



## Individual Consultants Required Terms of Reference

The Pakistan Digital Authority (PDA) is a statutory body established under the *Digital Nation Pakistan Act, 2025*, mandated to lead the country's transition into a digitally empowered nation. As the apex regulatory and implementation body, the Authority is responsible for executing the National Digital Masterplan to foster a robust Digital Economy, Digital Society, and Digital Governance.

We operate from the foundational truth that **digital is the new operating system for our economy**. This is not a simple digitization effort; it is a fundamental re-architecting of our nation's economic future.

Given the highly specialized, strategic, and time-bound nature of the assignment, PDA intends to engage individual consultants possessing deep domain expertise and international experience that is not readily available within the public sector.

### Overview of Roles

S #	Code	Consulting Role
1.	PDA-C002	Senior Principal Consultant – National Digital Strategy
2.	PDA-C003	Senior Principal Consultant – Digital Design Studio
3.	PDA-C004	Principal Consultant – Digital Economy Scale & Capital Access
4.	PDA-C005	Senior Consultant – Digital Product Design
5.	PDA-C006	Senior Consultant – Digital Service Design
6.	PDA-C007	Senior Consultant – Digital UX / Experience Design

### Terms of Engagement (All Roles)

- **Selection Method:** The consultants shall be selected through Open Competitive Selection of Individual Consultants in accordance with the applicable Procurement Regulations.
- **Location:** Islamabad/Overseas (Hybrid), with frequent travel to Pakistan
- **Contract Duration:** 6 months, renewable subject to satisfactory performance and PDA requirements.
- **Remuneration:** Competitive market-based package.
- **Performance Evaluation:** Performance shall be assessed against agreed milestones and deliverables.
- **Reporting:** Reports to the Vice Chairperson or as notified by PDA

### Application Process

- Interested national/international candidates should submit their CV and a Cover Letter highlighting their specific relevance to the Digital Nation Pakistan mandate to [jobs@pda.gov.pk](mailto:jobs@pda.gov.pk) clearly mentioning the position applied for in the subject line, on or before **14 February 2026**.
- PDA reserves the right to increase or decrease positions and to hire one or more individual consultants for each of the six positions, in accordance with applicable rules, based on its evolving needs over a period of three (03) years.

### HR Manager

Pakistan Digital Authority (PDA)

Website: <https://www.pda.gov.pk/>



# 1. Senior Principal Consultant – National Digital Strategy

## Objective of the Assignment

The objective is to engage a global authority on economic development and government strategy to lead the "**National Digital Economy Framework**." This role requires an expert capable of linking public sector policy with private sector growth, devising agile strategies for nation-scale transformation, and navigating complex geopolitical and economic landscapes.

## Scope of Work & Key Responsibilities

- **National Economic Strategy:** Design and validate the country's long-term Digital Economy Masterplan, ensuring alignment with global economic trends, trade policies, and investment attraction frameworks.
- **Public Sector Transformation:** Lead the strategic re-engineering of government operating models, moving beyond "digitization" to "digital transformation" that drives tangible GDP growth.
- **Growth & Value Creation:** Develop actionable roadmaps that boost value creation across time horizons for citizens, corporates, and international partners, specifically focusing on industrial and consumer product sectors.
- **Geostrategy & Trade:** Advise the Chairman and Cabinet on "Digital Geostrategy," ensuring Pakistan's digital infrastructure supports global trade integration and cross-border data economy participation.
- **Investment & Policy Alignment:** Act as the bridge between international investors (VCs, PE firms, Sovereign Wealth Funds) and national policy, creating a conducive environment for hyper-growth in the tech sector.

## Required Qualifications & Experience

- **Education:** MBA from a top-tier global business school or equivalent advanced degree in Economics/Business.
- **Professional Experience:**
  - **20+ years** of international experience in economic development, growth strategy, and large-scale government transformation.
  - **Mandatory:** Proven track record as a Partner or Strategy Leader in a top-tier global consulting firm, specifically within **Government & Public Sector** practices.
  - **Regional Expertise:** Extensive experience advising governments on Vision realization and economic diversification.
- **Key Competencies:**
  - Deep expertise in connecting "Geostrategy" with "Digital Policy."
  - Experience advising at the Ministerial/C-Suite level on industrial strategy and foreign direct investment (FDI).
  - Proven ability to manage multi-stakeholder ecosystems including government entities, family conglomerates, and international bodies.



## 2. Senior Principal Consultant – Digital Design Studio

### Objective of the Assignment

To hire a visionary leader to design, build, and operationalize the "**National Digital Experience Studio.**" This facility will be the engine room for the government's citizen-facing services. We require a leader who understands how to bridge the physical and digital worlds, creating a culture of customer engagement and evidence-based design.

### Scope of Work & Key Responsibilities

- **Studio Operationalization:** Define the operating model, physical layout, and organizational structure of a world-class Digital Design Studio (Agency model within Government).
- **Bridging Physical & Digital:** Design service ecosystems that seamlessly integrate physical infrastructure (government offices) with digital platforms (Super Apps), ensuring a consistent "phygital" citizen experience.
- **Customer Engagement Strategy:** Establish the national framework for citizen engagement, utilizing behavioral psychology and data-driven insights to increase adoption of digital services.
- **Culture & Capability Building:** Recruit and mentor a high-performance team of designers and researchers; instill an "agency culture" of agility, creativity, and profitability/efficiency within a public sector context.
- **Service Design Governance:** Implement "DesignOps" processes to ensure all government products meet strict usability and engagement standards before release.

### Required Qualifications & Experience

- **Education:**
  - Advanced degree or professional equivalent in Design, Psychology, Marketing, or Business.
- **Professional Experience:**
  - **20+ years** of experience in Customer Experience (CX), Digital Agency Leadership, and Service Design.
  - **Mandatory:** Prior experience as a CEO, Managing Director, or Partner of a leading **Digital Design Agency or Studio.**
  - **Specific Expertise:** Proven thought leadership in "Customer Engagement," "Behavioral Design," and "Digital Transformation" for large-scale enterprises or public sectors.
- **Key Competencies:**
  - Experience establishing design teams from scratch in complex environments.
  - Strong background in combining data/research with creative design (Evidence-based Design).
  - Published author or recognized speaker on customer engagement and digital trends preferred.



### 3. Principal Consultant – Digital Economy Scale & Capital Access

#### Objective of the Assignment

To lead the "Market Architecture" function for the Pakistan Digital Authority. The objective is to move beyond "innovation support" to "capital enablement." The Consultant will architect "**Project Unicorn,**" a strategic initiative to operationalize the capital, financing, and exit infrastructure required to make Pakistan's digital economy investable. This role bridges the gap between national regulatory policy and global capital markets, designing the institutional pathways that enable Pakistani startups to scale, attract Foreign Direct Investment (FDI), and achieve credible exits.

#### Scope of Work & Key Responsibilities

- **Project Unicorn Architecture:** Design and operationalize the legal and economic frameworks for global capital access. Work with the State Bank and SECP to establish credible **exit pathways** (M&A, Secondaries, IPOs) that reduce FX risk and regulatory friction for international investors.
- **Domestic & Fractional Capital Frameworks:** Utilize deep expertise in blockchain and DeFi to ideate and design a **PDA-secured fractional investment framework**. Explore tokenized equity structures that allow ordinary Pakistanis to participate in digital value creation, democratizing access to the asset class.
- **International Advisory Board:** Establish and convene a high-level **International Advisory Board** within the first 60 days, comprising global VCs, GCC family offices, and tech operators to improve investor confidence and guide PDA leadership.
- **Digital Economic Diplomacy:** Act as the primary interface between Pakistan's digital ecosystem and global investment hubs. Facilitate regulatory harmony between Pakistan and key investment corridors (UAE, GCC, Saudi Arabia, Europe etc.).
- **Inclusive Financial Innovation:** Align capital access strategies with **Financial Inclusion** goals, ensuring new investment instruments (e.g., tokenized assets) are accessible and consistent with "Public Interest Innovation" principles.
- **Economic Impact Analysis:** Translate complex digital economic trends into clear policy inputs for the Chairman and Cabinet, specifically regarding the GDP impact of digital exits, capital retention, and gender-inclusive economic design.

#### Required Qualifications & Experience

- **Education:**
  - **MSc in Financial Economics** or a related discipline from a top-tier international university.
  - Specialized certifications in **Blockchain Strategy, DeFi, or Digital Assets** are required.
- **Professional Experience:**
  - **10+ years** of experience in Digital Economy Strategy, Financial Economics, and Policy Advisory.
  - **Mandatory:** Proven track record of engagement with **GCC Regulatory Ecosystems** and multilateral institutions.



Government of Pakistan  
**Pakistan Digital Authority**



- **Technical Expertise:** Extensive experience in **Digital Public Infrastructure (DPI)**, Tokenization, and emerging business models.
- **Inclusion Focus:** Demonstrated experience in **Gender-Inclusive Digital Policy**, ensuring underrepresented communities are included in digital economic design.
- **Key Competencies:**
  - **Capital Markets Fluency:** Ability to speak the language of both global investors and national regulators.
  - **Technical Depth:** Understanding of blockchain/tokenization not just as technology, but as an economic enabler for fractional investment.
  - **Strategic Communication:** Ability to translate complex economic concepts into decision-relevant insights for C-level leadership.



## 4. Senior Consultant – Digital Product Design

### Objective of the Assignment

To provide C-level product leadership for Pakistan's portfolio of National Digital Platforms. The consultant will drive the overarching product vision, commercialization strategy, and roadmap execution for critical Digital Public Infrastructure (DPI), ensuring these platforms achieve product-market fit, sustainable growth, and mass adoption comparable to leading private-sector digital ecosystems.

### Scope of Work & Key Responsibilities

- **National Product Strategy:** Define the "North Star" product vision for a unified digital ecosystem, prioritizing high-impact citizen and business services (e.g., Identity, Payments, G2C, G2B) to drive widespread adoption and daily active usage (DAU).
- **Commercialization & Sustainability:** Develop monetization models and sustainability frameworks for digital public goods, ensuring platforms are financially viable and scalable while maintaining inclusivity and public value.
- **Agile Product Delivery:** Lead multiple cross-functional product squads (Product, Engineering, Design) using aggressive agile methodologies to accelerate time-to-market for complex national solutions.
- **Ecosystem & Platform Integration:** Oversee the creation of open ecosystems that allow third-party integrations, managing API partnerships and developer communities to foster private-sector innovation on top of government infrastructure.
- **Data-Driven Decision Making:** Establish robust product analytics frameworks (OKRs, KPIs) to ruthlessly prioritize features and investments based on user data, engagement metrics, and socio-economic impact.

### Required Qualifications & Experience

- **Education:**
  - Master's degree in engineering, Business, or a related technical field.
- **Professional Experience:**
  - **5+ years** of product management experience, preferably with international digital products
  - **Mandatory:** Direct experience leading product strategy for large-scale digital platforms, fintech ecosystems, or telecom digital services in high-growth international markets.
  - **Track Record:** Proven success in launching and scaling B2C or B2B platforms to millions of users, managing complex product lifecycles from zero-to-one and beyond.
- **Key Competencies:**
  - Expertise at the intersection of **Fintech, Telecoms & Large-Scale Digital Services.**
  - Strong background in "Platform Business Models," "Two-sided Marketplaces," and ecosystem orchestration.
  - Experience managing distributed product teams and navigating regulatory or complex stakeholder environments in emerging markets.



## 5. Senior Consultant – Digital Service Design

### Objective of the Assignment

To lead the end-to-end design of digital service ecosystems for government digitization initiatives. This role focuses on designing not only user-facing interfaces, but also the underlying service architecture, workflows, and multi-stakeholder interactions required to deliver coherent, scalable, and user-centered public services.

The role bridges service design, UX, and delivery—translating policy, operational, and organizational complexity into clear, executable digital service models.

### Scope of Work & Key Responsibilities

- **Service Blueprinting:** Map current-state and future-state digital service journeys across multiple government entities and stakeholders, identifying bottlenecks, handoff issues, and pain points in both user experience and service execution.
- **Cross-Departmental Orchestration:** Cross-Departmental Orchestration: Facilitate alignment workshops with senior stakeholders across ministries, operators, and delivery partners to structure shared service flows, clarify ownership, and ensure coordinated service delivery.
- **Life-Event Centric Design:** Restructure government services around citizen life events (e.g., "Birth of a Child," "Starting a Business") rather than departmental silos.
- **Omnichannel Strategy:** Ensure service continuity across web, mobile, call centers, and physical service centers.

### Required Qualifications & Experience

- **Education:**
  - Master's degree in UX Design, Service Design, Interaction Design, Product Design, or a related field.
- **Professional Experience:**
  - **5+ years** of experience in Service Design, UX, or Digital Product Design, with exposure to public-sector, government-adjacent, or complex enterprise environments.
  - Experience working on large-scale, multi-stakeholder digital platforms or transformation programs.
  - Experience collaborating with international teams or regulated industries (e.g., public sector, finance, healthcare) is a strong plus.
- **Key Competencies:**
  - Strong mastery of service blueprinting, journey mapping, and systems thinking applied to digital platforms and service ecosystems.
  - Ability to navigate organizational complexity and influence stakeholders without formal authority.
  - Comfortable operating at the intersection of strategy, design, and delivery.



## 6. Senior Consultant – Digital UX / Experience Design

### Objective of the Assignment

To define and enforce the "**Pakistan Digital Design System**" (PDDS). This consultant will ensure that all digital interfaces produced by the government are world-class, accessible, consistent, and intuitive for a population with varying levels of digital literacy.

### Scope of Work & Key Responsibilities

- **Design System Leadership:** Build and maintain a centralized atomic design system (UI kit, code components, style guides) to be used by all government vendors and agencies.
- **Accessibility & Inclusion:** Ensure all digital products meet WCAG 2.1 AA/AAA standards, designing specifically for low-literacy users, non-English speakers, and users on low-end devices.
- **Usability Testing:** Establish a rigorous usability testing lab to validate interfaces with real citizens before rollout.
- **Vendor Quality Assurance:** Review and audit UI/UX deliverables from external software vendors to ensure compliance with national standards.

### Required Qualifications & Experience

- **Education:**
  - Degree in HCI (Human-Computer Interaction), Graphic Design, or Computer Science.
- **Professional Experience:**
  - **5+ years** in UX/UI Design, with a portfolio demonstrating large-scale design systems.
  - Experience leading design for **mass-market consumer apps** or national portals in developing nations.
- **Key Competencies:**
  - Expertise in Figma, Prototyping, and Frontend frameworks (React/Vue) from a design perspective.
  - Deep understanding of **Mobile-First** design for emerging markets.