4, 5, 6, 7, 8 and 9 may begin in overlapping manner after approval of the Inception Report, provided that the Consultant maintains logical consistency across design, institutional, and legal work streams.
3. The Final Consolidated PBP Institutional Design Document shall be submitted only after completion and integration of all substantive work streams.
4. This assignment is advisory and design-focused only. No software development, system integration, or implementation services are included under this consultancy.

V. Firm's Experience Team Composition & Qualification Requirements for the Key Experts

The consulting firm must demonstrate that it possesses the necessary experience, expertise, and professional team to successfully undertake the assignment. The following qualifications are required for the firm.

Firm Experience Requirements

2. General Experience of the Firm

The firm should demonstrate that it possesses the necessary experience, expertise, and professional capacity to provide consulting services related to public sector advisory, institutional development, policy analysis, digital governance, or similar professional services. Experience in assignments involving government institutions, regulatory bodies, or development partner programs will be considered relevant.

The firm must have at least **five (5) years** of relevant consulting or advisory experience, be a legally registered consulting entity, and demonstrate adequate financial, managerial, and organizational capacity to undertake assignments of similar scope and complexity.

3. Relevant / Specific Experience of the Firm

The consulting firm should demonstrate experience in assignments of comparable nature and complexity, particularly those involving advisory or analytical work related to regulatory reforms, business process improvement, digital governance initiatives, institutional or governance framework development, or public sector reform programs.

Relevant experience may also include consulting assignments related to the design, development, or advisory support for digital platforms, information systems, portals, or other IT-enabled public sector service delivery initiatives, including preparation of technical studies, system design concepts, or technical specifications.

The firm should provide evidence of having successfully **completed at least two (2) assignments of similar nature** and confirm that it has the managerial capability and technical personnel required to undertake the assignment.

- Demonstrated experience in advisory, design, or architecture of national digital government platforms, single windows, or multi-agency service delivery systems.
- Experience in institutional design and governance frameworks for public sector digital systems
- Demonstrated experience in legal and regulatory framework analysis and legislative drafting
- Experience in financial sustainability modelling and public sector operating models
- Experience in interoperability, enterprise architecture, or digital governance advisory
- Experience in change management and stakeholder adoption strategies
- Experience working with governments and/or development partner-funded projects

The project will be carried out by a team of qualified experts with experience in Institutional Designing and digital transformation.

| # | Position | Qualifications | Required Experience | |
|---|--|--|--|---|
| 1 | Project Manager / Owner | Advanced degree (Master's or higher) in Public Policy, Economics, Governance, Digital Government, Management, or related discipline. Certified Project Management Professional (PMP) or PRINCE2 will be preferred | Minimum 12 years of professional experience, including: <ul style="list-style-type: none"> At least 5 years as Team Lead / Project Director for complex public sector reform or digital transformation assignments. Proven experience leading at least 2 assignments involving: <ul style="list-style-type: none"> National or subnational digital platforms Regulatory reform or modernization programs Demonstrated experience managing: <ul style="list-style-type: none"> Multi-disciplinary expert teams (minimum 5+ experts) Multi-agency government coordination Experience in projects funded by World Bank or other IFIs (at least 1 assignment preferred). Proven record of delivering: <ul style="list-style-type: none"> Inception reports Work plans Risk mitigation frameworks Stakeholder consultation outputs Final implementation roadmaps | Project Manager / Team Leader will support: overall assignment leadership, quality assurance, client coordination, integration of all work streams, and final consolidated design document. (Front-loaded during inception + heavy involvement during integration & finalization.) |
| 2 | Digital Government /Enterprise Architecture Expert | Degree in Computer Science / Information Systems / Software Engineering / Digital Architecture | Minimum 10 years of experience, including: <ul style="list-style-type: none"> Lead architect in at least 2 large-scale government digital platforms/ interoperability frameworks. | Digital Government / Enterprise Architecture Expert will support: conceptual architecture, vendor-neutral technical |

| # | Position | Qualifications | Required Experience | |
|---|--|--|--|--|
| | | | <ul style="list-style-type: none"> • Demonstrated experience preparing: <ul style="list-style-type: none"> ○ Enterprise Architecture (EA) blueprints ○ Target architecture & transition architecture documents ○ Technical specifications for procurement dossiers • Proven work in: <ul style="list-style-type: none"> ○ System integration architecture ○ API frameworks ○ Data governance and metadata ○ Workflow digitization • Experience integrating with: <ul style="list-style-type: none"> ○ Government databases ○ Licensing systems ○ Identity/authentication platforms | specifications, interoperability principles, shared components strategy, and procurement dossier inputs. |
| 3 | Institutional Design & Governance Expert | Advanced degree in Public Administration, Governance, Organizational Design, Public Policy, Economics, Law, or similar | Minimum 10 years of experience, including: <ul style="list-style-type: none"> • Lead role in designing or restructuring at least 2 public institutions / regulatory bodies / digital governance units. • Proven experience developing: <ul style="list-style-type: none"> ○ Institutional mandates ○ Governance charters ○ Organizational structures ○ Role and responsibility matrices ○ Operating models (RACI frameworks preferred) • Demonstrated experience defining: <ul style="list-style-type: none"> ○ Accountability mechanisms | Institutional Design & Governance Expert will support: institutional options analysis, governance architecture, RACI matrix, operator model, and intergovernmental coordination framework. (Strong field consultations required.) |

| # | Position | Qualifications | Required Experience | |
|---|-------------------------------------|--|---|---|
| | | | <ul style="list-style-type: none"> ○ Reporting lines ○ Oversight frameworks • Experience aligning institutional design with: <ul style="list-style-type: none"> ○ Legal instruments ○ Financial sustainability frameworks | |
| 4 | Legal & Regulatory Framework Expert | Law degree (LLB / LLM) | <p>Minimum 8 years of relevant experience, including:</p> <ul style="list-style-type: none"> • Drafting or revising laws, rules, regulations, or statutory instruments (minimum 5 instruments). • Experience supporting: <ul style="list-style-type: none"> ○ Regulatory modernization initiatives ○ Digital governance legislation ○ Compliance and enforcement frameworks • Proven work in: <ul style="list-style-type: none"> ○ Administrative law ○ Public sector regulatory reform • Experience reviewing regulatory inventory (RLCOs) and preparing: <ul style="list-style-type: none"> ○ Legal gap analysis ○ Harmonization proposals ○ Conflict resolution frameworks • Prior experience with IFI-supported legal reforms preferred | <p>Legal & Regulatory Framework Expert will support: legal diagnostic, drafting of Act, rules, harmonization review, and legislative consultation support.</p> <p>(Heavy drafting + stakeholder consultation + harmonization work.)</p> |
| 5 | Business Process Reengineering / | Degree in Public Policy, Economics, Management, Industrial Engineering, or similar | <p>Minimum 8 years of experience, including:</p> <ul style="list-style-type: none"> • Leading at least 2 business process mapping and simplification exercises. | <p>Business Process Reengineering / Regulatory Reform Expert will support: service</p> |

| # | Position | Qualifications | Required Experience | |
|---|---|--|--|---|
| | Regulatory Reform Expert | | <ul style="list-style-type: none"> • Demonstrated experience applying: <ul style="list-style-type: none"> ○ Process mapping methodologies (As-Is / To-Be) ○ Standard Cost Model (SCM) or administrative burden measurement tools • Experience reducing: <ul style="list-style-type: none"> ○ Approval timelines ○ Redundant documentation ○ Overlapping regulatory requirements • Proven delivery of: <ul style="list-style-type: none"> ○ Process redesign reports ○ Simplification roadmaps ○ Digitization-ready workflows | lifecycle governance, minimum service standard, RLCO governance logic, process mapping inputs. |
| 6 | Financial / Sustainability & Operating Model Expert | Master's degree in Finance / Economics / Public Financial Management / Business Strategy | <p>Minimum 8 years of experience, including:</p> <ul style="list-style-type: none"> • Designing financial sustainability frameworks for: <ul style="list-style-type: none"> ○ Public digital platforms ○ Regulatory bodies ○ Government service portals • Experience preparing: <ul style="list-style-type: none"> ○ Operating cost models ○ Lifecycle cost projections (minimum 5 years) ○ Revenue or funding strategies ○ PPP or service fee models (if applicable) • Demonstrated ability to prepare: <ul style="list-style-type: none"> ○ Financial projections ○ Sensitivity analysis ○ Break-even analysis | <p>Financial / Sustainability & Operating Model Expert will support: costing model, funding options, 3–5 year sustainability framework, financial scenarios.</p> <p>(Primarily analytical; less field presence required.)</p> |

| # | Position | Qualifications | Required Experience |
|----|--|--|--|
| | | | <ul style="list-style-type: none"> Experience aligning sustainability model with institutional and governance structure. |
| 7 | Enterprise / Solution Architect | Master's/Bachelor's in Computer Science, IT, or related field; relevant certifications (TOGAF, cloud, etc. preferred) | Minimum 8 years in enterprise architecture; experience in large-scale e-government/digital platforms; expertise in microservices, APIs, and system integration |
| 8 | UI/UX & Prototype Design Lead | Master's/Bachelor's in Computer Science, IT, or related field; relevant certifications (Nielsen Norman Group (NN/g) UX, Adobe, Axure RP, Sketch Certification etc. preferred) | Minimum 8 years in UI/UX and service design; experience in high-fidelity prototyping (Figma or equivalent); proven work on complex digital platforms |
| 9 | Technical Specifications & Procurement Specialist | Master's/Bachelor's Degree in Engineering, IT, Public Procurement, or related field; CIPS, World Bank procurement certifications preferred | Minimum 8 years in ICT procurement; experience drafting RFPs for large digital systems; familiarity with WB/ADB procurement frameworks (QCBS) |
| 10 | Data Architecture & Interoperability Expert | Master's/Bachelor's Degree in Computer Science, Data Engineering, or related field Preferred certifications in certifications in data architecture and integration (e.g., CDMP, TOGAF, cloud data or API/integration certifications). | Minimum 8 years in data architecture; experience in data governance, master data management, and interoperability frameworks (APIs, data exchange platforms) |

| # | Position | Qualifications | Required Experience | |
|--------|---|--|--|---|
| 1 1 | Cybersecurity & Digital Identity Expert | Master's/Bachelor's Degree in Cybersecurity, IT, or related field; preferred certifications in CISSP, CISM, etc. preferred | Minimum 8 years in cybersecurity; experience in identity management, encryption, Zero Trust architecture, and secure government systems |) |
| 1 2 | AI / Digital Services Specialist | Master's/Bachelor's Degree in AI, Data Science, Computer Science, or related field Preferred certifications in AI/ML or digital service design (e.g., TensorFlow, cloud AI certifications, or equivalent). | Minimum 5 years in AI-enabled digital services; experience in automation, chatbots, decision-support systems, and AI integration in public platforms | |
| 1 3 | Testing & Quality Assurance Expert | Master's/Bachelor's Degree in Computer Science, Software Engineering, or related field Preferred certifications in software testing/QA (e.g., ISTQB, CSTE, or equivalent). | Minimum 8 years in QA/testing; experience in SIT, UAT, performance testing, and defining acceptance criteria for large systems | |
| 1 4 | Change Management & Stakeholder Engagement Specialist | Master's/Bachelor's Degree in Public Policy, Management, Social Sciences, or related field Preferred certification in change management or stakeholder engagement (e.g., Prosci ADKAR, CCMP, APMG Change Management, or IAP2), with preference for additional | Minimum 8 years in change management; experience in stakeholder engagement for public sector reforms and digital transformation programs | |

| # | Position | Qualifications | Required Experience |
|--------|--|--|---|
| | | project/program management credentials (PMP/PRINCE2). | |
| 1 5 | Technical Writer / Documentation Specialist / Business Analyst | Master's/Bachelor's Degree in Computer Science, Information Systems, Business Administration, Public Policy, or related field - Relevant certifications preferred (e.g., CBAP/CCBA, PMI-PBA, Agile/Scrum, technical writing certifications) | Minimum 8 years of relevant experience in technical writing and documentation. Proven experience in preparing: <ul style="list-style-type: none"> • RFPs, TORs, and procurement documents • Functional and technical specifications (FRS, SRS, architecture documents) • SOPs, user manuals, and policy/strategy documents Experience in large-scale ICT or e-government projects preferred. Demonstrated ability to: <ul style="list-style-type: none"> • Translate technical inputs into clear, structured, and procurement-ready documentation • Consolidate inputs from multidisciplinary teams (technical, legal, functional) |
| | Non-key experts or Supporting Staff to facilitate key experts Research Associates (4) | For Research Associates: <ul style="list-style-type: none"> • Bachelor's or Master's degree in Public Policy, Economics, Governance, Law, Management, Development | For Research Associates: <ul style="list-style-type: none"> • 3-6 years of relevant professional experience • Experience in at least 1-2 assignments involving: <ul style="list-style-type: none"> ○ Regulatory reform ○ Public sector digitization |

| # | Position | Qualifications | Required Experience |
|---|--|---|---|
| | Technical Analyst (2) Legal Associates (2) Financial Analyst (1) Stakeholder Coordinators (2) Data Governance / Information Architecture Associate (1) | <p>Studies, Computer Science, or related field</p> <p>For Technical Experts :</p> <ul style="list-style-type: none"> Bachelor’s or Master’s degree in Computer Science, Information Systems, Software Engineering, or related discipline <p>For Legal Associates:</p> <ul style="list-style-type: none"> LLB required (LLM preferred) <p>For Financial Analyst:</p> <ul style="list-style-type: none"> Bachelor’s or Master’s degree in Finance, Economics, Public Financial Management, or Business Strategy <p>For Stakeholders Coordinators:</p> <ul style="list-style-type: none"> Bachelor’s or Master’s degree in Public Policy, Communications, Management, Sociology, | <ul style="list-style-type: none"> Institutional diagnostics Policy research Strong drafting, analytical and documentation skills <p>For Technical Experts :</p> <ul style="list-style-type: none"> Minimum 4–6 years in: <ul style="list-style-type: none"> Business requirements documentation Functional specifications Workflow modelling API documentation System integration documentation Experience supporting at least one government or enterprise platform project <p>For Legal Associates:</p> <ul style="list-style-type: none"> 4–6 years in: <ul style="list-style-type: none"> Regulatory or administrative law Drafting rules/regulations Legal review of policy instruments Experience supporting at least one public sector legal drafting assignment <p>For Financial Analyst:</p> <ul style="list-style-type: none"> 4–6 years in: <ul style="list-style-type: none"> Financial modelling |

| # | Position | Qualifications | Required Experience | |
|---|----------|---|--|--|
| | | <p>Development Studies, or related field</p> <p>For Data Governance / Information Architecture Associate:</p> <ul style="list-style-type: none"> Bachelor's or Master's in Computer Science, Data Science, Information Systems, or related field. Relevant certifications preferred (e.g., DAMA-DMBOK/CDMP, data governance, information architecture, or data management certifications) | <ul style="list-style-type: none"> Costing frameworks Budget projections Sustainability analysis Experience in at least one assignment involving operating cost structures or public sector costing <p>For Stakeholders Coordinators:</p> <ul style="list-style-type: none"> 3–5 years in: <ul style="list-style-type: none"> Stakeholder consultations Public-private dialogue Workshop facilitation support Coordination with government departments Experience in multi-agency or reform projects preferred <p>For Stakeholders Coordinators:</p> <p>3–5 years in:</p> <ul style="list-style-type: none"> Designing data models, metadata structures, and information architectures Supporting master data management (MDM) initiatives Developing or contributing to data governance frameworks (policies, standards, data ownership models) | |

| # | Position | Qualifications | Required Experience | |
|---|----------|----------------|---|--|
| | | | <ul style="list-style-type: none"> • Experience with API-based data exchange and interoperability frameworks preferred • Familiarity with data quality, data classification, and data lifecycle management practices • Exposure to e-government systems or large-scale digital platforms will be an advantage • Ability to support development of data dictionaries, schemas, and integration documentation | |

VI. Reporting Requirements

- **Progress Reports:** The consulting firm is expected to submit regular monthly progress reports to the BOI, outlining the status of tasks, challenges, and any adjustments to the plan.
- **Final Report:** A comprehensive final report, summarizing all activities, findings, recommendations, and outcomes, will be submitted within 2 weeks of the completion of the consultancy. The consulting firm shall ensure that all key outputs, including draft reports, analytical findings, proposed frameworks, and recommendations prepared under this assignment, are subject to review and validation by a Committee constituted by the Board of Investment (BOI).

VII. Client's Input and Counterpart Personnel

BOI, through the DEEP Project Implementation Unit and using the relevant government channels, will undertake the following activities to facilitate the completion of the assignment:

- Ensure coordination with Ministry of Information Technology and Telecommunications, NADRA and other entities regarding the implementation of Digital Public Infrastructure and other enablers necessary for the implementation of the PBP:
 - Request federal agencies to identify a focal point for the purposes of this assignment.
 - Coordinate with provincial governments and ICT and prepare and facilitate the signature of agreements to allow the activities envisioned in this assignment to be completed in the provinces.
 - Integration with shared government services (i.e., Digital ID service, ePayment gateway (Raast and 1Link), etc.).
 - Integration with government interoperability framework (government service bus) to assure data exchange facilities with external IT Systems.
 - Using the government data center as a hosting platform.
 - Implementation of relevant standards and initiatives for government software development.

The following staff at BOI will work closely with the consultants in the implementation of this assignment:

- DEEP Project Director
- Senior Regulatory Reform Specialist
- Regulatory Reform Expert
- Digital Transformation Specialist
- IT Expert
- Technical Specialist

VIII. Reporting and Coordination Arrangements

The Consultant shall report to BOI through the designated Project Director/Task Team Leader and shall coordinate with DEEP project management arrangements as directed by BOI. The Consultant shall propose a practical review cycle for deliverables, including draft submission, review meetings, consolidation of comments, and resubmission. The Consultant shall provide concise monthly progress updates describing activities completed, risks and mitigation actions, decisions required from BOI, and outputs planned for the subsequent period.

IX. Client's Inputs and Facilities

BOI will facilitate access to relevant government stakeholders to the extent feasible and will provide available reference documents and prior studies relevant to PBP. The Consultant shall specify in the Inception Report the information required from BOI, including existing inventories, institutional documentation, and relevant legal instruments and policy documents. Where meetings and workshops are required, BOI will support coordination of invitations and logistics, while the Consultant will prepare agendas, materials, facilitation plans, and documentation of outcomes.

X. Consultant's Obligations and Professional Standards

The Consultant shall apply a structured, consultative methodology suitable for multi-tier institutional design and digital governance reform, including comparative benchmarking of similar national portal and single window initiatives. Where process understanding is required to define service governance and digitization pathways, the Consultant shall use recognized approaches such as BPMN where appropriate, while maintaining the assignment as design-focused and avoiding transformation into a software build contract. The Consultant shall ensure that all outputs are internally consistent, free from placeholders and broken references, and suitable for submission to senior decision-makers.

XI. Procurement Integrity and Conflict of Interest

This assignment is intended to define a vendor-neutral institutional, legal, operational, and sustainability foundation and to recommend procurement packaging principles for later stages. The Consultant shall not propose proprietary solution specifications that limit competition and shall not prepare outputs that create unfair advantage for any solution provider. Any future role related to downstream procurement support, if requested, shall be structured to comply with World Bank procurement requirements and shall not include functions that compromise competition or impartiality.

XII. Required Qualifications and Team Composition

The Consultant shall be a firm with demonstrated experience in designing institutional and legal frameworks for national digital government platforms, business portals, single windows, or comparable multi-agency service delivery reforms. The firm shall demonstrate experience in legislative drafting and development of subordinate instruments relevant to digital service delivery and inter-agency coordination, experience in public financial management and sustainability modeling for government platforms, and experience in change management for cross-government reforms.

The proposed team shall include, at a minimum, a Team Leader with demonstrated leadership in multi-stakeholder digital governance reforms, a senior legal expert with proven experience in drafting primary legislation and subordinate instruments, a governance and institutional design specialist, a financial and sustainability specialist, a digital government/enterprise architecture specialist capable of defining vendor-neutral operational and interoperability requirements, and a change management specialist.

XIII. Confidentiality, Data Protection, and Intellectual Property

All reports, drafts, templates, legal instruments, tools, and other outputs produced under this assignment shall be the property of BOI. The Consultant shall maintain confidentiality of non-public information shared during the assignment and shall ensure secure handling of documents and data consistent with reasonable cybersecurity and information security practices.

XIV. Explicit Assignment Nature Clause

Consultant shall develop multi-year cost and sustainability scenarios including grant-funded, cost-sharing, and fee-based models.

XV. Output Neutrality Clause

The Consultant shall not be required to recommend any specific proprietary technology, vendor, or software solution. The Consultant shall define requirements in functional and performance terms rather than prescribing proprietary technologies, brands, or vendors.

XVI. Institutional Neutrality Clause

The Consultant shall assess multiple institutional options without presupposing any specific organizational model.

XVII. Procurement Firewall Clause

Outputs shall not create unfair advantage in downstream procurement.

XVIII. Acceptance Criteria (Quality Gate)

Final deliverables must be:

- internally consistent (no placeholders, no broken cross-references, clean numbering)
- legally actionable (templates and sequencing, not just narrative)
- operationally implementable (clear decision rights, RACI, SOPs, plan)
- aligned to DEEP Component 2 outcomes and measurable adoption targets.

Final deliverables must include an implementable monitoring and benefits tracking framework with defined KPIs, feasible measurement methods, and clear accountability for performance review and remediation.

XIX. Duration and Level of Effort

The duration and level of effort for the assignment shall be proposed by the Consultant in the Technical Proposal and finalized during contract negotiations, consistent with the requirement to complete the design and validation cycle in time to enable downstream procurements for PBP development and rollout.

XX. Intellectual Property and Confidentiality

All intellectual property rights generated during the course of this project shall be owned by the BOI.

The consulting firm shall maintain strict confidentiality regarding all information obtained during the course of this project.

XXI Explicit Clarification Clause

This assignment is advisory, design-oriented, and capacity-enabling in nature. The selected consulting firm shall support the BOI) through analytical, technical, and advisory services. The consultant shall not assume decision-making, implementation ownership, or statutory authority at any stage of the assignment.

Without limitation, the consultant shall not:

- Act as the owner, operator, or implementing agency of the Pakistan Business Portal (PBP), Pakistan Regulatory Registry (PRR), or any associated transactional system;
- Replace or substitute the statutory mandate, authority, or responsibilities of BOI, federal ministries, provincial governments, or regulatory agencies;
- Make binding decisions regarding regulatory reforms, legal amendments, institutional arrangements, or adoption of recommendations;
- Undertake software development, system implementation, or system operation of the PBP beyond advisory support, specification preparation, and quality-assurance guidance explicitly described in these ToRs;
- Exercise approval authority over deliverables produced by downstream vendors or government entities.

All policy decisions, regulatory approvals, legal adoptions, procurement decisions, and system acceptance decisions remain the sole responsibility of the Government of Pakistan, exercised through BOI and the relevant competent authorities.

XXII. Disclaimer

These Terms of Reference are for informational purposes only and do not constitute a legal contract.

ANNEX 1 - High-Level Architecture & Institutional Design Blueprint Pakistan Business Portal (PBP)

Purpose of Annex

This Annex defines the conceptual architecture, governance logic, service governance model, and institutional enablement framework for the Pakistan Business Portal (PBP).

This Annex:

- DOES NOT prescribe software development³
- DOES NOT specify vendors or proprietary technologies
- DOES NOT define build-level technical specifications
- DEFINES architecture principles and design logic only
- SERVES as the foundation for subsequent procurement of development services

This Annex supports a Design-Before-Build Approach.

2. Conceptual Positioning of PBP

The Pakistan Business Portal (PBP) is conceived as:

A national digital coordination and service access layer for business-facing regulatory services across federal, provincial, and local governments.

PBP shall function as:

- A unified discovery layer
- A service governance platform
- A transactional enablement layer (phased)
- A data governance and interoperability coordination layer
- An institutional reform anchor for regulatory modernization

PBP is NOT merely an IT system — it is an institutional reform instrument supported by digital architecture.

3. Architectural Philosophy (Vendor-Neutral)

The architecture shall be based on the following principles:

3.1 Design Principles

- Modularity
- Interoperability by standards
- API-based integration

- Data minimization
- Security by design
- Auditability and traceability
- Reusability of existing DPI components
- Federation rather than centralization where appropriate
- Scalability
- Legal enforceability alignment

4. Conceptual Architecture Layers (Non-Technical)

The PBP architecture shall be defined conceptually in the following layers:

4.1 Governance & Institutional Layer

Defines:

- Portal ownership
- Operator mandate
- Decision rights
- Oversight structure
- RACI matrix
- Intergovernmental coordination mechanisms
- Service onboarding authority
- Catalogue governance responsibility
- Escalation pathways
- Accountability mechanisms

This layer precedes all technical architecture.

4.2 Legal Enablement Layer

Defines:

- Legal recognition of:
 - Electronic submissions
 - Digital approvals
 - Electronic records
- Inter-agency data exchange authority
- Data sharing safeguards
- Grievance redress framework
- Funding authority
- Fee principles
- Audit requirements
- Unique Business Identifier (UBI) legal basis
- Transitional harmonization provisions

4.3 Service Governance Layer

Defines:

- Minimum Service Standard
- Service onboarding readiness criteria
- RLCO catalogue governance protocol
- Version control framework
- Update and validation responsibility
- Service lifecycle management
- SLA/OLA logic
- Escalation model
- Performance monitoring structure

4.4 Functional Architecture Layer (Conceptual)

Defines functional domains without prescribing technology:

A. Discovery & Information Layer

- Registry Search and filtering logic
- Metadata classification
- User guidance structure
- Legal citation references

B. Registry Layer

- Registry of Regulators
- Registry of Issued RLCOs
- Registry of Beneficiaries
- Catalogue of Dependencies

C. Transaction Enablement Layer (Phased)

- Application submission logic
- Workflow orchestration framework
- Status tracking mechanism
- Notification logic
- Grievance submission interface

D. Analytics & Monitoring Layer

- KPI dashboards
- Service performance tracking
- Catalogue completeness monitoring

- Adoption metrics
- SLA compliance monitoring

4.5 Interoperability Layer (Conceptual Only)

Defines governance principles for integration with:

- Digital ID services
- Payment systems
- Government Service Bus
- Key Registries (e.g., SECP, NADRA, tax, etc.)
- Provincial permitting systems

The Consultant shall define:

- Integration governance model
- API governance principles
- Data exchange accountability
- Audit logging requirements
- Access control principles
- Consent logic (where applicable)

No proprietary integration solution shall be prescribed.

4.6 Data Governance Framework

Defines:

- Data ownership and custodianship
- Data classification
- Access control model
- Retention principles
- Versioning protocol
- Catalogue metadata schema
- Publication rules (human-readable + machine-readable)
- Audit trail requirements
- Security minimum controls

5. Phased Architectural Evolution

The architecture shall define:

Phase 1 – PBP Lite (Minimum Viable Enablement)

- Information-only services

- Limited transactional enablement (BFC-supported)
- Integration with Pakistan Regulatory Registry
- Governance pilot
- Basic monitoring dashboard

Phase 2 – Full PBP

- Full transactional workflows
- Multi-tier regulator onboarding
- Shared component scaling
- Advanced interoperability
- Analytics-driven performance governance

The Annex shall describe governance and architectural evolution, not build specifications.

6. Unique Business Identifier (UBI) – Conceptual Design

The Annex shall define:

- UBI purpose
- Assignment authority
- Linkage logic with:
 - SECP
 - Tax authorities
 - Provincial registries
- Governance of issuance
- Usage obligations
- Privacy safeguards
- Migration pathway from existing identifiers

The Annex shall NOT define software-level issuance logic.

7. Sustainability & Operating Model (Architecture Perspective)

Defines:

- Operator structure
- Staffing concept (not detailed HR)
- Cost centers
- Funding scenarios:
 - Budget funded
 - Cost-sharing
 - Limited cost recovery
- Financial risk analysis
- Governance-funding alignment

- 3–5 year cost projection model logic

8. Procurement Neutrality

This Annex shall:

- Define functional and performance requirements only
- Avoid brand or technology prescription
- Avoid proprietary references
- Avoid solution locking
- Avoid technical over-specification
- Maintain procurement firewall compliance

9. Monitoring & Benefits Realization Architecture

Defines:

- KPI categories:
 - Catalogue completeness
 - Service onboarding progress
 - Processing time improvements
 - User satisfaction
 - Regulatory alignment
- Dashboard governance cadence
- Escalation triggers
- Remediation framework
- Reporting frequency
- Accountability loop

10. Risk Architecture

Defines structured risk framework:

- Institutional fragmentation risk
- Legal non-alignment risk
- Regulator resistance risk
- Sustainability risk
- Interoperability dependency risk
- Capacity gap risk

Includes mitigation logic per risk.

11. Output Nature

This Annex supports delivery of:

- Conceptual architecture blueprint
- Institutional design blueprint
- Legal pathway blueprint
- Sustainability model blueprint
- Procurement packaging strategy
- Governance standards and templates

This Annex does NOT include:

- Software development
- Coding
- System integration
- Infrastructure procurement
- Hosting deployment

12. Explicit Clarification Clause

The assignment is advisory and architecture-focused.

No software development, system integration, or implementation services are included under this consultancy.