

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: Target Operating Model & Enterprise Architecture Expert

Reference No.: PK-MoITT-469374-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 **“Target Operating Model & Enterprise Architecture Expert”** at a monthly lump sum remuneration. The Ministry of IT and Telecom, being Project Management Unit (PMU) intends to hire services of **“Target Operating Model & Enterprise Architecture 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 **“Target Operating Model & Enterprise Architecture 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	Target Operating Model & Enterprise Architecture Expert	Position ID	PK-MoITT-469374-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 Target Operating Model & Enterprise Architecture 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) Develop a Target Operating Model (TOM) for the Authority that articulates organizational structure, governance mechanisms, operational workflows, and partnership frameworks.
- 2) Create a comprehensive Enterprise Architecture (EA) that integrates the Authority's strategic goals with its technological and operational capabilities, ensuring interoperability and scalability.

SCOPE OF THE ASSIGNMENT

The work of the Target Operating Model & Enterprise Architecture Expert will include the following tasks, among others:

1. Inception and Context Analysis

- Conduct stakeholder workshops to align on the Authority's vision, mission, and objectives.
- Review the DNP Act, DEEP Program documentation, current applicable legislation, and other relevant materials to understand the regulatory and operational context.
- Analyze international best practices from leading digital authorities for applicability in Pakistan.
- Deliver an Inception Report detailing the methodology, timelines, and stakeholder engagement plans.

2. Stakeholder Engagement

- Map and consult with key stakeholders, including government entities, development partners, private sector, startups, and civil society.
- Document stakeholder inputs and synthesize insights for alignment with the Authority's mandate.

3. Development of Target Operating Model

- Design the organizational structure of the Authority, including key offices, regulatory roles, and operational functions.

- Define roles, responsibilities, and interdepartmental relationships.
- Propose governance mechanisms, such as decision-making frameworks, accountability structures, and risk management protocols.
- Define operational workflows for planning, implementation, and monitoring of the Authority's initiatives.
- Develop frameworks for collaboration with external stakeholders, including private-sector partnerships.
- Create a phased Operational Roadmap with timelines for Establishment, Enablement, and Operationalization.

4. Development of Enterprise Architecture

- Define the Business Architecture for the Authority, including value streams, core processes, and service delivery models.
- Develop a Technology Architecture aligned with national policies and global DPI standards.
- Establish technical guidelines.

5. Financial and Resource Planning

- Develop a comprehensive resource plan, including staffing, training, and capacity-building requirements.
- Propose sustainable financial models for the Authority's operations.

6. Knowledge Transfer and Final Deliverables

- Prepare comprehensive reports and presentations for the Authority's leadership and stakeholders.
- Conduct knowledge-sharing sessions to ensure alignment and capacity building among stakeholders.
- Provide a high-level roadmap for the Authority's strategic direction for the next 3-5 years.

Deliverables

The following deliverables are expected from the consultant:

1. Inception Report

- Methodology, timeline, and stakeholder engagement plan.

2. Benchmarking Report

- Comparative analysis of international best practices and gap analysis for the Authority.

3. Target Operating Model:

- Organizational structure, governance framework, and operational roadmap.

4. Enterprise Architecture Framework:

- Business, data, application, and technology architectures, including interoperability guidelines.

5. Resource and Financial Plan

- Detailed resource requirements, capacity-building recommendations, and budget estimates.

6. Final Report and Presentations

- Comprehensive documentation of TOM and EA with stakeholder presentations.

QUALIFICATION AND EXPERIENCE

- 1) Advance degree in ICT, Digital Transformation, Public Administration, or related fields from a reputable/HEC recognized university.
- 2) At least 20 years of experience in digital transformation, enterprise architecture, and operational modeling with a focus on public-sector initiatives.
- 3) Proven track record of leading at least three similar assignments within the past five years.
- 4) Deep knowledge of Digital Public Infrastructure (DPI) components, such as digital identity, data exchange platforms, and digital payments.
- 5) Strong analytical, stakeholder engagement, and communication skills.

ADDITIONAL SKILLS / EXPERTISE

- 1) Proficiency in designing and implementing Agile program governance frameworks for digital transformation projects.
- 2) Certification in Enterprise Architecture frameworks such as TOGAF, Zachman, or equivalent.
- 3) Expertise in cloud technologies, microservices, and API-based integrations to ensure system scalability and interoperability.
- 4) Strong project management skills, with certifications like PMP or PRINCE2 being an advantage.
- 5) Advanced knowledge of data protection regulations and cybersecurity frameworks for public sector digital initiatives.

SCHEDULE FOR THE ASSIGNMENT

The Target Operating Model & Enterprise Architecture 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 Target Operating Model & Enterprise Architecture Expert will report to the Program Director PMU, Ministry of IT & Telecom.
- 2) The Target Operating Model & Enterprise Architecture 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 Target Operating Model & Enterprise Architecture Expert is required to follow working days and timings as per the directives of the Federal Government of Pakistan.
- 4) The Target Operating Model & Enterprise Architecture Expert is required to report to work in an official attire.
- 5) The Target Operating Model & Enterprise Architecture 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 Target Operating Model & Enterprise Architecture 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	
<p>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.</p>	