



**GOVERNMENT OF PAKISTAN
PRIME MINISTER'S OFFICE
BOARD OF INVESTMENT
ISLAMABAD**

**REQUEST FOR EXPRESSIONS OF INTEREST
(CONSULTING SERVICES – INDIVIDUAL CONSULTANT SELECTION)**

Country: Pakistan

Name of Project: Digital Economy Enhancement Project (DEEP)

Credit No: 7514-PK

Assignment Title: Digital Transformation Specialist

Reference No.: PK-BOI-508549-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 Board of Investment (BOI).

The consulting services (“the Services”) include professional expertise of “**Digital Transformation Specialist**” at a monthly lump sum remuneration. Board of Investment (BOI) being Project Implementing Unit (PIU) intends to hire services of the **Digital Transformation Specialist** for DEEP that can assist the project management in relevant field. The consultant, as an expert in the field, will provide required services maintaining highest degree of integrity and ethical standards. The services of individual consultant shall be initially hired for a period of twelve (12) months.

The detailed Terms of Reference (TOR) for the assignment can be accessed from <https://invest.gov.pk/careers> and <https://njp.gov.pk>

Board of Investment being project implementing unit invites eligible candidates (“Consultants”) to indicate their interest in providing the services as **Digital Transformation Specialist** in Digital Economy Enhancement Project-BOI. 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 shortlisted candidates will be required to present their original documents at the time of credential verification meeting. 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.

Eligible candidates shall apply online at National Job Portal i.e., <https://njp.gov.pk> within fifteen (15) days of publication of this REOI.

Further information can be obtained at the address below during office hours 0900 to 1600 hours PST.

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**TERMS OF REFERENCEs (TORs)
DIGITAL TRANSFORMATION SPECIALIST
DIGITAL ECONOMY ENHANCEMENT PROJECT (DEEP-BOI)**

Board of Investment (BOI) is the national Investment Promotion Agency of Pakistan. In line with the investment facilitation mandate, BOI has also been working on ensuring Ease of Doing Business in Pakistan and is in the process of developing a national single window for businesses i.e. Pakistan Business Portal (PBP). The development of Pakistan Business Portal is a part of the Digital Economy Enhancement Project (DEEP) which is funded by the World Bank Group. DEEP aims to promote the growth and development of the digital economy in Pakistan. The project will focus on improving digital infrastructure, fostering innovation and entrepreneurship, and enhancing digital skills and literacy. Pakistan Business Portal will serve as the legal database of RLCOs and a virtual one-stop-shop (VOSS) for all information related to business regulations and procedures. Once reformed and streamlined, regulatory processes will find their way here, thereby saving both the regulators and businesses' time and cost-compliance requirements. Apart from a detailed listing of all business regulations and procedures, the PBP would be an interactive, user-friendly platform serving several types of users – existing businesses, new entrepreneurs, foreign investors, regulators, and policymakers. With Pakistan Regulatory Modernization Initiative's (PRMI) commitment to automation and digitization in regulatory service delivery, the PBP will allow users to apply, renew, and pay for Registration, Licenses, Certificates, and Other Permits (RLCOs) online. All provincial and federal departments that regulate business activities will be integrated and facilitated with solutions and tools for online administration of RLCOs, integrating the PBP with their existing platforms i.e., federal, provincial and local level.

Project Background:

Project Implementation Unit (PIU) of DEEP is established in Board of Investment (BOI) to implement BOI's component in Digital Economy Enhancement Project (DEEP) leading to establishment of Pakistan Business Portal (PBP). It is a five-year project funded by World Bank Group with objectives to strengthen business and investment online systems and citizen services in Pakistan to promote coherent Business and Citizens Services systems through interventions by BOI, Ministry of Information Technology & Telecommunication (MoIT&T) and National Database and Registration Authority (NADRA). The Project will support the BOI's Regulatory Reforms Journey under Pakistan Regulatory Modernization Initiative (PRMI) leading to establishment of Pakistan Business Portal (PBP), a One Stop Shop (OSS) for businesses and investors. The PIU in the Board of Investment is responsible to coordinate implementation of BOI's DEEP activities under the leadership of BOI and oversight of Project Steering Committee (PSC). The PIU is staffed with Project HR and individual consultants, having expertise in selected areas and will be headed by a Project Director reporting to Additional Secretary-I through DG Reforms.

Objectives of the Assignment:

The Digital Transformation Specialist (DTS) will offer strategic technical oversight, evaluation, and advisory services to support the design, development, integration, testing, and deployment of the PBP and associated RLCO digitization initiatives. The DTS will ensure that all IT deliverables by IT firm and consultancy firm meet international best practices, comply with BOI and World Bank requirements, and align with Pakistan's broader digital transformation goals. This role aims to enhance the efficiency, accessibility, and quality of business services through the adoption of advanced digital tools and technologies, ultimately leading to a more responsive and a business-centric government.

Duration of Assignment: 12 months**Scope of Work and Responsibilities:**

1. Conduct assessments of current business processes to identify opportunities for digitalization.
2. The consultant will actively participate in hiring process of IT and consultancy Firms.
3. Work in collaboration with BOI and the consultancy firm in developing the technical specifications of PBP by considering the high-level PBP concept and fulfilling World bank requirements.
4. Review and evaluate IT firm deliverables such as system architecture, API integrations, workflow automation, metadata management, data governance, and security frameworks to ensure alignment with industry standards and project goals.
5. Oversee and provide technical guidance for the implementation of PBP core components from inception to final deployment.
6. Validate all technical documentation, including Software Requirements Specifications (SRS), Software Design Documents (SDD), product backlogs and also ensure integration and interoperability of PBP with external IT Systems.
7. Monitor testing processes —Internal Testing, Sprint reviews, security/penetration, IT System commissioning, and User Acceptance Testing (UAT).
8. Ensure that selected technologies ensure compliance with international standards and are scalable, secure, and user-friendly.
9. Provide technical oversight for the Pakistan Business Portal, including documentation, workflow design, database management, and implementation of best practices for security, privacy, availability, and data consistency.
10. Prepare detailed process maps, re-engineered workflows, and Standard Operating Procedures (SOPs) and monitor implementation.
11. Monitor vendor performance, flag risks, recommend mitigation measures, and ensure delivery to agreed timelines and quality benchmarks.
12. Establish KPIs and metrics to measure the success of digital transformation initiatives and prepare regular reports and present findings to senior management.
13. Develop training materials and conduct workshops for government personnel to adopt re-engineered processes and digital tools.
14. Develop a comprehensive change management plan, including stakeholder engagement, communication, and training strategies.



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15. Ensure digitalization of already mapped RLCOs by Business Facilitation Centre (BFC) and Sectoral Mapping and Regulatory Transformation (SMART) project for the pilot version.
16. Ensure digital readiness by designing processes that integrate seamlessly with the National Pakistan Business Portal and utilize digital tools
17. Conduct regular audits to ensure compliance with relevant regulations.
18. Ensure upgradation, maintenance and smooth functioning of portals for Reforms initiatives under PRMI such as sharing of Reforms obtaining feedback and communication activities in collaboration with the DEEP IT Expert.
19. Conduct workshops and meetings to engage stakeholders at federal, provincial, and local levels, and to accurately capture their requirements and expectations.
20. Act as a liaison between the project team, World Bank and other stakeholders to ensure alignment and resolve conflicts and implementation issues.
21. Ensure compliance with World Bank reporting and standards related to consultant performance.
22. Any other tasks assigned by Secretary/Project Director, DEEP (BOI).

Key Deliverables

- **Inception Report** reviewing IT firm's work plans and system design and submit inception report before on-boarding of IT firm.
- **Periodic Technical Review Reports** with findings, risks, and recommendations.
- **Validation Reports** on architecture, integrations, workflows, and security compliance.
- **Testing and Quality Assurance, i.e.,** inspections; Pre-commissioning Tests, Operational Acceptance Tests, etc
- **Final Evaluation Report** on PBP deployment, testing, and operational readiness.
- **Knowledge Transfer & Training Completion Report.**

Qualifications and Experience

- Master's degree (16 years education) in Information Technology, Computer Science, Business Administration or related field from HEC recognized University. In the case of a foreign degree, equivalence from HEC shall be required within 2 months after selection.
- At least 20 years of experience in IT industry with a background of designing, deploying and managing large IT projects.
- Proven experience with large-scale e-government platforms, Enterprise architectures, system integration, and cloud infrastructure.
- Diversified business experience in the IT industry with deep understanding of budgets, financials, Public Procurement Regulatory Authority (PPRA) laws, corporate governance and experience with working with C level management and Board members of an organization.

- Proven experience in designing and implementing IT infrastructure for large setups, with a preference in the public sector domain.

- Knowledge of the Business Services automation and Digital Government platforms and experience in working with government of Pakistan especially at a federal level.
- Strong understanding of network infrastructure, cybersecurity, and data management principles.
- Experience in managing IT projects with large teams and risk management.
- Ability to work independently and collaboratively with consultants, govt employees, IT Staff, vendors, and other stakeholders.
- Strong knowledge of BPM systems, API orchestration, cloud deployment, and national registry integrations.
- Experience in World Bank or donor-funded projects will be an asset.
- Excellent communication, interpersonal, and presentation skills.
- Extensive Analytical approach, critical thinking and financial planning experience will be highly valuable.

Selection Method

The Digital Transformation Specialist will be selected in accordance with the “Open Competitive Selection of Individual Consultants” method set out in the Procurement Regulations of the World Bank for IPF Borrower, September 2023.
