



**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: Senior Regulatory Reform Specialist

Reference No.: PK-BoI-508951-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 “**Senior Regulatory Reform Specialist**” at a monthly lump sum remuneration. Board of Investment (BOI) being Project Implementing Unit (PIU) intends to hire services of **Senior Regulatory Reform 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 **Senior Regulatory Reform Specialist** services 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 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.

(Syed Mazhar Ali)
Procurement Management Specialist
DEEP-BOI
Prime Minister's Office, Board of
Investment 6th Floor, Kohsar Block, Pak
Secretariat, Islamabad
PHONE: (051) 9208335



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**TERMS OF REFERENCE (TORs)
SENIOR REGULATORY REFORM 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 primary objective of this assignment is to support the BOI and the DEEP PIU in the design, implementation, and oversight of regulatory reforms aimed at streamlining and digitalizing RLCOs for businesses, ensuring alignment with international best practices, and enhancing the business environment in Pakistan.

The Senior Regulatory Reform Specialist will:

Provide technical leadership in regulatory mapping, simplification, business process re-engineering (BPR), and legal reform.

Supervise and coordinate the work of the selected consulting firm delivering a standardized template to collect relevant information for business RLCOs, RLCO mapping, workflow diagrams for the "As Is" and "To Be" processes of mapped RLCOs for at least five priority sectors (including streamline and digitalize recommendations), as well as PBP specifications and further ensuring deliverables are achieved well in time.

Ensure reforms are actionable, implementable, and aligned with the broader goals of the DEEP and PRMI. He will comply with BOI and World Bank's expectations and align with the project's broader digital transformation goals.

Duration of Assignment: 12 months

Scope of Work and Responsibilities:

1. Identify key areas for digital innovation and process improvements.
2. Overview and re-design (if necessary) the already mapped RLCOs by Business Facilitation Centre (BFC) and Sectoral Mapping and Regulatory Transformation (SMART) project for the pilot version.
3. Review and validate methodologies developed by the consulting firm engaged under DEEP for RLCO mapping, BPR, and digital readiness assessments.
4. Will actively participate in hiring of consultancy Firm and will evaluate the firm from all aspects.
5. Supervise and provide technical guidance to the consulting firm implementing RLCO standardized template, RLCO mapping, workflow diagrams for selected priority sectors, and streamlining and digitalization across federal and provincial levels.
6. Review, monitor and provide expert advice/technical feedback on the scope of services, milestones, deliverables, and work plans of the consultancy firm.
7. Represent BOI in different public and private platforms and participate in coordination meetings and provide technical feedback on the regulatory reforms and digitalization. ensuring active engagement of private sector stakeholders (e.g., business associations, notaries, academia, and think tanks) in reform design and implementation.
8. Organizing meetings (e.g., workshops, seminars or focus groups) and collect information from private sector stakeholders across relevant sectors.
9. Provide strategic inputs to BOI and PIU on regulatory reform approaches, policy design, and institutional coordination.
10. Develop and implement a comprehensive digital transformation strategy for federal and provincial government departments.
11. Coordinate and build consensus with federal, provincial, and municipal agencies involved in regulatory reform and engage with private sector stakeholders to ensure reforms address real-world bottlenecks.
12. Evaluate the quality, relevance and completeness of deliverables, policy reviews, legal gap analysis, and reform proposals.



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13. Engage with federal and provincial stakeholders to understand their requirements and expectations.
14. Ensure the reform proposals align with the best practices around the world.
15. Provide inputs during development of technical specifications, procurement dossier, and evaluation criteria for the Pakistan Business Portal (PBP).
16. Advise on international OSS models, create synergies and interoperability with digital public infrastructure.
17. Oversee the mechanism to verify accuracy, completeness, and relevance of the data and information provided.
18. Liaison with consultancy teams to validate findings and ensure alignment with BOI's priorities and World Bank standards.
19. Oversee the coordination of project activities and manage consultants as required.
20. Support the development and implementation of a Monitoring and Evaluation (M&E) framework for DEEP, including key performance indicators (KPIs).
21. Develop KPIs to monitor regulatory reform progress (e.g., reduction in RLCO steps/time/cost, number of registered business users, number of online applications compared to in-person applications, etc.).
22. Contribute to monthly progress reports and draft sections of the final report summarizing reform outcomes and lessons learned.
23. Coordinate with BOI, relevant federal ministries and regulatory agencies, and provincial bodies to verify the accuracy and feasibility of proposed regulatory reforms.
24. Track implementation progress against agreed milestones and flag risks or deviations in execution.
25. Support BOI in preparing briefs, reports, presentations, and documentation for internal and external stakeholders including stakeholder engagement plan.
26. Facilitate communication and collaboration among stakeholders to promote data sharing.
27. Present the PIU in meetings, workshops and conferences as required.
28. Ensure compliance with World Bank reporting and standards related to consultant performance.
29. Any other tasks assigned by Secretary /Project Director DEEP (BOI).

Key Deliverables

- **Inception Report:** detailed work plan outlining timelines, methodology, coordination mechanisms, and performance indicators for regulatory reform and RLCO streamlining before the onboarding of consultancy firm.
- **Technical Review Reports:** evaluation of deliverables submitted by consulting firms (e.g., RLCO mapping, BPR reports, legal gap analyses), including recommendations for improvement.

- **Policy and Reform Recommendations:** submission of actionable reform proposals aligned with international best practices, tailored to Pakistan’s regulatory landscape at the federal and provincial levels.
- **Stakeholder Engagement Plan:** documentation of consultations and consensus-building activities with regulators, ministries, provincial departments, and private sector representatives.
- **Technical Inputs for PBP:** specifications and Procurement Dossiers: Review and finalization of TORs, technical specifications, evaluation criteria, and interoperability recommendations for the PBP platform.
- **Monitoring & Evaluation Framework:** design and implementation of an M&E framework with key performance indicators (KPIs) for tracking progress of regulatory reform and RLCO digitization.
- **Monthly Progress Reports:** summaries of technical activities, coordination outcomes, identified risks, and mitigation measures related to reform implementation and PIU support.
- **Final Reform Summary Report:** consolidated documentation of reforms implemented, institutional coordination achievements, legal/policy changes, and lessons learned throughout the assignment.

Qualifications and Experience

- Master’s (16 years education) degree in Public Policy, Economics, Business Administration, Public Administration, LLB or related fields from HEC recognized University. In the case of a foreign degree, equivalence from HEC shall be required within 2 months after selection.
- At least 15 years of experience in regulatory reform, public sector governance, investment climate improvement, business process re-engineering (BPR) and digitalization.
- Proven track record in monitoring and evaluation of large-scale donor-funded programs or public sector reform projects.
- Experience in working with or evaluating consultancy firm deliverables, particularly in the context of regulatory modernization.
- Familiarity with Pakistan’s regulatory landscape and institutional structures at three tiers of the federal, provincial and local levels.
- Candidates who are well versed with World Bank's Program Implementation and having prior work experience of managing Program For Results instrument will be highly preferred.
- Strong analytical, communication, and report-writing skills.

Selection Method

The SRRS 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.