TERMS OF REFERENCE (TOR)

Consulting Services for the development and implementation of

<u>DIGITAL TRANSFORMATION STRATEGY FRAMEWORK</u>

CLICK (Competitive and Livable City of Karachi) Project Implementation Unit

(PIU) Investment Department, Government of Sindh

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Contents

Background

The Investment Department (ID), Government of Sindh, aims to transform the province into a premier destination for private-sector investment by adopting a data-driven, transparent, and efficient digital ecosystem. Leveraging the Public-Private Integration for Information Exchanges (PSIX) framework, unlock under-utilized public assets, and foster better alignment between business opportunities and investors.

This document outlines three (3) primary initiatives

1. Analytics & Insights Platform
2. Entrepreneur and Start-Up Investment Opportunity Connector
3. Wider Markets Initiative

The initiatives are designed as pilots to be implemented within the CLICK program's remaining budget timeline. They promote transparency, data-driven decisions, and public-private partnerships (PPP), drawing from best practices in digital ecosystems while incorporating modern elements like AI for enhanced efficiency (e.g., predictive insights and automated matching).

Vision & Strategic Importance

- **Vision**: Create a unified digital platform that enhances transparency and accelerates capital flows into strategic sectors, leading to development through Private Sector Participation (PSP)

Strategic Importance:

- Position Sindh at the forefront of regional competitiveness by enabling data-driven policy decisions and fostering public-private collaboration.
- Optimize resource allocation in Karachi by unlocking under-utilized assets and bridging investment gaps, contributing to livability and inclusive growth.

Objectives

Enhancing the institutional performance, streamlining investment facilitation, and optimizing public asset utilization are critical to improving the city’s livability, competitiveness, and inclusive growth. The proposed initiatives aim to address these challenges through a combination of digital transformation, enhanced stakeholder engagement, and capacity building across public and private sectors.

The primary objectives are:

1. Deploy an Analytics & Insights Platform:

Enable real-time monitoring of key metrics such as licensing cycle times, investment inflows, and investor Net Promoter Score (NPS), incorporating AI for predictive trend analysis and anomaly detection to support evidence-based decision-making.

2. Establish an Entrepreneur and Start-Up Investment Opportunity Connector:

Create a two-way portal for early-stage ventures and investors, with government facilitation in priority sectors using AI-driven matching algorithms to bridge funding gaps and promote innovation.

3. Develop a Wider Markets Initiative Digital Platform (Public Asset Catalog & Service Registry):

Establish a framework to identify and catalog under-utilized government assets, laying the groundwork for a future Asset Registry, with AI features for asset recommendation, valuation forecasting, and utilization optimization.

Proposed Initiatives

To create a digitally enabled eco-system, the following initiatives are proposed. A multidisciplinary consulting firm having expertise in Public Private Partnerships, Strategy and data analytics and IT systems implementation and governance. The consultancy firm may further subcontract a software development firm.

1. Analytics & Insights Platform

A platform to diagnose bottlenecks, track opportunities, and drive continuous improvement in investment processes.

- **Key Features**:
    - Diagnostic Layer: Understand data availability and accessibility, define KPIs (e.g., approval cycle times, FDI inflows, SLA compliance, MOUs tracking, investor sentiment).
    - Dashboard Layer: Database of possible/potential opportunities leading to institutionalization of initiative/project history, live tracking of investment inflows, approval cycle times, SLA compliance, MOUs tracking, potential investors data book and follow-up and investor sentiment.
    - Continuous Improvement: Anomaly detection using machine learning to trigger optimizations; AI for automated benchmarking and report generation.
    - Added Value: Integrate a sustainability dashboard to track green investment metrics, such as carbon footprint reductions from PSP projects, enhancing environmental impact.

- **Impact on Livability and Competitiveness**: Reduces process inefficiencies, leading to faster approvals and better resource allocation, making Karachi more attractive for investors and improving public services.

2. Entrepreneur and Start-Up Investment Opportunity Connector Platform

A two-way portal tailored for early-stage ventures and investors to bridge funding gaps in high-potential sectors.

- **Key Features**:

- Emerging companies submit vetted pitches; investors share profiles on Pakistani-market gaps
  - Government facilitation to highlight priority sectors like renewable energy or agritech.
  - AI-driven matching: Machine learning algorithms for personalized connections based on market gaps; generative AI chatbots to refine pitches and provide guidance.
  - Government users can highlight priority investment and startup sectors such as fintech, edutech, renewable energy, or agritech amongst others and broadcast curated early- stage ventures to niche VC segments, bridging the local funding shortfall

- **Impact on Livability and Competitiveness**: Addresses funding shortfalls, stimulates local entrepreneurship, and drives tech-led solutions for urban challenges, creating a vibrant ecosystem that attracts global talent and capital.

3. Wider Markets Initiative Digital Platform (Public Asset Catalog & Service Registry)

A framework to identify, catalog, and promote under-utilized government assets, laying the groundwork for a future Asset Registry.

- **Key Features**:
  - Draft guidelines, template forms, and standardized metadata for asset listing.
  - User guidance for external stakeholders (SMEs, NGOs, researchers) with search/filtering tools.
  - AI enhancements: Predictive analytics for asset valuation and utilization forecasts; block chain for secure, tamper-proof records; ML/AI for automated matching between assets and investors.

- **Impact on Livability and Competitiveness**: Unlocks public assets for private investment, reducing urban decay and funding infrastructure upgrades, while positioning Karachi as a hub for efficient, transparent partnerships.

Approach

Tasks are phased across initiatives:

- **Phase 1: Diagnostic/Design Layer** :
  - Conduct stakeholder consultations and workshops to map requirements.
  - Define KPIs, data sources, and user journeys.
  - Develop governance protocols, metadata schemas, and functional blueprints for software architecture.
  - For Analytics: Assess data availability; for Connector: Prioritize sectors; for Wider Markets: Draft guidelines/templates.

- **Phase 2: Platform Development & Pilot Rollout**:
  - Design and code web applications: Build databases, user interfaces (e.g., pitch submission portals, asset search tools), workflows, and integration with existing

systems

- Implement core features like role-based dashboards, broadcast tools, approval processes, and initial AI modules (e.g., matching algorithms).
- Conduct pilot testing in at least two districts.
- Ensure technical development includes scalability, mobile responsiveness and multilingual support (English and Urdu)

- **Phase 3: Operationalization & Strategic Support**:
  - Refine applications based on pilot feedback, incorporating advanced AI features (e.g., anomaly
  - detection).
  - Deploy full web applications across departments, with training on usage and maintenance.
  - Monitor performance, provide source code handover, and develop sustainability roadmaps.
  - Integrate security measures (e.g., access controls, encryption) and capacity building for ongoing operations.

Scope & Limitations

1. Analytics & Insights Platform

Scope: Focuses on **investment process metrics** (e.g., approval times, FDI tracking) and CO2 /green investment data. Provides **insights and recommendations**.

Limitations: Does not execute the process changes or approvals themselves (it is a monitoring tool). **Does not** integrate detailed internal financial accounting or HR/procurement metrics unless directly related to investment cycle times.

2. Entrepreneur & Start-Up Opportunity Connector Platform

Scope: Limited to connecting **vetted early-stage ventures** with compatible **investors** and government-highlighted priority sectors. Includes AI-driven matching and pitch refinement guidance.

Limitations: Does not handle the final legal, financial, or due diligence procedures. **Does not** provide direct government funding, grants, or non-refundable subsidies—it is a *connector*.

3. Wider Markets Initiative Digital Platform

Scope: Focuses on publicly cataloging and promoting **under-utilized government assets** for private sector partnership. Limited to draft guidelines, transparent listing, and predictive utilization analysis.

Limitations: Does not authorize, execute, or finalize the transfer of asset ownership/leasing rights. **Does not** include real-time financial valuation data or sensitive internal security details of the assets.

Deliverables

Deliverables are phase-specific and include reports, frameworks, tools and platforms. They emphasize practical outputs like blueprints, web application, interfaces, and roadmaps, with pilot testing and feedback loops.

Initiative	Phase 1 (Diagnostic/Design) Deliverables	Phase 2 (Platform Development and Pilot Rollout) Deliverables	Phase 3 (Operationalization & Strategic Support) Deliverables
Analytics & Insights	KPI Framework; Data Inventory Matrix; Reporting Needs Diagnostic & Blueprint	Data Architecture Schema; Governance Protocols; based Dashboards; UI Functionality Package; Control Framework; Toolkit	Support & Maintenance Plan; Feedback & Enhancement Refresher Training Packs; Insight Reports; Scalability
Entrepreneur & Start-Up Connector	Stakeholder Requirements Summary; User Journey Maps; Sector Prioritization Framework; Platform Functional Blueprint	Startup/Investment Pitch Submission Interface; Investor Directory; Startup/Investment Repository ("Pitch Board"); Broadcast & Curation Tools; Manual Discovery Features; Basic	Pilot Launch Report; User Onboarding Toolkit; Usage Monitoring Reports; Feedback & Iteration Log; Strategic Investor Outreach Plan
Wider Markets Initiative	Guidelines & Framework; Metadata Schema & Template Forms; User Guidance Documents	Asset Catalog Database; Digital Approval & Verification Workflows; Public Search & Filter Interface; Pilot District Listing	Pilot Launch Report & Private Sector Outreach Usage Analytics & Feedback Summary; Pricing Strategy Document; Scalability & Roadmap

Deliverable Format, Responsible party and Acceptance Criteria:

1. Analytics & Insights Platform

A platform to diagnose bottlenecks, track opportunities, and drive continuous improvement in investment processes.

Key Feature	Expected Deliverable Format	Responsible Party	Acceptance Criteria
Diagnostic Layer	Comprehensive Data Availability & KPI Definition Report (Digital Document)	Strategy and Data & Science Team (In collaboration with the Investment Department)	Major critical data sources identified and integrated; 10 -12 core KPIs (e.g., avg. approval time, FDI inflow/target ratio) defined, documented, and measurable via the platform.
Dashboard Layer	Live, interactive Digital Dashboard (Web-based application)	Data Science Team and IT Team – Software Development	Dashboard successfully displays 100% of defined KPIs in real-time; historical data accuracy verified at 99.5%; all data points are exportable to common formats (CSV, PDF).
Continuous Improvement	Road Map to add KPIs based on new data & Report Generation Module (Platform Feature)	Strategy and Data & Science Team	Automated reports for a minimum of 5 key processes are generated weekly with zero manual intervention.

2. Entrepreneur and Start-Up Investment Opportunity Connector Platform

A two-way portal tailored for early-stage ventures and investors to bridge funding gaps in high-potential sectors.

Key Feature	**Expected Deliverable Format**	**Responsible Party**	**Acceptance Criteria**
Company/Investor Profiles	Beta Platform Launch with registration/profile creation functionality	IT Team - Software Development Team (In collaboration with Investment Department)	Successful registration and profile completion by a set minimum of early-stage ventures and an agreed number of investors within the first few months of roll-out; fully functional secure pitch submission and investor profile sharing features.
Government Facilitation	Priority Sector Broadcasting Module (Platform Feature)	Investment Department (or relevant Investment Sector Lead)	Ability for government users to successfully highlight and broadcast ≥3 priority sectors to targeted investor groups; the system must notify investors of new curated opportunities.
AI-driven Matching	**Matching & Guidance Algorithm** (Integrated ML Model)	Data Science Team	Matching algorithm achieves a relevance score of ≥70% (as rated by platform users)
Curated Ventures	**Venture Curation & Broadcast Tool** (Admin Interface Feature)	Strategy Team	System allows admin users to select and successfully push curated lists of ventures to a minimum number of specified niche VC segments; tracking functionality for investor engagement with curated lists is fully operational.

3. Wider Markets Initiative Digital Platform (Public Asset Catalog & Service Registry)

A framework to identify, catalog, and promote under-utilized government assets.

Key Feature	**Expected Deliverable Format**	**Responsible Party**	**Acceptance Criteria**
Guidelines & Metadata	Standardized Digital Toolkit (Guidelines Document, Template Forms, Metadata Schema)	Investment Department and Strategy Team	Final legal review and approval of guidelines complete; a standardized metadata schema is defined and implemented for 100% of listed assets.

Key Feature	Expected Deliverable Format	Responsible Party	Acceptance Criteria
User Guidance & Search Tools	Public-facing Digital Platform with search/filter	Strategy and IT Team - Software Development Team	Platform launched with ≥50 initial asset listings; external stakeholders can successfully search, filter, and view asset details using a minimum of 5 filtering parameters (e.g., asset type, location, status).
Campaign and Pricing Strategy		Data Science Team (In collaboration with IT Infrastructure Team)	Predictive model successfully generates ≥80% accurate utilization forecasts for ≥10 initial pilot assets;

Deliverable against KPIs and Success Measurement Definition

The consultant shall define a list of KPIs and the success definition against each KPI for the proposed initiative. The table below summarizes some of the KPIs that shall be included by the consultant.

Initiative	Proposed Key Performance Indicators (KPIs)	Success Measurement Definition
1. Analytics & Insights Platform		
Process Efficiency	Average **Approval Cycle Time** for investment applications (e.g., permits, licenses).	**Success:** A measurable reduction (e.g., 20% drop) in average cycle time within the first 12-18 months.
Investment Flow	Quarterly and Annual **FDI Inflow** into Karachi.	**Success:** A year-on-year increase in FDI, and a correlation between improved process scores on the platform and increased inflows.
Service Quality	**SLA Compliance Rate** across all tracked government departments.	**Success:** Achieving and maintaining a target compliance rate (e.g., ≥90%) for all defined SLAs.
Transparency & Adoption	**Platform Utilization Rate** (e.g., daily active government users, reports generated).	**Success:** High and consistent internal adoption rate and a positive trend in the **Investor Sentiment Index** (as tracked by the platform's diagnostic layer).
2. Entrepreneur and Start-Up Investment Opportunity		

Connector Platform		
Funding Gap Bridging	**Total Capital Raised** by start-ups facilitated through the platform (monetary value).	**Success:** Achieving a defined cumulative funding target (e.g., X million rupees) within 3 years.
Matching & Efficacy	**Investor-to-Venture Conversion Rate** (successful funding/total introductions).	**Success:** A high, continually improving conversion rate (e.g., ≥10%), indicating the AI matching is highly effective.
Strategic Focus	**Investment in Priority Sectors** (% of total funding going to government-highlighted sectors like FinTech, Renewable Energy, etc.).	**Success:** Achieving a mandated percentage of total platform funding directed towards strategic priority sectors (e.g., ≥60%).
Economic Impact	**New Jobs Created** by start-ups funded via the platform.	**Success:** Documented creation of a defined number of high-value, sustainable jobs.
3. Wider Markets Initiative Digital Platform (Public Asset Catalog & Service Registry)		
Asset Activation	**Percentage of Cataloged Assets** successfully utilized, leased, or put to a public-private partnership (PPP) use.	**Success:** Achieving a target utilization rate (e.g., ≥30% of previously unutilized assets) within a specified timeframe.
Transparency & Data Quality	**Asset Listing Completeness Score** (adherence to metadata standards) and **Blockchain Record Integrity** (zero tampering events).	**Success:** Near-perfect compliance (≥95%) with standardized metadata, ensuring assets are easily searchable and valued.
Revenue Generation	**Total Revenue Generated** from the activation/monetization of cataloged assets.	**Success:** Generating a specific, measurable revenue stream that can be reinvested into urban infrastructure or public services.
Market Adoption	**External Stakeholder Engagement Rate** (e.g., unique SMEs/NGOs/investors actively searching and inquiring about assets).	**Success:** Consistent growth in external user inquiries, indicating the platform has become the default mechanism for accessing public assets.

Post-Project Sustainability and Government Ownership Transition Plan

1. Government Ownership Transition (Institutionalization)

The transition will be managed through a phased handover to a dedicated internal government entity, operating under the relevant provincial/city-level planning.

Phase	Duration	Activities & Deliverables
Phase I: Parallel Operations	Months 1 - 6 (Post-Launch)	External vendor/consultants operate the platforms while an internal alignment on the handover and transition framework is established by the government. **Key Deliverable:** Assigned government team embedded with vendor teams. All platform source code, architecture documentation, and AI model weights are transferred to a secure government repository.
Phase II: Co-Ownership	Months 7 - 18	Assigned government IT team takes the lead on Level 1 (User Support) and Level 2 (Bug Fixes/Feature Changes) operations. External vendor provides Level 3 (Architecture/Security) and mentorship. **Key Deliverable:** Assigned government IT team independently manages weekly platform releases and patch deployments.
Phase III: Full Ownership	Month 19 onwards	Assigned government teams assumes full operational, technical, and strategic control. The relationship with the private sector shifts to an **on-demand maintenance contract** rather than full-scale outsourcing.
Governance Structure	Permanent	A permanent **Digital Steering Committee**—comprising the heads of the Planning Department, IT Department, Finance Department, and a private sector representative can oversee the working of the assigned team and set annual platform strategy and budget.

2. Capacity Building and Talent Retention

The success of full government ownership hinges on having technical and managerial skills internally. The consultant should setup a capacity building framework which may include the following aspects for seamless maintenance and innovation of these platforms.

Component	Strategy for Sustainability
Technical Capacity	**'Train the Trainer' Model:** External vendors must train a cohort of **IT experts within the government**. Focus on specialized skills required for the platforms
AI/ML Specialization	**University Partnerships:** Formal MOUs with local universities for a continuous **Applied Data Science Internship Program**. Interns work directly on Platform 1 (Anomaly Detection) and Platform 2 (Matching Algorithm) to ensure model continuous learning and refinement.
Operational & Managerial	**Dedicated Roles:** Identify **Digital Product Owners** (responsible for feature backlog) and **DevOps Engineers** (responsible for platform

Component	Strategy for Sustainability
	uptime/security) within the existing government professionals or recommend hiring as the need be.
Talent Retention	**Competitive Compensation & Culture:** Establish a special pay scale/digital allowance for the defined roles, benchmarked against local industry standards, to prevent attrition. Foster an **Agile, User-Centric Culture** to keep technical talent engaged and motivated.

3. Funding Sources for Long-Term Maintenance

Reliance on a single funding source is risky. A diversified, *Self-Sustaining* Model shall be advised by the consultant for the mandates. Some of the areas that may be considered are as follows to draft the structure for long term maintenance.

Fund Description	Tentative Areas to be funded
Institutional Budget (Core)	Core member salaries, cloud hosting costs, security audits, and essential Level 1 maintenance.
Transaction Fees (Wider Markets)	System upgrades and feature development for the **Wider Markets Platform**.
Licensing/Data Access Fees (Analytics)	Development of specialized, high-value AI models and reports for the **Analytics Platform**.
Sponsorship/Partnership (Connector)	Hosting startup events, running hackathons, and providing subsidized pitch-refining services.

Timeline

The project will be implemented with an overall project duration of 4 months commencing from the contract signing date, structured through a phased implementation approach for all three initiatives.

Phase	Description & Delivery Approach	Duration	Focus Areas Across Initiatives
Phase 1: Diagnostic / Layer	Focus on accelerated stakeholder consultations, data mapping, KPI definition, and governance Delivery: Condensed workshops and initial blueprints within 1 month. Project Inception Report	1 month (30 days)	Inception Reports, Stakeholder alignment, KPI/data mapping, functional blueprints, sector prioritization, governance frameworks
Phase 2: Platform Development & Pilot Rollout	Build and test Platform (e.g. dashboards, pitch interfaces, asse catalogs) with pilot launches (with a least two district for Wider Markets). MVP Web Applications, Pilot Results, Delivery:	1.5 months (45 days)	System build (e.g., databases, interfaces/ screens, workflows), manual features, pilot asset listing/onboarding
Phase 3: Operationalization & Strategic	Refine Platform based on pilot deploy across departments, and prepare for government ownership. Delivery: Final sprints with training and documentation.	1.5 months (45 days)	Pilot Launch, user training, driven refinements, usage monitoring, scalability planning, insight reports

Team Skills and Qualifications

Roles and Responsibilities across the initiatives

A multidisciplinary team of key personnel, with roles assigned across initiatives. Qualifications emphasize experience in public-private advisory, data management, Policy advisory and sector-specific expertise.

Role Group	Specific Role	Years of Experience	Key Responsibilities	Initiatives Covered
I. Strategic & Oversight	**Team Lead**	15+	Provides **executive oversight** and coordinates final decision-making. Ensures alignment with city-level economic goals. Experience dealing with senior policy makers and investors; advisory in public and private sectors; stakeholder management	All Three
	PM/Business Analyst	5+	Manages the day-to-day execution, schedules, risks, and resource allocation across all three platforms. Acts as the primary communication bridge between technical and functional teams.	All Three
	Startup/ VC Specialist	8+	Vets all guidelines, forms, metadata standards, and data usage policies (especially for investor sentiment and public asset data). Ensures platforms comply with local regulations.	All Three
II. Technical & Development	**Technical Lead**	12+	Oversee the design, coding, testing, and deployment of the web applications (Dashboards, Portals, Registries). Focuses on UI/UX and system stability.	All Three
	Dashboard Developer	3+	Dashboard tools (e.g., Tableau/Power BI), UI/UX design and code, data visualization	
	Data Architect	5+	Designs the backend database structures, ensures data integrity, manages API integration, and implements security protocols.	All Three
	Backend Developer	5+	Develops the backend for the software platforms and structure.	2 & 3
	Frontend Developer	5+	User-centered design, wire framing, intuitive interfaces for	All Three

			diverse users (e.g., investors, government).	
III. Functional & Content	**Policy Specialist**	10+	**Defines KPIs** for the Analytics Platform (1). Leads the process of vetting companies and investors, and setting priority sectors (2). Policy advisory, regulatory frameworks, alignment with government SOPs, and investment laws.	1 & 2
	Asset Management and Policy Specialist	**10+**	Responsible for sourcing and validating the **Public Asset data** (metadata, utilization status). Leads the drafting of legal guidelines and asset listing templates (3). Public asset management, metadata standards, governance frameworks, monetization models	3

Team Composition

S. No	Personnel Description	Number of Position	Person Months	Input type
Key Experts				
1	**Team Leader**	**01**	**4**	**Full time**
2	Data Architect	01	3.5	Intermittent
3	PM/ Business Analyst	01	4	Full time
4	Dashboard Developer	01	2	Intermittent
5	Startup/ VC Specialist	01	2	Intermittent
6	Technical System Architect / IT Project Manager	01	4	Full time
7	UX/ UI Designer/ Front-End Developer	01	4	Full time
8	Backend Developer	02	4	Full time
9	Asset Management Specialist	01	4	Intermittent
10	Policy Specialist	01	3	Intermittent

1. **Title:** Team Leader

No. of Positions: 01
Duration (Months): 4
Engagement Type: Full Time
Qualification & Experience:
Bachelor's in Engineering / Computer Science (16 Years of Education) with 15 years of experience, or Master's in Engineering / Computer Science with 12 years of experience in digital transformation, investment facilitation, public sector innovation, or similar projects. Preferably 5 years' experience as Team Leader in IT-related projects involving investment platforms, public-private partnerships, or donor-funded initiatives.
Job Description:

- Reports directly to the client and acts as the firm's focal person. Overall responsible for the entire assignment and leads the consultant's team.
- Must have a proactive approach to platform development, stakeholder engagement, and resolution of implementation challenges.
- Manages and supervises the project team, ensuring the project is completed within budget, on time, and to the required specifications.
- Oversees platform development and engineering tasks, ensuring compliance with approved designs, technical standards, and project timelines.
- Coordinates with client organizations, contractors, and relevant departments to ensure seamless execution of platform features and civil works (where applicable).
- Regularly updates the client on technical matters and project progress through meetings, discussions, and written reports.
- Reviews and certifies progress payments and invoices, ensuring that all necessary supporting documents are provided in line with the contractual agreement.
- Ensures the effective mobilization of resources and staff across multiple project sites.

2. **Title:** Data Architect

No. of Positions: 01
Duration (Months): 3.5
Engagement Type: Intermittent
Qualification & Experience:
Bachelor's in Computer Science / Data Engineering (16 Years of Education) with 8 years of experience, or Master's with 6 years of experience in data architecture, integration, and analytics platforms.
Preferably 3 years' experience in public sector or donor-funded data systems.
Job Description:

- Designs and implements data architecture for dashboards, asset registries, and investor databases.
- Ensures data availability, accessibility, and integrity across platforms.
- Develops metadata schemas and governance protocols for data management.
- Supports predictive analytics modules using AI/ML.
- Coordinates with developers and analysts to ensure seamless data flow and system integration.

3. **Title:** Project Manager / Business Analyst
No. of Positions: 01
Duration (Months): 4
Engagement Type: Full Time
Qualification & Experience:
Bachelor's in Business Administration / IT Management (16 Years of Education) with 10 years of experience, or Master's with 8 years of experience in project management and business analysis.
Preferably 3 years' experience in digital public sector projects.
Job Description:

- Leads requirement gathering, stakeholder consultations, and functional blueprint development.
- Defines KPIs, user journeys, and governance protocols.
- Manages project timelines, resources, and reporting.
- Translates business needs into technical specifications.
- Coordinates between technical teams and client stakeholders.

4. **Title:** Dashboard Developer
No. of Positions: 01
Duration (Months): 2
Engagement Type: Intermittent
Qualification & Experience:
Bachelor's in Computer Science / Data Visualization (16 Years of Education) with 5 years of experience in dashboard development.
Preferably 2 years' experience in public sector or investment-related dashboards.
Job Description:

- Develops interactive dashboards for KPIs, investor tracking, and sustainability metrics.
- Ensures real-time data integration and visualization.
- Implements role-based access and multilingual support.
- Collaborates with UX/UI designers for responsive design.
- Supports pilot testing and dashboard refinement.

5. **Title:** Startup / VC Specialist

No. of Positions: 01
Duration (Months): 2
Engagement Type: Intermittent
Qualification & Experience:
Bachelor's in Finance / Entrepreneurship / Economics (16 Years of Education) with 8 years of experience, or Master's with 6 years of experience in venture capital, startup incubation, or investment facilitation.
Preferably 8+ years' experience in emerging markets or donor-funded entrepreneurship programs.
Job Description:

- Curates early-stage ventures and investor profiles.
- Advises on priority sectors and market gaps.
- Supports AI-driven matching and pitch refinement tools.
- Coordinates with government stakeholders to broadcast curated opportunities.
- Provides insights into startup trends and funding gaps.

6. **Title:** Technical System Architect / IT Project Manager
No. of Positions: 01
Duration (Months): 4
Engagement Type: Full Time
Qualification & Experience:
Bachelor's in Computer Engineering / Software Architecture (16 Years of Education) with 10 years of experience, or Master's with 8 years of experience in system architecture and IT project delivery.
Preferably 3 years' experience in scalable public sector platforms.
Job Description:

- Designs secure, scalable, and interoperable platform architecture.
- Oversees development of web applications, APIs, and integration layers.
- Ensures compliance with security protocols and performance benchmarks.
- Coordinates with backend and frontend teams for seamless deployment.
- Supports pilot rollout and system optimization.

7. **Title:** UX/UI Designer / Front-End Developer
No. of Positions: 01
Duration (Months): 4
Engagement Type: Full Time
Qualification & Experience:
Bachelor's in Design / HCI / Computer Science (16 Years of Education) with 6 years of experience in UX/UI and front-end development.
Preferably 3 years' experience in multilingual and mobile-responsive platforms.
Job Description:

- Designs intuitive interfaces for portals, dashboards, and search tools.
- Ensures accessibility, responsiveness, and multilingual support.
- Collaborates on user testing and iterative design improvements.
- Implements front-end components using modern frameworks.
- Supports branding and visual consistency across platforms.

8. **Title:** Backend Developer
No. of Positions: 02
Duration (Months): 4

Engagement Type: Full Time
Qualification & Experience:
Bachelor's in Computer Science / Software Engineering (16 Years of Education) with 5 years of experience in backend development.
Preferably 2 years' experience in public sector or investment platforms.
Job Description:

- Develops secure, scalable backend systems for all platforms.
- Implements APIs, databases, and workflow engines.
- Supports AI/ML module integration and performance optimization.
- Ensures data integrity and system reliability.
- Collaborates with frontend and architecture teams.

9. **Title:** Asset Management Specialist
No. of Positions: 01
Duration (Months): 4
Engagement Type: Intermittent
Qualification & Experience:
Bachelor's in Urban Planning / Real Estate / Public Administration/Public Policy/Economics or Equivalent (16 Years of Education) with 8 years of experience, or Master's with 6 years of experience in asset management or public-private partnerships.
Preferably 15+ years' experience in donor-funded infrastructure or asset utilization projects.
Job Description:

- Drafts asset listing guidelines and metadata templates.
- Supports valuation and utilization forecasting using AI tools.
- Facilitates investor engagement for underutilized assets.
- Coordinates with government departments for asset cataloging.
- Advises on asset registry development and public-private models.

10. **Title:** Policy Specialist
No. of Positions: 01
Duration (Months): 3
Engagement Type: Intermittent
Qualification & Experience:
Bachelor's in Public Policy / Law / Governance/ Economics or Equivalent (16 Years of Education) with 8 years of experience, or Master's with 6 years of experience in policy design, regulatory analysis, investment/finance or institutional reform.
Preferably 10+ years' experience in investment facilitation or donor-funded governance projects.
Job Description:

- Develops governance protocols and policy frameworks for platform operations.
- Aligns platform features with national and provincial investment strategies.
- Supports sustainability and compliance roadmaps.
- Advises on legal and regulatory aspects of platform deployment.
- Coordinates with stakeholders for policy harmonization.