REQUEST FOR EXPRESSIONS OF INTEREST

(CONSULTING SERVICES – INDIVIDUAL CONSULTANT SELECTION)

Country: Pakistan

Name of Project: Digital Economy Enhancement Project

Credit No: 7514-PK

Assignment Title: Program Management Expert

Reference No.: PK-MoITT-469373-CS-INDV

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 Ministry of IT and Telecom.

The consulting services ("the Services") include professional expertise of **"Program Management Expert"** at a monthly lump sum remuneration. The Ministry of IT and Telecom, being Project Management Unit (PMU) intends to hire services of **"Program Management Expert"** for DEEP that can assist the project management in relevant field. The consultant, as an expert in the field, will provide quality advice maintaining the highest degree of integrity and ethical standards. The services of individual consultant shall be initially hired for a period of 06 Months.

The detailed Terms of Reference (TOR) for the assignment can be obtained at the address given below or can be downloaded from https://njp.gov.pk

Ministry of IT and Telecom being Project Management Unit invites eligible candidates ("Consultants") to indicate their interest in providing the Services as **"Program Management Expert** in Digital Economy Enhancement Project. Interested Candidates should provide information demonstrating that they have the required qualifications and relevant experience to perform the expected Services. The services of individual consultant will be required /hired to assist project team on DEEP as per ToRs. The short-listing criteria are based on: (i) Qualification, (ii) Experience (iii) Additional Skills

The selected candidates will be required to present their original documents at the time of the interview. Submission of any false information will lead to immediate disqualification of the candidate at any stage of the hiring process.

The attention of interested Consultants 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.

A Consultant will be selected in accordance with the Open Competitive Selection of Individual Consultants method set out in the Procurement Regulations.

Further information can be obtained at the address below during office hours 0830 to 1630 PST.

Applicants shall apply online at National Job Portal www.njp.gov.pk.

Program Office (DEEP)

Ministry of IT and Telecom

7th Floor, Kohsar Complex

Pakistan Secretariat

F-5, Islamabad

Telephone: 051-9215621

Hiring for Individual Consultants Under DEEP

TERMS OF REFERENCE

Announcement Reference no:		1-1/2024-IT		Date	12 January 2025
Project	Digital Economy Enhancement Project (P174402)				
Position Name	Program Management Expert			Position ID	PK-MoITT-469373-CS-INDV
Vacancy	1	Type of Contract	Individual	Duration	06 Months

BACKGROUND

Digital Economy Enhancement Project (DEEP) is a World Bank assisted project with the objective to enhance the Government's capacity for digitally enabled public services delivery for citizens and businesses.

MoITT is the sponsoring agency of the project with execution support of (i) Board of Investment (BoI), (ii) National Database and Registration Authority (NADRA), (iii) National IT Board (NITB), and (iv) Ignite – National Technology Fund.

PROJECT DESCRIPTION

The Digital Economy Enhancement Project (DEEP) aims at building the capacity of the Government to provide digitally enabled public services to citizens and businesses. The project will support the development of digital public infrastructure—including for responsible data exchange, digital authentication, and verifiable credentials—and digitalization of public services (including to make them available through a new national citizen portal), which will improve the accessibility and delivery of services, economic opportunities, and social protection.

In addition, DEEP will support a transition towards a digital inventory of administrative procedures and the development of an electronic single window—the Pakistan Business Portal (PBP)—integrated across all three layers of government for new and existing businesses to apply, renew, pay, and meet all their compliance needs It will also promote civic innovation and digital inclusion.

OBJECTIVES OF THE ASSIGNMENT

The Program Management Expert will lead the design and implementation of an Agile Program Governance Structure and Digital Factory Model for the DEEP project, ensuring effective coordination, adaptive decision-making, and iterative delivery of digital initiatives by fostering collaboration among stakeholders.

The responsibilities include (but not limited to) the following:

1) Design and implement an Agile Program Governance Structure for DEEP that facilitates effective coordination, accountability, and adaptive decision-making among various stakeholders.

2) Establish a Digital Factory Model that drives collaboration across implementing agencies to deliver program initiatives in an iterative and integrated manner.

SCOPE OF THE ASSIGNMENT

The work of the Program Management Expert will include the following tasks, among others:

1) Inception and Program Understanding

- Review program documentation, including the DEEP framework, MoITT's digital transformation strategy, and existing governance processes.
- Conduct meetings with key stakeholders, including MoITT, participating agencies, development partners, and private-sector representatives.
- Prepare an **Inception Report** outlining an understanding of program objectives, stakeholder roles, and initial recommendations for governance and collaboration models.

2) Design of Agile Program Governance Structure

- Develop an **Agile Program Governance Framework** for DEEP that includes:
  - Governance layers and structures for steering committees, working groups, and technical advisory groups.
  - **Decision-making mechanisms** that enable timely actions and adaptive planning.
  - **Accountability and reporting structures** for transparent oversight and progress tracking.
- Define roles and responsibilities of key stakeholders, including MoITT, implementing agencies, vendors, and development partners.
- Design **program management processes** that align with agile methodologies, including continuous integration, sprints, and regular program reviews.

- Develop an **Agile Program Handbook** that details governance protocols, escalation paths, and performance indicators.

3) **Establishment of Digital Factory Model**

- Set up a **Digital Factory Model** for the DEEP project that allows for iterative development of digital services by multiple implementing agencies.
    - o **Define the operational model** for the Digital Factory, including cross-functional teams, roles, and shared responsibilities.
    - o Establish guidelines for integrating the work of multiple agencies to ensure alignment, standardization, and the delivery of cohesive services.
    - o Develop the **Digital Factory Playbook**, which will outline:
        - ▪ Processes for service backlog management, sprint planning, reviews, and quality assurance.
        - ▪ Mechanisms for cross-agency collaboration, use of shared tools, and communication standards.
- Conduct workshops with implementing agencies to align on agile delivery practices and Digital Factory operations.

4) **Program Coordination and Stakeholder Management**

- Facilitate alignment sessions between the MoITT, implementing agencies, and development partners to foster collaboration.
- Set up a **Stakeholder Engagement Plan** to ensure clarity of roles, responsibilities, and expectations across all participating entities.
- Develop templates for **progress reports**, sprint reviews, and other governance artifacts required for regular status updates.

5) **Training and Capacity Building**

- Deliver **training sessions** on agile methodologies and digital program governance for key stakeholders.
- Conduct **capacity-building workshops** for implementing agencies, focusing on the operationalization of the Digital Factory and agile delivery models.
- Prepare a **Capacity-Building Plan** to support ongoing skill development related to program management, agile delivery, and collaboration.

6) **Knowledge Transfer and Finalization**

- Conduct **knowledge-sharing sessions** to ensure effective transfer of best practices, tools, and frameworks.
- Prepare final reports, including a **Comprehensive Governance Framework** and **Digital Factory Implementation Roadmap**.
- Deliver presentations summarizing key outputs for MoITT leadership and other stakeholders.

Deliverables

The following deliverables are expected from the consultant:

1. **Inception Report (**Month 1**)**

   o Detailed understanding of the DEEP project, initial assessments, and methodology.

2. **Agile Program Governance Framework (**Month 2**)**

   o Comprehensive governance structures, decision-making processes, roles and responsibilities, and performance indicators.

3. **Agile Program Handbook**

   o Documentation of governance protocols, agile methodologies, and program performance metrics.

4. **Digital Factory Playbook (**Month 3**)**

   o Operational model, processes for iterative development, cross-agency collaboration, and shared service management.

5. **Stakeholder Engagement Plan**

   o Engagement approaches, communication templates, and regular reporting mechanisms.

6. **Training and Capacity-Building Materials (**Month 4**)**

   o Training guides, workshop content, and a capacity-building roadmap for agile program delivery.

7. **Knowledge Transfer Report (**Month 4**)**

   o Documentation summarizing best practices, key learnings, and final recommendations.

QUALIFICATION AND EXPERIENCE

1) Advanced degree in Program Management, ICT, Digital Governance, Business Administration, or related fields from a reputable/HEC recognized university.

2) Minimum 20 years of experience in managing large-scale digital transformation programs, preferably involving multiple government or public-sector entities.

3) Extensive experience in agile program management, including the establishment of governance structures and agile delivery teams.

4) Proven expertise in cross-agency collaboration and operationalizing digital programs involving multiple stakeholders.

5) Strong background in designing and implementing agile program management frameworks.

6) Experience in setting up and managing Digital Factory models for iterative service development.

7) Familiarity with agile methodologies and frameworks for program governance.

ADDITIONAL SKILLS / EXPERTISE

1) Experience with international donor-funded projects will be advantageous.

2) Excellent stakeholder engagement and facilitation skills.

3) Ability to work effectively in a complex multi-agency environment, demonstrating flexibility and adaptive management skills.

4) Strong documentation, reporting, and communication skills.

SCHEDULE FOR THE ASSIGNMENT

The Program Management Expert will be appointed on a contract basis for a tentative period of 06 months. However, in case of additional time engagement the process and modalities of extended duration will be finalized at the time of Contract.

REMUNERATION AND OTHER BENEFITS

1) The consultant will receive remuneration as per the scope of work defined and based on the World Bank guidelines applicable to individual consultants for this position.

2) Travel expenses as approved by the World Bank and the Government of Pakistan.

3) This is a consulting-based appointment and does not offer medical or other benefits.

REPORTING OBLIGATIONS

1) The Program Management Expert will report to the Program Director PMU, Ministry of IT & Telecom.

2) The Program Management Expert is required to follow all rules and directives of the World Bank and the Government of Pakistan for successful implementation of the project.

3) The Program Management Expert is required to follow working days and timings as per the directives of the Federal Government of Pakistan.

4) The Program Management Expert is required to report to work in an official attire.

5) The Program Management Expert is prohibited from working for any other party or a paid job, or taking any other assignment during the course of this contract without written approval from the Competent Authority.

6) The Program Management Expert shall ensure that all the required reports for the project are prepared on time in accordance with the requirements of the World Bank and the Government of Pakistan.

SELECTION CRITERIA

1) The applicant will be selected based on the following criteria

Criteria	Points
Educational Qualification	20
Work Experience	20
Additional Skills/ Expertise	10
Interview	50

SUBMISSION

Candidates meeting the required criteria should submit their applications at http://www.njp.gov.pk within 15 days of publication of the advertisement. No hard copy of application shall be accepted and all applications must be sent via NJP online. Shortlisted candidates who are working in Government sector are required to produce NOC at the time of interview.