

**PC-II**

**GOVERNMENT OF THE PUNJAB**  
**PUNJAB INFORMATION TECHNOLOGY**  
**BOARD**

**PC-II**

**FOR**

**Digital Reforms Unit and Capacity Enhancement of  
PITB including Feasibility Study (Under PRIDE)**

*ADP # 6827*

**ESTIMATED COST: 13.1 MILLION RS.**

GOVERNMENT OF PAKISTAN  
PLANNING COMMISSION  
**PC-II FORM**

**1) Name by which feasibility will be identified**

Digital Reforms Unit and Capacity Enhancement of PITB including Feasibility Study (Under PRIDE)

**2) Administrative authorities responsible for**

**i) Sponsoring**

Punjab Information Technology Board

**ii) Execution**

Punjab Information Technology Board

**3) Details of survey/feasibility study**

**i. General description**

Information Technology is a very dynamic field and with a passage of time new areas are emerging. The primary focus of PITB has been towards the provision of services to citizens but lacks in certain areas including but not limited to dedicated and specialized information security, R&D, strategic planning, digital financial services, training, logistics and digital content services. Therefore special attention and focus is required on designing IT systems that are intuitive, easy to use, effective and secure. PITB is already providing technological direction, support and assistance to other government departments/entities and is working to enhance the IT based systems and automation of services. To perform the mandated tasks and to do so in a timely manner, it is imperative that the capacity of PITB is enhanced. Therefore, a consultancy firm will be hired to conduct the capacity needs assessment of PITB and to suggest establishment of required units at PITB.

**ii. Implementation period: 5 Months**

i. Month of Commencement: September 2021

ii. Month of Completion: January 2022

### **iii. Objectives of the Study/Survey**

- i. To conduct a Capacity Needs Assessment (CNA) of the Punjab Information Technology Board;
- ii. Based on the Capacity Needs Assessment (CNA) findings and recommendations, identify and develop realistic, feasible and time-bound Capacity Development Strategy(ies) that can be implemented within the organization;

The overall objective of the consultancy is to conduct a CNA in order to identify areas for organizational improvement to achieve sustainable results. The expected results should be well defined as they determine the purpose and direction of the capacity building effort. The CNA will provide the basis for defining a CBS to achieve the expected results. The CBS should clearly define the change process that will lead to improvement in capacity to achieve results. The CBS should include activities to be undertaken, units to be established and indicators to measure progress towards results. The CBS should also be realistically formulated and tailored to available funding sources.

### **iv. Scope and Justification of Study**

As mentioned above, IT is a very dynamic field and with a passage of time new areas are emerging. The primary focus of PITB has been towards the provision of services to citizens but lacks in certain areas including but not limited to dedicated and specialized information security, R&D, strategic planning, digital financial services, training, logistics and digital content services. Therefore special attention and focus is required on designing IT systems that are intuitive, easy to use, effective and secure. Furthermore, the Program Appraisal Document (PAD) of Punjab Resource Improvement and Digital Effectiveness Program (PRIDE) has identified the need to enhance the capacity of PITB and establishment of relevant units (Page 8 & Page 10). Therefore, CNA and feasibility study are essential to ensure that credible information is used in preparation of PC-1 for “Digital Reforms Unit and Capacity Enhancement of PITB including

Feasibility Study (Under PRIDE)” scheme. The scope of the study will extend to PITB.

**v. Estimated cost<sup>1</sup>**

(Million PKR)

Sr. No	Source	Local	FEC	Total
1	ADP 2021-22	13.1	-	13.1

**vi. Item-wise summary of cost**

Item/Category	Number	Unit Cost	Total Cost
i. Consultancy Fee* (Inclusive of Govt. Taxes)	-	-	13,000,000
ii. Advertisement	1	-	100,000
		<b>Total Cost</b>	13,100,000

\*Break-up of Consultancy Fee is provided in Annexure B.

**vii. Indicate when the cost estimates were prepared.**

The cost estimates have been prepared in August, 2021. Rates from other projects at PITB have accordingly been used for preparation of cost estimates for this PC-II.

**viii. Indicate studies already taken on the subject.**

No study / survey of similar nature has been conducted

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<sup>1</sup> Cost presented in this table is based on estimation only. However, the actual cost will be determined after the consultant is hired.

## ix. Implementation Timeline

Activities / Months	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22
PC-2 / Project admin approval							
Preparation and tendering process of RFP for consultancy							
Inception Report							
Draft Feasibility Report (including Capacity Needs Assessment)							
Final Feasibility Report							
Presentation on Findings							
Preparation of PC-1							



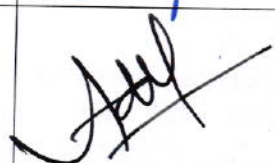


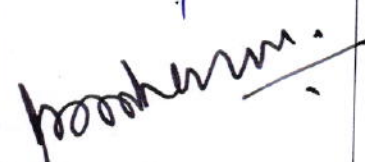
### 4) Expected outcome of the survey feasibility study and details of projects likely to be submitted after the survey.

The feasibility will help in establishing viability and requirement of the proposed units and will provide capacity needs assessment of PITB. After the feasibility is conducted, a PC-1 will be submitted for the Digital Reforms Unit and Capacity Enhancement of PITB including Feasibility Study (Under PRIDE) scheme.

Expected outcomes of the feasibility include:

- i. A Feasibility Report – including capacity needs assessment (Draft ToRs attached as Annex-A)
- ii. PC-1 for Digital Reforms Unit and Capacity Enhancement of PITB including Feasibility Study (Under PRIDE)

# Certificate

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	<b>Mr. Nisar Ahmed</b> Additional Director General (Admin) Punjab Information Technology Board (PITB)	
Verified by	<b>Mr. Sajid Latif</b> Director General (e-Governance) Punjab Information Technology Board (PITB)	
Approved	<b>Mr. Azfar Manzoor</b> Chairman Punjab Information Technology Board (PITB)	

## **Annex-A**

# **TERMS OF REFERENCE (DRAFT) FOR HIRING OF CONSULTANCY FIRM FOR ASSESSMENT OF ORGANIZATIONAL CAPACITY NEEDS OF THE PUNJAB INFORMATION TECHNOLOGY BOARD**

### **1) Project Background:**

The Punjab Information Technology Board (PITB) is an autonomous body set by Government of the Punjab. PITB is committed to provide digital services and infrastructure effectively and efficiently to the government, public and businesses. The primary focus of PITB has been towards the provision of services to citizens and businesses but lacks in certain areas including but not limited to dedicated and specialized information security, R&D, strategic planning, digital financial services, training, logistics and digital content services. Therefore special attention and focus is required on designing IT systems that are intuitive, easy to use, effective and secure. PITB is already providing technological direction, support and assistance to other government departments/entities and is working to enhance the IT based systems and automation of services. For improved efficiencies of PITB, capacity enhancement of PITB is needed.

It is in this regard that the PITB is looking for a competent consultancy firm to undertake a capacity assessment of the organization within the specific scope and timelines and to develop a capacity building strategy. A Capacity Needs Assessment (CNA) will be required to identify and understand the organization's capacity assets and needs. This will involve identifying capacity that is already in place to determine opportunities and constraints to the achievement of clearly identified results. Moreover, Capacity Building Strategy (CBS) will be developed on the basis of findings from the assessment. The CBS should provide a clear pathway to achieve the expected results. The following are the Terms of reference.

### **2) Objectives of the Consultancy**

- i. Conduct a Capacity Needs Assessment (CNA) of the Punjab Information Technology Board;
- ii. Based on the Capacity Needs Assessment (CNA) findings and recommendations, identify and develop realistic, feasible and time-bound Capacity Development Strategy(ies) that can be implemented within the organization;

The overall objective of the consultancy is to conduct a CNA in order to identify areas for organizational improvement to achieve sustainable results. The expected results should be well defined as they determine the purpose and direction of the capacity building effort. The CNA will provide the basis for defining a CBS to achieve the expected results. The CBS should clearly define the change process that will lead to improvement in capacity to achieve results. The CBS should include activities to

be undertaken, units to be established and indicators to measure progress towards results. The CBS should also be realistically formulated and tailored to available funding sources.

### **3) Scope, Duties & Responsibilities of the Consultant:**

- i. A Capacity Needs Assessment (CNA) will be conducted to evaluate PITB's existing capacity and future needs in the backdrop of constraints and opportunities in the light of PITB Ordinance 1999, Rules of Business and IT Policy of Government of the Punjab. The CNA will identify clearly the short term and long-term goals and objectives of PITB that will help in establishing relevant IT related expertise at organizational level;
- ii. Mapping of existing resources and their effectiveness/utility in terms of PITB mandate and role, redundancies, and resources which need to be realigned in the light of PITB mandate and IT Policy. Identification of gaps and resource alignment as well as resource allocation with time frame to meet the challenges as per PITB's role defined in law and IT Policy 2018. The overall objective of the consultancy is to cover existing resources conduct and CNA to identify areas for organizational improvement, to achieve sustainable results;
- iii. Carry out gap analysis of PITB's structure, mandate, personnel and funding related to effective implementation of the high priority provincial and foreign funded projects including PRIDE with a view to develop its long run capacity;
- iv. The CNA will identify the area of expertise which PITB should develop/master over the decided period of time and targets, future requirements of PITB as per its mandate in line with IT policy;
- v. Assess institutional strategy, business processes, human resource management, information, equipment and communications technology in regard to the PRIDE programme;
- vi. Assess training needs and requirement of the staff implementing the programme to access training and education opportunities;
- vii. Using the information gathered from the assessments and analysis, propose capacity development strategy and plan;
- viii. Carryout study of existing resources and examination of the mandate and role of PITB as per its law and IT Policy. Examine PITB laws and IT Policy and identify the areas where PITB is mandated or need to work, available resources as per areas of operation of PITB and identify the gaps viz a viz restructuring of PITB aligned closely to its mandate and IT Policy;
- ix. Assess institutional strategy, business processes, human resource management, information, equipment and communications technology in line with PITB mandate and with regard to relevant tasks pertaining to PITB given in the PRIDE program;
- x. The consultant must describe how they will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work;



- xi. Facilitate the active engagement of all relevant staff members in the capacity assessment and development process;
- xii. Include review of secondary information available;
- xiii. Adopt a combination of participatory tools and methodologies (e.g. desk research, self-assessment, SWOT, stakeholder analysis, interview with key stakeholders) and group facilitation techniques to promote participation;
- xiv. Coordinate and work closely with the management of PITB throughout the entire capacity assessment process;
- xv. The Consultant may also conduct feedback sessions with the client GoPb departments of PITB especially P&D Board for having their review on the exit strategy and handing over of relevant resources to them by PITB in assessing the bottlenecks and issues of this transition activity.
- xvi. Assess the need and propose units to be established at PITB.
- xvii. Review and propose amendments in PITB rules/regulations, if any.
- xviii. Assess the sufficiency of existing data security arrangements and propose any additional data security protocols.

#### **4) Time Duration of the Proposed Consultancy and Deliverables:**

##### Time Duration: 2 Months

<b>Activity</b>	<b>Deliverable</b>	<b>Time allocated</b>
Design, methodology and detailed work plan	Inception Report with Tools and Methodology	0.5 Month
Inception meeting		
Initial briefing		
Assessment	Draft Report and a presentation on initial findings	1 Month
Workshop to present findings		
Finalization of Report	Final report and presentation on final report/findings	0.5 Month
Presentation on the final report and findings		

##### **Deliverables:**

The following deliverables are expected:

- Inception Report
- Draft Feasibility Report (including CNA and Gap Analysis) for comments and feedback
- Final Feasibility Report
- Capacity Building Strategy (CBS)
- Action Plan prioritizing capacity areas for development
- Presentation on the feasibility report (including CNA), CBS and action plan

**5. Tentative Core team of experts required for the assignments indicating the academic & experience requirements.**

<b>Sr. #</b>	<b>Person</b>	<b>Qualification</b>	<b>Minimum Experience</b>
1	Team Leader	Master's in economics, public policy, organizational development, business administration, human resource management, IT or related discipline	13 years of relevant experience
3	HR Expert	Master's/MBA (HR) or equivalent	10 years of relevant experience
4	Environmental Expert	Master's Degree in Environmental Sciences/Engineering or equivalent	10 years of relevant experience
5	Planning Expert	Master's Degree in Public Policy/Project management or equivalent.	10 years of relevant experience
6	Legal Expert	LLM/Master's in Law in relevant field or equivalent	10 years of relevant experience
7	Digital Reforms Expert	Master's Degree in Public Policy/IT/Engineering/Technology Management or equivalent.	10 years of relevant experience
8	R&D Expert	Master's Degree in IT/Software Engineering or equivalent	10 years of relevant experience
9	Information Security Expert	Master's Degree in IT/Information Security/Computer Engineering/Software Engineering or equivalent	10 years of relevant experience

**6. Role of the Client**

- i. The Client Agency will facilitate the consultant to obtain any official documentation which may be required for the execution of this study.
- ii. The Client Agency will monitor the execution of the project on the given objective / deliverable and to ensure payment accordingly.

**7. Professional liability of the consultant**

Professional liability as stated in the prevalent conduct and practice of consulting engineering firms prescribed by PEC and as given under Rule-54 of Punjab Procurement Rules 2014 shall be applicable to the consultant.

## **Annex-B**

### **A) Tentative Salary Cost /Remuneration of cost of key and technical experts**

<b>Sr. #</b>	<b>Expert</b>	<b>Unit Rate/ Month</b>	<b>No. of Person Month</b>	<b>Accumulative Cost</b>
1	Team Leader	1,100,000	2	2,200,000
2	HR Expert	800,000	1	800,000
3	Environmental Expert	800,000	0.5	400,000
4	Planning Expert	800,000	1	800,000
5	Legal Expert	800,000	1	800,000
6	Digital Reforms Expert	800,000	2	1,600,000
7	R&D Expert	800,000	2	1,600,000
8	Information Security Expert	800,000	2	1,600,000
Total				9,800,000

### **B) Reimbursable/Direct Costs**

Management Overheads for the Consultancy Firm: 3,200,000 PKR