

## **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: Scrum Master

Reference No.: PK-MoITT-469389-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 “**Scrum Master**” at a monthly lump sum remuneration. The Ministry of IT and Telecom, being Project Management Unit (PMU) intends to hire services of “**Scrum Master**” 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 36 Months.

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

Ministry of IT and Telecom being Project Management Unit invites eligible candidates (“Consultants”) to indicate their interest in providing the Services as “**Scrum Master**” 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 credential’s verification. 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](http://www.njp.gov.pk) or email at [deep.consultant@moitt.gov.pk](mailto:deep.consultant@moitt.gov.pk).

**Section Office (IT)**

**Ministry of IT and Telecom**

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**Pakistan Secretariat**

**F-5, Islamabad**

**Telephone: 051-9215348**

## Hiring for Individual Consultants Under DEEP

### TERMS OF REFERENCE

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                               |                  |                         |          |           |
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| Announcement Reference no:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                               | Date             | 19 October 2025         |          |           |
| Project                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Digital Economy Enhancement Project (P174402) |                  |                         |          |           |
| Position Name                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Scrum Master, NITB (DEEP)                     | Position ID      | PK-MoITT-469389-CS-INDV |          |           |
| Vacancy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 1                                             | Type of Contract | Individual              | Duration | 36 Months |
| <b>BACKGROUND</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                               |                  |                         |          |           |
| <p>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.</p> <p>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.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                               |                  |                         |          |           |
| <b>PROJECT DESCRIPTION</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                               |                  |                         |          |           |
| <p>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.</p> <p>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.</p> |                                               |                  |                         |          |           |
| <b>OBJECTIVES OF THE ASSIGNMENT</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                               |                  |                         |          |           |

The Scrum Master will facilitate agile development practices within project, ensuring that project teams adhere to the principles and processes of the Scrum framework. This role is critical to maintaining alignment between the stakeholders, development teams, and project objectives while fostering a culture of collaboration and continuous improvement.

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

1. Act as a bridge between the development teams and stakeholders, ensuring seamless communication and understanding of project requirements.
2. Proactively identify team dependencies and risks, facilitating solutions in collaboration with stakeholders.
3. Protect the team from over-committing and scope creep. Aid in estimation and sub task creation.
4. Promote adherence to project timelines by enforcing time-boxing and prioritization of deliverables.
5. Provide guidance and mentorship to team members to improve agile skills and foster a collaborative work environment.
6. Facilitate cross-team coordination for complex deliverables and ensure alignment with organizational goals.
7. Monitor and ensure team adherence to agreed-upon sprint goals and processes.
8. Encourage experimentation and innovation within the teams while maintaining a focus on project objectives.
9. Maintain and promote documentation of best practices and lessons learned for process improvement.
10. Support the team in achieving self-organization and accountability for deliverables.
11. Advocate for continuous feedback loops to refine processes, tools, and collaboration methods.

#### **SCOPE OF THE ASSIGNMENT**

The work of the Scrum Master will include (but not limited to) the following tasks, among others:

1. Act as a servant leader and coach to multiple cross-functional teams involved in the project.
2. Facilitate all Scrum ceremonies, including sprint planning, daily stand-ups, sprint reviews, and retrospectives.
3. Collaborate with Product Owners to manage and refine the product backlog, ensuring clear and actionable user stories.
4. Identify and remove impediments that hinder team productivity or progress.
5. Ensure the proper use of agile practices and coach team members in adopting an agile mindset.
6. Track and report on project progress using agile metrics, ensuring transparency for all stakeholders.
7. Drive continuous improvement initiatives within the teams, enhancing efficiency and output quality.
8. Liaise with external stakeholders to ensure alignment on dependencies, priorities, and deliverables.

#### **QUALIFICATION AND EXPERIENCE**

1. Minimum 16 years of education from a reputable/HEC recognized university in ICT related discipline (Information Technology, Computer Science, Computer Engineering, Software Engineering etc.) or Project Management, or a related field.
2. Minimum 10 years' experience in Scrum Master role, with proven expertise in managing complex, cross-functional agile teams.
3. Experience working on citizen-centric digital services or government digital transformation projects is highly desirable.
4. Strong understanding of agile tools, such as JIRA, Trello, or Azure DevOps.

#### **ADDITIONAL SKILLS / EXPERTISE**

1. Exceptional communication and interpersonal skills, with the ability to manage multiple stakeholders effectively.
2. Strong problem-solving and conflict-resolution skills to address team challenges proactively.

3. Familiarity with DevOps practices, CI/CD pipelines, and modern software development methodologies.
4. Ability to foster a culture of innovation, accountability, and continuous learning within agile teams.
5. Proven ability to manage competing priorities and deliver results under tight timelines.

#### **SCHEDULE FOR THE ASSIGNMENT**

The Scrum Master will be appointed on a contract basis for a period of 36 Months.

#### **REPORTING OBLIGATIONS**

The Scrum Master will report to the Project Director PIU, NITB.

#### **SELECTION CRITERIA**

Procurement will be carried out in accordance with the Open Competitive Selection of Individual Consultants in accordance with Bank's Procurement Regulations for Borrowers for Goods, Works, Non-Consulting and Consulting Services and applicable to Investment Project Financing (IPF) hereinafter referred to as "Regulations" dated September 2023.