



**Karandaaz Pakistan**  
**Terms of Reference for**  
**Hiring of Consultant for Formulating Data Management and Governance Framework**

<b>Position:</b>	<b>Consultant</b>
<b>Reporting Line:</b>	<b>Associate Director – Digital Transformation</b>
<b>Location:</b>	<b>Islamabad</b>
<b>Duration:</b>	<b>6 Months (PKR Daily Rate Contract)</b>
<b>Estimated LOE's:</b>	<b>90 – 110 days</b>
<b>Type:</b>	<b>Individual</b>
<b>Issuance Date:</b>	<b>19<sup>th</sup> January 2021</b>
<b>Closing Date:</b>	<b>03<sup>rd</sup> February 2021</b>

**Introduction of Karandaaz:**

Karandaaz Pakistan (“Company”), is a not for profit company, set up by Department for International Development UK (“DFID”) for the implementation of the Enterprise and Asset Growth Program. The company was incorporated in August 2014. Bill & Melinda Gates Foundation (“BMGF”) has set up a Digital Financial Services Unit within Company for increasing the reach of financial services through the use of innovative digital technologies.

The objectives for DFS unit, all of which are aimed at poor, rural, or otherwise excluded population segments are to: 1) Drive government payments onto digital platforms and develop new digital payment use cases for the public sector; 2) Work with commercial providers to test new digital payment innovations; 3) Conduct regulatory and policy analysis and advocacy to address the remaining policy barriers to digital financial inclusion; and 4) Create public goods to accelerate diffusion of best practices.

**Background of the task:**

DFS was engaged in 2019 by BISP to support development of an IT strategy for BISP, along with an IT/Data governance framework and get the organization ready for ISO 27001 certification. Karandaaz engaged a consulting firm to carry out a current state assessment and benchmarking leading in to recommendations for ISO 27001 certification readiness and development of an IT/Data strategy along with an implementation roadmap. On successful conclusion of the engagement, a separate phase for implementation of recommendations proposed by the consulting firm has been setup and referred to as BISP Phase II. One of the key targets of Phase II is to develop and implement a Data Management and Governance framework.

**Position Summary:**

Karandaaz is seeking the services of a Consultant who has knowledge and experience in developing a strategy and a roadmap for implementation that would lead to effective data management and governance. The consultant will be expected to set up an organization wide data governance framework to enable the formal management (consuming, contribution, validation, processing, protection, etc.) of data assets. S/he will develop, deploy and enforce relevant processes, policies, practices and standards to ensure proper use and maintenance of data.

The anticipated tenure for the engagement is 3-4 months. The consultant will be positioned at BISP Secretariat in Islamabad.

### **Key Responsibilities and Deliverables:**

- Roll out an enterprise wide data governance framework, with a focus on improvement of data quality and the protection of sensitive data through modifications to organization behavior policies and standards, principles, governance metrics, processes, related tools and data architecture
- Establish an enterprise data governance implementation roadmap including strategic priorities for development of information-based capabilities
- Define roles and responsibilities related to data governance and ensure clear accountability for stewardship of the company's principal information assets and establish a common understanding and visibility of all Agency data assets;
- Recommend an evolving data governance metadata model to cover all aspects of the business technology landscape, including big data and related emerging technologies;
- Develop and maintain an inventory of the enterprise information maps including external data flows, authoritative systems and owners;
- Conduct cross-functional data governance activities with the business, IT architects, IT experts, security officers and other key actors to establish a common understanding of related business requirements and priorities;
- Constructively challenge requirements and propose value-added solutions in order to meet data governance objectives;

### **Candidate Profile:**

#### Education and Experience

- Completed university studies of 4 years in a relevant domain (e.g. Computer Science, Information Technology/Management)
- In addition, a minimum of 10 years' experience in data management and minimum of 5 years' in data governance within a complex business environment;
- Knowledge of industry leading data quality and data protection management practices
- Knowledge of data related government regulatory requirements and emerging trends and issues
- Professional training and certification in data governance would be a strong advantage;
- P r i o r experience of working with government organizations would be highly preferable

Note: A Master's degree in relevant discipline will be an added advantage and will be given preference

### **Skills and Competencies:**

- Must be capable at stakeholder engagement and management
- Must exhibit strong (Technical) documentation skills
- Sound awareness of technologies and potential impact
- A problem solver who can think out of the box, solve operational issues and communicate solution/recommendations to a disparate group of stakeholders
- Must be self-driven, highly organized and able to work and deliver in a diverse team

**Proposed Evaluation Criteria:**

The Technical Evaluation Committee will evaluate the received CVs of the candidates. For shortlisting purposes, every CV will be assessed against the following criteria:

SN	Item	Weight
1	Relevant experience	40%
2	Skill set and expertise	30%
4	Relevant qualification/s and certification/s	25%
5	Experience of working with a public sector organization	5%

Only candidates scoring 80% or more against the CV evaluation criteria will be shortlisted for interview with the Technical Evaluation Committee.

Next, the Technical Evaluation Committee will further use the following evaluation criteria to score the candidate interviews:

SN	Item	Weight
1	Functional skills and competencies	40%
2	Behavioral competencies	30%
3	Understanding of ToRs and ability to deliver the scope of work	30%

Only candidates scoring 80% or more in the interview will be called to discuss their quoted daily rates and based on positive reference check, award the contract to the top ranked candidate. Karandaaz Pakistan may negotiate the price and terms with the short-listed/ top ranked candidate to have best techno-commercial outcome. If the outcome of the negotiation is unsuccessful with the top ranked candidate, Karandaaz may then negotiate with the next in-line candidate and so on down the list as per rank until a satisfactory outcome is achieved.



### **Application submission:**

All interested candidates must submit:

1. Cover Letter
2. Latest CV
3. Daily rate in PKR (inclusive of all taxes & out of pocket expense)
4. 2 References and/or details of referees – Karandaaz may or may not request for additional references from any candidate at any stage of the selection process

Note: Further documentation may be requested from the selected individual.

Both financial and technical proposals must be submitted before 5:00 PM Pakistan Standard Time on 03<sup>rd</sup> February, 2021. Candidate must submit one hard copy of the CV and one hard copy of the financials (password protected via email submission), and submit each proposal in separate sealed envelopes to the attention of 'The Procurement Department' 1-E, Ali Plaza, D Chowk, Mezzanine Floor, Nazimuddin Road, Blue Area, Islamabad.

The proposal MUST also be sent to the following email address: [procurement@karandaaz.com.pk](mailto:procurement@karandaaz.com.pk) with the subject line: Responding to TORs for "**Hiring of Consultant for Formulating Data Management and Governance Framework**". Candidates must submit a password protected electronic copy of the financial proposal. Password for financial proposal will be requested by Karandaaz procurement department from the technically qualified consultant at the time of financial opening (if needed).

All terms and conditions shall be as per Karandaaz policy. In case of any conflict, Karandaaz decision shall be deemed final.