

**Terms of Reference  
For  
Selection of Individual Consultant**

<b>Job #</b>	N/A
<b>Job Title</b>	<b>Consultant (Commercialization)</b>
<b>No of Positions</b>	<b>1</b>
<b>Location</b>	Dhaka, Bangladesh
<b>Appointment</b>	Local Hire
<b>Job Posted</b>	TBA
<b>Closing Date</b>	TBA
<b>Language</b>	Bangla [Essential]; English [Essential]
<b>Appointment Type</b>	Time-Based. Duration: 9 months (Subject to the project duration and date of joining. 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:**

Digital Centre serve as a decentralized public service and digital transaction hub at the Union, Upazila, and District levels. In alignment with a2i's vision for scalability and sustainability, the commercialization of these centres has become a key strategic priority. Concurrently, the a2i program has developed a Government Payment Platform, designed to unite stakeholders under a single framework, providing a cost-effective and efficient payment solution.

'Aspire to Innovate (a2i) Programme' is looking for a **Consultant (Commercialization)** who will be responsible for driving the business strategy, partnerships, and revenue models for Digital Centres. This role will focus on legal documentation, identifying sustainable revenue streams, preparing technical and business reports, and executing commercialization strategies to establish the Government Payment Platform.

**Objectives of the assignment:**

The overall objective of the assignment will be the following:

- Associating Business Development Strategic plan and execution
- Coordinate in preparing business Strategy aligning all domain & relevant team
- Preparing business proposal, concept notes & develop proposed business model
- Initiative for setting business deliverables & milestones for initiatives
- Develop working team to ensure expected outcome
- Organize meetings, workshops, training, business/engagement sessions with relevant stakeholders & potential partners/customers, sharing meeting minutes and follow ups.
- Onboarding Business partners for expanding scope of business through partnership.



- Identify sustainable revenue streams and execute commercialization strategies to ensure the platform's long-term sustainability.
- Provide legal advice and support, including preparing legal documents to establish the company formation from an initiative.
- Ensure legal guidance on business formation, partnerships, and negotiations with relevant stakeholders.

**Supervision and Performance Evaluation:**

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

**Scope of work, Duties and Responsibilities:**

- Develop a comprehensive commercialization roadmap for Digital Centres, ensuring financial viability and sustainability.
- Identify revenue streams, including public-private partnerships (PPP), digital financial services, e-commerce, and service-based revenue models.
- Assess current business practices at Digital Centres and recommend improvements to optimize profitability.
- Align business strategies with government policies and a2i's long-term vision.
- Identify and onboard new business partners (e.g., banks, telecom companies, e-commerce platforms, fintech firms) to enhance Digital Centre service offerings.
- Facilitate negotiations, develop MoUs, and oversee agreement finalizations with potential business stakeholders.
- Expand the scope of services provided by Digital Centres through strategic collaborations, ensuring alignment with citizen needs.
- Design scalable and profitable business models for Digital Centres based on market demand and service potential.
- Define financial projections, operational costs, and pricing structures to ensure sustainability.
- Assess and enhance revenue models, including subscription-based services, digital transactions, advertising revenue, and commission-based earnings.
- Organize workshops, training sessions, and business networking events for Digital Centre entrepreneurs and operators.
- Conduct business development training programs to enhance the capabilities of Digital Centre entrepreneurs in financial management, service diversification, and customer acquisition.
- Ensure that business stakeholders are well-informed about the opportunities and benefits of engaging with Digital Centres.
- Develop and implement key performance indicators (KPIs) to measure the success of commercialization efforts.
- Prepare quarterly and annual reports on business growth, challenges, and impact assessment.
- Monitor revenue generation, service adoption rates, and customer satisfaction to ensure business sustainability.
- Identify gaps and provide recommendations for continuous improvement in business operations.
- Draft and prepare the necessary legal documentation for the company formation, including contracts, registration documents, and operational guidelines.



- Ensure expert legal guidance on the process of company formation and prepare necessary legal documents, such as incorporation papers, articles of association, and shareholder agreements.
- Ensure adherence to legal and regulatory requirements for company registration for government payment platform.
- Identify and mitigate potential legal risks in the formation process for government platform.

**Required Competencies:**

**Technical Competencies**

- Strong knowledge of business strategy development, commercialization frameworks, and revenue model design.
- Experience in financial inclusion, digital transactions, and e-commerce service expansion.
- Proficiency in market research, data-driven business modeling, and partnership negotiations.
- Understanding of digital financial services, fintech innovations, and micro-entrepreneurship models.
- Familiarity with legal structures for state-owned companies and company formation procedures & Proficiency in drafting legal documents.

**Functional Competencies**

- Strong interpersonal, negotiation, and stakeholder management skills.
- Excellent written and verbal communication skills in Bangla and English.
- Ability to work independently, manage multiple partnerships, and deliver high-impact business results.
- Strong analytical skills to assess business performance and develop scalable solutions.
- Familiarity with legal structures for state-owned companies and company formation procedures & Proficiency in drafting documents.

**Deliverables and Timeframe:**

The assignment will be for 9 months (Subject to the project duration and date of joining). Completed task under each area and activity will be as follows:

Deliverables	Timeline
<ul style="list-style-type: none"> <li>• Develop and submit a strategic business development plan for Digital Centre commercialization.</li> <li>• Finalize business model proposals for revenue generation through Digital Centres.</li> <li>• Conduct market research and feasibility assessment for new business opportunities at Digital Centres.</li> <li>• Identify and onboard at least 5 key business partners (banks, telecoms, fintechs, e-commerce firms).</li> <li>• Organize 3 business networking events with potential stakeholders.</li> <li>• Develop and implement a financial sustainability framework for Digital Centres.</li> </ul>	<p>9 Months (Subject to the project duration and date of joining)</p>



- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Conduct at least 4 training/workshops for Digital Centre entrepreneurs on business and financial management.</li> <li>• Prepare a quarterly commercialization progress report with key findings and recommendations.</li> <li>• Submit a final business impact and sustainability report with recommendations for scaling commercialization efforts.</li> <li>• Draft and finalize 04 types of legal agreements for partnerships (e.g., with banks, government agencies, Fintech platform &amp; merchants).</li> <li>• Prepare a comprehensive report detailing all legal and regulatory requirements for company registration.</li> <li>• Obtain official approvals, certificates, and licenses from relevant authorities while identifying potential legal risks and providing mitigation strategies.</li> <li>• Maintain thorough documentation of interactions with legal authorities, regulatory bodies, and key stakeholders.</li> </ul> |  |
|---|--|

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

Payment: The Consultant 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 field from any reputed public/private University.

#### **II. Experience:**

- At least 8 years' experience in relevant field with Bachelor's degree.
- At least 6 years of experience working in public/ private sector with a Master's degree.
- At least 4 years' experience in Business Development/Business Partnership/Business Project Development/Law/Social Science



**Mohammad Arifur Rahman**  
HR Officer, Aspire to Innovate (a2i)  
Programme, ICT Division, Dhaka



**Abdullah Al Fahim**  
Consultant (Programme  
Management), Aspire to Innovate  
(a2i) Programme, ICT Division,  
Dhaka