# Section 2. Terms of Reference

For

**Selection of Individual Consultant**

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| **Job #** | N/A |
| **Job Title** | **Consultant (Envision)** |
| **No. of Position** | 1 |
| **Location** | Dhaka, Bangladesh |
| **Appointment** | Local Hire |
| **Job Posted** | TBA |
| **Closing Date** | TBA |
| **Language** | Bangla [Essential]; English [Essential] |
| **Appointment Type** | Time-Based. Duration: 11 months (Subject to the duration of the project and further extension is subject to the performance of the incumbent and availability of fund) |

## Background of the Project:

The Aspire to Innovate (a2i) Programme builds on the Government of Bangladesh's efforts to introduce a citizen-centric culture of innovation in civil service to improve service delivery and make services more inclusive, affordable, reliable, and easier to access. This project will provide support to establish institutional mechanisms and improve accountability to accelerate SDG achievements in Bangladesh.

This project will have three components:
1. Institutionalizing Public Service Innovation and Improving Accountability
2. Catalyzing Digital Financial Services and Fintech Innovations
3. Incubating Private Sector-enabled Public Service Innovation

## Background of the assignment:

Envision, a vital unit of a2i, focuses on accelerating service development and addressing specific challenges to enhance public service delivery in Bangladesh. It plays a pivotal role in streamlining government processes and fostering innovation. Through the Service Design Lab (SDL), Envision partners with government agencies, the IT industry, private sector, academia, and civil society to develop strategic guidelines and transformation plans, ensuring indirect benefits to citizens.

Over the past years, envision has supported over 36 ministries, 60 governmental entities, universities, and international organizations by preparing strategic documents such as implementation milestones, budgets, technological frameworks, anticipatory solutions, organizational capacity development plans, and future action plans. These efforts have enabled various entities to prepare project formulation documents and progress towards implementation effectively.

The Consultant (Envision) will be an integral part of the a2i team, working closely with various a2i projects and initiatives to support service evaluation, monitoring, and implementation efforts. The Consultant will focus primarily on driving the digital transformation agenda within a2i, collaborating with ministries and government entities to evaluate the effectiveness of digital services, ensure alignment with strategic objectives, and contribute to ongoing service improvement initiatives. This role will require the Consultant to work across a range of a2i projects, providing expertise in areas such as project planning, service digitization, and system integration, ensuring that all initiatives are effectively monitored and evaluated to achieve sustainable and impactful outcomes for public service delivery in Bangladesh.

To achieve this, the **'Aspire to Innovate (a2i) Programme'** seeks a **Consultant (Envision)** to address the critical need for evaluation and assessment of its diverse initiatives and support strategic initiatives, provide expertise, and drive transformation programs of a2i.

## Objectives of the assignment:

The overall objective of the assignment will be the following:

- Expertise Support to service implementation process for digitalization journey of Ministry/Division/Organization.
- Design Implementation plan for public service digitization
- Implementation of integrated digitization system
- Maintain liaison with the ministry and organization for system implementation
- Collection of data and monitor implementation plan and reports.
- Evaluating the outcomes of a2i initiatives to measure their effectiveness and alignment with citizen-centric goals.

## Supervision and Performance Evaluation:

The **Consultant (Envision)** will be working with the Envision team of Aspire to Innovate (a2i) Programme. A performance evaluation will be conducted by the project authority of a2i. After the contract period, further continuation of the contract will depend upon the satisfactory performance and availability of funds.

## Scope of work, Duties and Responsibilities:

- Conduct detailed evaluations of a2i's digital transformation initiatives to measure their effectiveness and outcomes.
- Assess the alignment of initiatives with citizen-centric goals and broader national objectives.
- Develop evaluation frameworks and methodologies tailored to the specific goals of each initiative.
- Identify lessons learned, success factors, and areas requiring improvement to inform future planning.
- Analyze the performance and usability of implemented digital services.
- Evaluate the impact of digital services on public accessibility, efficiency, and overall satisfaction.
- Provide actionable recommendations to enhance service delivery and sustainability.
- Establish monitoring tools and mechanisms to track the progress and effectiveness of a2i projects.
- Collect and analyze data to generate insights on implementation outcomes.
- Prepare comprehensive progress reports and assessment documents for internal and external stakeholders.
- Based on evaluation findings, design action plans to address identified gaps in service delivery and system integration.
- Collaborate with project teams to integrate feedback and lessons learned into ongoing and future initiatives.
- Ensure recommendations are practical, scalable, and aligned with a2i's strategic goals.☐ Work closely with ministries, divisions, and other organizations to ensure consistent assessment and reporting processes.
- Facilitate dialogue with stakeholders to incorporate their insights and feedback into evaluation activities.
- Maintain regular communication to ensure alignment between a2i's objectives and stakeholder priorities.

- Collect, analyze, and interpret data to evaluate project milestones and outcomes.
- Develop dashboards and visual tools for decision-makers to monitor progress and assess impact.
- Use data insights to drive continuous improvement and ensure informed decision-making at all levels.
- Provide strategic recommendations and input based on the analysis of existing projects, helping shape the direction of future a2i initiatives and ensuring continuous improvement in public service digitization.

## Technical Competencies

- Strong knowledge of evaluation frameworks, methodologies, and best practices.
- Ability to conduct detailed impact assessments of digital transformation initiatives.
- Proficiency in designing and implementing monitoring tools and systems.
- Advanced skills in collecting, analyzing, and interpreting quantitative and qualitative data.
- Expertise in using data visualization tools (e.g., Power BI, Tableau) to develop dashboards and visual reports.
- Knowledge of statistical and analytical software for impact measurement.
- In-depth understanding of digital service design, delivery, and implementation.
- Familiarity with public service digitization, system integration, and citizen-centric service principles.
- Awareness of emerging technologies and their applications in government.
- Proficiency in preparing comprehensive progress reports, evaluation documents, and strategic recommendations.

## Functional Competencies

- Ability to align evaluation activities with organizational and national goals.
- Strategic mindset to identify improvement opportunities and design scalable solutions.
- Strong problem analysis and resolution skills to address gaps in service delivery.
- Capacity to provide evidence-based recommendations for decision-making.
- Excellent interpersonal and communication skills to work effectively with diverse teams.
- Ability to present findings and insights clearly to stakeholders at all levels.
- High level of accuracy in monitoring progress, analyzing data, and reporting results.
- Flexibility to adapt evaluation methodologies to dynamic project needs.
- Creativity in recommending innovative solutions for public service improvement.

**Deliverables and Timeframe:**

The assignment will be for 11 months (Subject to the duration of the project). Completed task under each area and activity will be as follows:

| Deliverables | Timeline |
|---|---|
| • Prepare comprehensive evaluation reports annually, analyzing the outcomes and effectiveness of a2i initiatives. <br> • Deliver detailed impact assessment documents annually, focusing on the usability, efficiency, and citizen impact of digital services. <br> • Develop and implement customized monitoring tools or frameworks annually for tracking project progress and impact. <br> • Provide sets of actionable recommendations per evaluated initiative, focusing on enhancing delivery, scalability, and alignment with citizen-centric goals. <br> • Create and maintain dynamic dashboards annually, presenting key metrics, project status, and progress insights for decision-making. <br> • Develop strategic action plans annually to address identified gaps and integrate lessons learned from evaluations. <br> • Produce stakeholder engagement reports annually, summarizing feedback, challenges, and opportunities gathered during consultations. <br> • Submit monthly progress reports and detailed quarterly evaluation summaries per year to ensure continuous monitoring and feedback. <br> • Conduct 3 baseline studies annually to establish benchmarks for evaluating the impact of a2i initiatives. <br> • Organize and facilitate 4 workshops or training sessions annually for stakeholders on evaluation methodologies, data collection, and monitoring tools. <br> • Deliver 5 gap analysis reports annually, identifying performance deficiencies and areas for improvement in ongoing and completed projects. <br> • Prepare 1 comprehensive annual summary report consolidating all evaluation findings, lessons learned, and strategic recommendations. <br> • Design evaluation frameworks and methodologies annually to standardize the assessment process for a2i initiatives. <br> • Document case studies or best practices annually, highlighting successful implementations and lessons learned for future reference. <br> • Conduct and analyze stakeholder or citizen satisfaction surveys annually, capturing feedback on digital services. <br> • Generate data insights reports annually, using analytics to identify trends, patterns, and actionable insights for decision-making. <br> • Deliver status report on the implementation of integrated digitization systems, tracking milestones and outcomes. | 11 Months (Subject to the duration of the project) |

The incumbent will perform other related duties and responsibilities as and when required and assigned. The incumbent should function as an effective team member.

Payment: The Consultant (Envision) will be paid equal instalments on monthly basis upon completion of the above deliverables.

**Requirements for Experience and Qualifications:**

**I. Academic Qualifications:**

• Minimum Bachelor's degree in any discipline from any reputed Public/ Private University

**II. Experience:**

- At least 8 years of work experience in private/public organizations with Bachelor's degree.
- At least 6 years of experience working in public/ private sector with Master's degree.
- At least 4 years of experience in service digitization.