

MINISTRY OF INFORMATION TECHNOLOGY & TELECOM

Digital Economy Enhancement Project (DEEP) | World Bank Project No. P174402

Hiring of Individual Consultant Under DEEP Project

TERMS OF REFERENCE					
Announcement Reference no:			PK-MOITT-556878-CS-INDV		
Project	Digital Economy Enhancement Project (DEEP)				
Position Name	Digital Transformation Program Manager			Position ID	P174402
Vacancy	1	Type of Contract	Individual Consultancy	Duration of Contract	Project Life
BACKGROUND					
Digital Economy Enhancement Project (DEEP) is a World Bank assisted project with the objective of enhancing the Government’s capacity for digitally enabled public services delivery for citizens and businesses. Ministry of IT & Telecom (MoITT) is the Executing Agency of the project with implementation support from (i) Board of Investment (BoI), (ii) National Database and Registration Authority (NADRA), (iii) Ignite – National Technology Fund and (iv) National IT Board (NITB).					
PROJECT DESCRIPTION					
DEEP aims to develop a framework and technology to promote digital services across Pakistan, significantly transforming citizen centric unified services nationwide. 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 Digital Transformation Program Manager will lead and oversee the overall program management, agile transformation, OKR-based governance, and digital delivery functions of DEEP, ensuring coordinated execution across all Project Implementation Units (PIUs), driving structured program governance, building institutional capacity, and ensuring compliance with World Bank and Government of Pakistan requirements.					
The responsibilities include (but are not limited to) the following:					
1. Program Governance & Execution: Lead end-to-end program management for DEEP across all five implementing agencies (MoITT, NADRA, NITB, BOI, and Ignite), covering planning, milestone tracking, dependency management, risk identification, and compliance reporting in accordance with World Bank project management standards and the Programme Operations Manual.					
2. Agile Transformation & OKR Framework: Design, implement, and institutionalize agile delivery frameworks (Scrum, Kanban, Safe etc.) and an OKR-based institutional performance measurement system across the PMU and PIUs, ensuring alignment with Whole-of-Government digital transformation principles and enabling measurable, outcome-driven programme execution.					
3. PMU Operating Model & Coordination: Establish and manage the PMU operating model including governance structures, accountability mechanisms, integration workflows, and collaboration standards; coordinate with multi-agency stakeholders at senior levels on programme milestones, deliverables, and data requests; and represent MoITT and DEEP in high-level inter-agency forums, working groups, and World Bank engagement sessions.					

4. **Digital Platform Oversight & Reporting:** Lead product strategy and roadmap coordination for key national digital platforms; prepare and submit progress reports, aide-memoires, programme dashboards, and briefing notes to the Program Director and World Bank teams within agreed compliance timelines.
5. **Capacity Building & Knowledge Transfer:** Plan and deliver formal capacity-building programmes, enterprise agility trainings, and OKR workshops for senior officials and cross-functional project teams across implementing agencies, ensuring that institutional knowledge, programme management practices, and digital governance frameworks are embedded and sustained beyond the project lifecycle.

SCOPE OF THE ASSIGNMENT

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

1. Lead overall program management for DEEP including planning, execution monitoring, risk management, dependency tracking, and reporting across all PIUs and stakeholder agencies (MoITT, NADRA, NITB, BOI, and Ignite).
2. Develop and maintain formal program plans, milestone schedules, and budget tracking mechanisms across all assignments in compliance with World Bank project management standards.
3. Design, implement, and institutionalize agile delivery frameworks (Scrum, Kanban, SAFe, Scrum@Scale, Nexus) across MoITT and PIUs, aligned with Whole-of-Government principles.
4. Design, roll out, and manage an OKR-based institutional performance measurement framework across the program, including development or oversight of supporting digital tools or applications.
5. Establish and manage the PMU operating model, defining governance structures, accountability mechanisms, integration workflows, and collaboration standards.
6. Lead product strategy and roadmap coordination for key national digital platforms including the National Citizen Services Portal and Pakistan Business Portal (PBP).
7. Coordinate with multi-agency stakeholders at senior levels on program milestones, deliverables, and data requests.
8. Prepare and submit progress reports, aide-memoires, and briefing notes to the Program Director and World Bank teams per agreed compliance timelines.
9. Plan and deliver formal capacity-building programs, enterprise agility trainings, and workshops on agile methodologies, OKRs, and digital governance for senior officials and project teams.
10. Identify implementation risks, bottlenecks, and compliance gaps, and recommend corrective actions to the Program Director.
11. Represent MoITT and DEEP in high-level meetings, working groups, hiring panels, and inter-agency forums.
12. Maintain a structured program backlog, milestone tracker, and project portfolio dashboard across all workstreams.

QUALIFICATION AND EXPERIENCE

- 1) Minimum qualification: Master's degree (18 years' education) in Computer Science, Software Engineering, Information Technology, Management, or a related discipline.
- 2) Minimum 15 years of progressive professional experience spanning software development, digital project and program management, product management, and agile delivery, with a demonstrated career trajectory from technical and implementation roles to strategic program leadership across complex, multi-stakeholder digital initiatives.
- 3) Demonstrated experience managing large-scale, multi-stakeholder digital transformation programs in government, international development, or large enterprise environments. Experience on projects funded by the World Bank or other International Financial Institutions (IFIs) will be a strong advantage.

4) Proven experience in product management including product discovery, roadmap definition, stakeholder alignment, and end-to-end lifecycle ownership of digital products and platforms. 5) Demonstrated experience designing and implementing OKR (Objectives and Key Results) frameworks at institutional or organizational level, including rollout across government or large enterprise settings. Experience developing or overseeing OKR-based digital governance tools or applications will be an added advantage. 6) Experience managing and leading cross-functional teams including Product Managers, Scrum Masters, Agile Coaches, and technical members. 7) Demonstrated experience working across both public sector government programs and private sector enterprise environments will be preferred. 8) Professional Certifications: Required (At least one of the following): - Project Management Professional (PMP) — Project Management Institute (PMI); or - Certified Scrum Master (CSM) — Scrum Alliance; or - Professional Scrum Master I (PSM I) — Scrum.org; or - SAFe Agilest (SA) or equivalent SAFe certification — Scaled Agile, Inc. Optional (additional certifications that will be weighted favorably in evaluation): - Certified Scrum Product Owner (CSPO) — Scrum Alliance; or - Professional Scrum Product Owner I (PSPO I) — Scrum.org
ADDITIONAL SKILLS / EXPERTISE
1) Strong command of agile frameworks including Scrum, Kanban, SAFe, Nexus, and Scrum@Scale, with demonstrated practical experience implementing these in complex organizational contexts. 2) Hands-on experience designing OKR frameworks, driving institutional OKR adoption, and developing or overseeing OKR-based digital performance tools or dashboards. 3) Proficiency in portfolio governance, KPI definition, benefits realization management, and program performance tracking across multi-project programs. 4) Solid understanding of digital public infrastructure concepts including data exchange, digital identity, interoperability, and citizen services platforms. 5) Experience with human-centered design (HCD) approaches and user research methodologies applied to digital product or service development. 6) Familiarity with AI, business intelligence, data engineering, or cloud-based platforms as applied in government or enterprise digital programs. 7) Ability to produce high-quality program reports, strategic briefs, operating model documents, and stakeholder communications compliant with World Bank standards. 8) Strong facilitation, enterprise agility coaching, and formal training delivery skills for diverse audiences including senior officials and cross-functional project teams. 9) Proficiency in MS Word, Excel, PowerPoint, and project or agile management tools such as Jira, Trello, MS Project, Miro, or equivalent. 10) International exposure or prior engagement with international development agencies is an advantage. 11) Excellent written and verbal communication skills in English and Urdu.
SCHEDULE FOR THE ASSIGNMENT
The Consultant will be appointed on a contract basis for the DEEP project lifecycle.
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) This position is based in Islamabad, Pakistan. 2) The consultant will report to the Program Director on all aspects of program management and coordination throughout the duration of the contract. 3) The consultant is required to follow working days and timings as per the directives of the Federal Government of Pakistan. 4) The consultant shall provide all necessary reports, progress updates, and program documentation to the Program Director on agreed timelines. 5) The consultant is required to report to work in official attire. 6) The consultant shall ensure that all required reports are prepared on time in accordance with World Bank requirements.
SELECTION CRITERIA
Procurement will be carried out in accordance with the Open Competitive Selection of Individual Consultants in accordance with the World Bank's "Procurement in Investment Project Financing, Goods, Works, Non-Consulting and Consulting Services, Fifth Edition, September 2023" ("Procurement Regulations").
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.