

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: Business Process Re-engineering/ Change Management Consultant

Reference No.: PK-MoITT-469381-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 **“Business Process Re-engineering/ Change Management Consultant”** at a monthly lump sum remuneration. The Ministry of IT and Telecom, being Project Management Unit (PMU) intends to hire services of **“Business Process Re-engineering/ Change Management Consultant”** 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 24 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 **“Business Process Re-engineering/ Change Management Consultant”** 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	Business Process Re-engineering/ Change Management Consultant, NITB (DEEP)	Position ID	PK-MoITT- 469381-CS-INDV		
Vacancy	1	Type of Contract	Individual	Duration	24 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 consultant will support the digital transformation goals of the DEEP initiative by conducting Business Process Re-Engineering (BPR) and ensuring the seamless adoption of re-engineered processes and systems. This involves redesigning business processes across multiple government agencies to improve efficiency, streamline service delivery, and facilitate integration into the National Digital Portal while ensuring user adoption through effective change management strategies.

SCOPE OF THE ASSIGNMENT

The work of the Consultant will include the following tasks, among others:

1. Business Process Mapping and Analysis:

- Conduct a comprehensive inventory and mapping of existing business processes across federal and provincial government agencies.
- Identify inefficiencies, bottlenecks, and opportunities for improvement in service delivery workflows.
- Engage with stakeholders to gather data and understand existing workflows.

2. Business Process Re-Engineering:

- Redesign and optimize workflows using BPR methodologies to simplify, automate, and digitalize processes.
- Focus on a life-event-based approach to align processes with citizen needs and enhance service delivery.
- Ensure digital readiness by designing processes that integrate seamlessly with the National Digital Portal and utilize digital tools.

3. Change Management Strategy Development:

- Develop a comprehensive change management plan, including stakeholder engagement, communication, and training strategies.
- Identify potential organizational challenges and propose strategies to address resistance to change.
- Design a communication plan to convey the benefits and progress of digital transformation initiatives effectively.

4. Collaboration and Stakeholder Engagement:

- Facilitate workshops and meetings to engage federal and provincial stakeholders and address concerns.

- Act as a liaison between the project team and stakeholders to ensure alignment and resolve implementation issues.

5. Capacity Building and Knowledge Transfer:

- Develop training materials and conduct workshops for government personnel to adopt re-engineered processes and digital tools.
- Provide change readiness training to ensure smooth transition and adoption.

6. Monitoring, Evaluation, and Reporting:

- Monitor the implementation of re-engineered processes and evaluate their effectiveness.
- Establish KPIs to measure the success of change management initiatives and BPR activities.
- Document findings, lessons learned, and provide regular updates to relevant stakeholders.

7. Documentation and SOP Development:

- Prepare detailed process maps, re-engineered workflows, and Standard Operating Procedures (SOPs).
- Develop an implementation roadmap, including timelines and roles for stakeholders.
- Create user manuals and support documents for ease of adoption.

Deliverables

1. Business Process Mapping Report: Comprehensive documentation of existing workflows.
2. Re-engineered Process Flow: Optimized workflows aligned with digital transformation goals.
3. Standard Operating Procedures (SOPs): Step-by-step implementation guidelines.
4. Change Management Plan: Strategies for stakeholder engagement, communication, and training.
5. Training Materials: Tailored materials for workshops and capacity building.
6. Final Report: Documentation of activities, outcomes, and lessons learned.

QUALIFICATION AND EXPERIENCE

- 1) Master's degree in Business Administration, Public Policy, Information Technology, Organizational Development, Human Resource Management, or a related field.
- 2) Minimum of 10 years of experience in Business Process Re-Engineering and Change Management, especially in the public sector or digital transformation projects.
- 3) Certification in change management methodologies (e.g., Prosci, ADKAR) is preferred.

- 4) Proven track record in designing and implementing digital government services.
- 5) Experience with government service delivery in Pakistan or similar contexts is advantageous.

ADDITIONAL SKILLS / EXPERTISE

- 1) Experience with international donor-funded projects.
- 2) Proficiency in BPR methodologies, process mapping tools, and change management practices.
- 3) Strong communication and presentation skills.
- 4) Familiarity with project management software and digital government trends.
- 5) Ability to work collaboratively with diverse stakeholders to achieve results.

SCHEDULE FOR THE ASSIGNMENT

The Consultant will be appointed on a contract basis for a period of 24 Months.

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 Consultant will report to the Program Director PMU, Ministry of IT & Telecom.
- 2) The Consultant 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 Consultant is required to follow working days and timings as per the directives of the Federal Government of Pakistan.
- 4) The Consultant is required to report to work in an official attire.

- 5) The Consultant 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 Consultant 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.