

**Enhancing Digital Government & Economy Project
Bangladesh Computer Council (BCC)
Information and Communication Technology Division
Ministry of Posts, Telecommunications and Information Technology
Youth Tower (Level-5), 822/2, Rokeya Sarani, Dhaka-1216, Bangladesh**

Terms of Reference

For

**Selection of Consultant for Change and Stakeholder Management
(Contract Package No: EDGE-S2)**

August 2023



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1. Background

The People's Republic of Bangladesh has received Credit from the International Development Association (IDA) – a member of the World Bank Group – for financing the cost of the Enhancing Digital Government and Economy (EDGE) Project, being implemented by the Bangladesh Computer Council (BCC). BCC intends to apply a portion of the mentioned credit to select a competent, qualified, and experienced firm (the Consultant) to provide consulting services for Change and Stakeholder Management.

The project's overall objective is to improve the efficiency and cybersecurity of the digital economy, increase digitally enabled employment and raise revenues of the IT industry.

The Project consists of four (4) major components to be implemented by BCC:

Component 1: Enabling Environment for Digital Economy. The key tasks under this component are:

- ICT Governance and Sustainability;
- Change and Stakeholder Management; and
- Digital Leadership Academy (DLA).

Component 2: Public Sector Support for Digital Economy. The key tasks under this component are:

- Cloud Platform (CP) for Digital Economy;
- Public Sector Capacity Building; and
- Mainstreaming Bangladesh National Digital Architecture (BNDA).

Component 3: Private Sector Support for Digital Economy. The key tasks under this component are

- Digital Economy Coordination;
- Hire and Train Program for 20,000 Youth and Women;
- Strengthening and Promoting the IT / Digital Economy-Enabling Industry;
- Digitalization of Small and Medium-Enterprises (SMEs); and
- Establish Research and Innovation Centers.

Component 4: Project Management Support. This component will support BCC to manage and implement the EDGE project effectively and efficiently.

The Digital Bangladesh vision created a foundation for a digital government through the digitization of critical public services. The Government of Bangladesh (GoB) has set a target to achieve Smart Bangladesh Vision by the year 2041 consisting of four change pillars: (a) Smart Citizens, (b) Smart Economy, (c) Smart Government, and (d) Smart Society.



To achieve the goal of Smart Government, it is imperative for the GoB to enhance the capacity of its civil service in adopting and utilizing digital technologies across various agencies. In line with the vision of building a civil service ready for 2041, a holistic and integrated strategic approach to create change-readiness within government affairs is essential for improved coordination internally and externally.

Change management, as a structured approach and set of processes, plays a vital role in preparing, supporting, and guiding individuals, teams, and organizations through significant transitions or transformations. The primary goal of change management is to minimize resistance, maximize acceptance, and ensure the successful adoption of new initiatives or work methodologies. Change management mitigates the negative impacts of change and promotes a smooth transition.

In addition to change management, effective stakeholder management is crucial for the success of projects or organizations. Stakeholder management involves identifying, analyzing, and engaging with individuals, groups, or organizations that have an interest or can be affected by a project, initiative, or organization. The core objective of stakeholder management is to understand and address the needs, expectations, and concerns of stakeholders. It aims to build positive relationships, garner support, and navigate potential conflicts or obstacles that may arise during the course of an endeavor.

In the context of the EDGE project, change and stakeholder management will play pivotal roles in upskilling government officials, enabling effective digital initiatives, and creating an enabling environment for the digital economy in Bangladesh. By employing robust change management practices and stakeholder engagement strategies, the EDGE project aims to drive successful adoption, maximize benefits, and achieve the overarching goal of a Smart Bangladesh by 2041.

2. Objectives of the Assignment:

The objectives of this assignment include identifying specific government ministries and departments in need of change management, as well as crafting a detailed plan to navigate this change effectively by involving and mobilizing relevant stakeholders. The plan should also foresee potential challenges and risks associated with the change management activities and embed strategies to manage the impacts of the change, mitigate these risks, and alleviate any resistance.

The assignment will also involve establishing a theoretical model focused on transforming mindset and culture, specifically tailored for government officials in Bangladesh. Based on the theoretical model, an in-depth training curriculum aimed at transforming mindsets and cultures and promoting best practices for change initiatives will be developed. This training will be provided and arranged locally to a minimum of 600 government officials across various ministries, departments and agencies identified as requiring change management during this assignment. At least 60 officials may be offered advanced level training opportunities for them to learn and adopt international best practices of change management.



3. Scope of Services:

The specific responsibilities of the Consultant include, but not limited to, the following:

3.1 Conduct a stakeholder and political economy analysis to identify and mobilize key leaders, managers, and stakeholders from different ministries/departments/agencies, most relevant to smart government vision to engage for effective change management and stakeholder management efforts.

3.2 Assessing the impact of digital government on relevant public sector jobs, conduct a comprehensive needs assessment to identify the specific ministries, offices, and services where change is required. This should involve consultations with government officials at all levels and should cover issues related to Change management. The assessment should also take into account the current mindset and culture of government officials and identify the key drivers of resistance to change.

3.3 Formulate a Change Management Plan to successfully manage and facilitate changes within the government offices and departments during digital transformations. Identify and mitigate potential risks and incorporate a recovery strategy to address change resistance. Engage stakeholders, and ensure the successful rollout of Change Management initiatives.

3.4 Establish a theoretical model focused on transforming mindset and culture, specifically tailored for government officials in Bangladesh, for the Smart Leadership Academy to follow. The model should include a comprehensive communication plan for stakeholders tailored to different audiences, mechanism for feedback collection and analysis throughout the change process, performance metrics to measure the success and impact of changes, and mechanisms for continuous learning and adaptation. Propose at least two new instruments of government services with implementation plan which will be followed by Smart Leadership Academy in the long run. This could include an online service delivery platform, a government service feedback mechanism, a government service mobile app etc. The instruments should aim to enhance service delivery, transparency, accessibility, and citizen engagement. Each instrument should be described in detail, along with its expected impact and benefits for citizens and government agencies.

3.5 Based on the theoretical model, develop an in-depth training plan and curriculum aimed at transforming mindsets and cultures and promoting best practices for change initiatives. The living curriculum should focus on Change management and stakeholder management, changing mindsets and culture of the decision-makers from the government sectors, best practices for change initiatives. The training plan should include a performance metrics for the evaluation of trainees' performance. The Consultant shall also prepare a comprehensive workshop and training plan. Conduct a minimum of 25 workshops and Focused Group Discussions with stakeholders and experts for change management, needs analysis, and curriculum development in Dhaka and outside at suitable and standard locations within country. Conducting a pre-training assessment to develop a pre-training module and sharing is crucial for the finalization of the Change Management Training Plan.



3.6 Train a minimum of 600 government officials (20 officials per batch) across various ministries/ departments/agencies identified as requiring change management in 3.2, in change management methodologies to facilitate the adoption of new technologies and processes, and to address resistance to change for a minimum duration of 3 days (training/seminar/workshop/roleplaying arranged locally). Identify best performers from the batches (evaluated by training session and post-training performance) and select them for advanced level change management training, who will be act as master trainers for the Smart Leadership Academy in the long run. At least 60 government officials (20 officials per batch) may be offered advanced level training opportunities arranged in Bangladesh in liaison or arrangements under Memorandum of Understanding (MoU) etc. with renowned international universities or international change management institutes/Specialists for them to learn and adopt international best practices of change management for a duration of 3 days .

3.7 Evaluate the effectiveness of the training program by conducting assessments and surveys to measure the impact on the target group's skills and knowledge. Monitor the progress of the upskilled officials in implementing the Change Management program and provide additional support as needed from the next batch.

4. Duration of the assignment:

The entire consultancy work including submission of reports, documentation, deliverables, etc. shall be completed within 18 (Eighteen) months from the contract effective date or September 30, 2025 whichever is earlier.

5. Team Composition:

5.1 Key Experts

5.1.1 Team Leader

- A Master's degree in Public Administration, Public Policy, Governance, Business Administration, Human Resources Management, Public Affairs, or Mass Communication, or any other relevant field
- Fifteen (15) years' professional work experience.
- Five (5) years' of demonstrated experience in change management and stakeholder management planning processes for government agencies and/or large corporations/Multilateral development agencies.
- Experience as Team Lead in large ICT projects will be an added advantage.

5.1.2 Change and Stakeholder Management Expert

- A Master's degree in Public Administration, Public Policy, Governance, Public Affairs, or Mass Communication, Business Administration, mass media, Human Resources Management, or any other relevant field
- Ten (10) years' professional work experience.
- Four (4) years' of demonstrated experience in change management, stakeholder management and strategic communications in public sector and/or large corporations.

- Demonstrated experience in large ICT projects will be an added advantage.

5.1.3 Capacity Development Expert

- A Master's degree in relevant subjects like Public Administration, Public Policy, Governance, Public Affairs, or Mass Communication, Business Administration, Human Resources Management or any other related field.
- Ten (10) years' professional work experience.
- Four (4) years' of demonstrated experience in capacity building and curriculum development strategies and planning.
- Demonstrable experience of providing trainings, workshops, seminars for government and/or large private sector firms;

5.1.4 Government Liaison Expert

- A Master's degree in any related field.
- Ten (10) years of professional work experience in/with government service.

5.1.5 Research and Documentation Expert

- A Master's degree in any related field.
- Five (5) years of professional work experience in research and documentation

5.2 Non-Key Experts/Other Experts

In addition to key experts, the following non-key experts/staff may be required to perform the activities in accordance with the Terms of Reference. Indicative non-key staff list is a guideline for the firm. However, the Consultant is free to make its own estimate to propose non-key staff.

5.2.1 Team Associate

- Bachelor's degree in any discipline.
- 2 (two) years of experience in survey and data analysis.
- Proficiency with Microsoft Office and other productivity applications is an asset.

5.3 Time inputs of Key and Non-Key Experts

The indicative staff inputs are tabulated below:

S.N.	Key Experts (CVs shall be evaluated)	Inputs in months		
		No.	Person-month (pm)	Total (pm)
1	Team Leader	1	18	18
2	Change and Stakeholder Management Expert	1	18	18
3	Capacity Development Expert	1	18	18
4	Government Liaison Expert	1	18	18

5	Research and Documentation Expert	1	18	18
Total Key Experts - Staff Inputs				86
Non-Key Experts/Other Experts				
1	Team Associates	2	18	36
Total Non- Key Experts - Staff Inputs				36
Total Staff Inputs (Key Experts + Non-Key Experts)				122

6. Deliverables

The following table describes the deliverables of this assignment, which are the outputs of the activities specified under the Scope of Services.

SL	Key Activities	Timing	Report	Delivery Conditions <small>(Will be accepted after necessary corrections based on the comments from PIU)</small>
1	The Consultant shall host a kick-off meeting intended to review the goals, approach, scope of services, and deliverables in the Statement of Work. At this meeting, the awarded Consultant will present an Inception Plan that describes the tasks, resources involved, and project timeframes for each deliverable.	2 weeks from the contract effective date	Inception Plan	3 hard copies, 1 soft copy
2	The Consultant will develop a comprehensive stakeholder and political economy analysis report identifying key leaders, managers, and stakeholders from different ministries/departments/agencies, most relevant to smart government vision for effective change management and stakeholder management efforts. Mobilization strategies and engagement plans for key stakeholders.	2 nd Month of the Contract effective date	Completion report on the Stakeholder Analysis	3 hard copies, 1 soft copy
3	The Consultant will develop: <ul style="list-style-type: none"> • A comprehensive needs assessment report highlighting the specific ministries, offices and services where change is required. • Assessment the impact of digital government on relevant public sector jobs • Consultations with government officials at all levels to understand the current mindset, culture, and drivers of resistance to change. • Identification of key areas and priorities for change management. 	2 nd Month of the Contract effective date	Completion report on the needs assessment	3 hard copies, 1 soft copy

SL	Key Activities	Timing	Report	Delivery Conditions <small>(Will be accepted after necessary corrections based on the comments from PIU)</small>
4	<p>The Consultant shall provide:</p> <ul style="list-style-type: none"> • A detailed Change Management Plan outlining strategies, timelines, milestones, and roles for successfully managing and facilitating changes within government offices and departments during digital transformations. • Risk identification and mitigation strategies to address potential risks. • Incorporation of a recovery strategy to address change resistance and engage stakeholders. 	2 nd Month of the Contract effective date	Completion report on Change Management Plan	3 hard copies, 1 soft copy
5	<p>The Consultant will develop:</p> <ul style="list-style-type: none"> • A theoretical model specifically tailored for government officials in Bangladesh to transform mindset and culture. Detailed explanation of the theoretical framework and its application to promote change initiatives. • The model should include a comprehensive communication plan for stakeholders tailored to different audiences, mechanism for feedback collection and analysis throughout the change process, performance metrics to measure the success and impact of changes, and mechanisms for continuous learning and adaptation. • Propose at least two new instruments of government services with implementation plan. which will be followed by Smart Leadership Academy in the long run 	3 rd month of the contract effective date	Completion report on Theoretical Model	3 hard copies, 1 soft copy
6	<p>The Consultant will develop:</p> <ul style="list-style-type: none"> • In-depth training curriculum based on the theoretical model, focusing on Change Management and stakeholder engagement, mindset, and cultural transformation, and best practices for change initiatives. • Local Workshop and training plan detailing a minimum of 25 workshops and focus group discussions (FGDs) with stakeholders and experts for change management, needs analysis, and curriculum development. 	3 rd month of the contract effective date	Completion report on training curriculum and workshop/training plan	3 hard copies, 1 soft copy



SL	Key Activities	Timing	Report	Delivery Conditions <small>(Will be accepted after necessary corrections based on the comments from PIU)</small>
	<ul style="list-style-type: none"> A pre-training assessment report and pre-training module of the Change Management Training Plan. 			
7	<p>Training Sessions Conducted:</p> <ul style="list-style-type: none"> Documentation of training sessions conducted, including participants' information, session summaries, and evaluation feedback. Local Training (training /seminar /workshop /roleplaying) delivered to a minimum of 600 government officials across various ministries and departments identified in the needs assessment with a minimum duration of 3 days (20 officials per batch) Locally arranged Advanced level training (training / seminar/ workshop/ roleplaying) opportunities for at least 60 officials in liaison or arrangements under Memorandum of Understanding (MoU) etc. with renowned international universities/international change management institutes/Specialists with a duration of 3 days (20 officials per batch) 	4 th – 18 th month of the contract effective date	Completion Report on Training	3 hard copies, 1 soft copy
8	<p>The Consultant shall provide:</p> <ul style="list-style-type: none"> Evaluation report assessing the effectiveness of the training program through assessments, surveys, and feedback from participants. Monitoring progress of upskilled officials in implementing the Change Management program and providing additional support as needed. Recommendations for further improvement and support based on evaluation findings. 	4 th – 18 th month of the contract effective date	Report on Evaluation and Monitoring of each training session and recommendations.	3 hard copies, 1 soft copy
9	<p>The Consultant will provide:</p> <ul style="list-style-type: none"> A report on the completion of the assignment, and conduct 1 workshop to discuss and close the activities. It will also act as a summary record of all project reports, key recommendations, and if and how the recommendations were met. 	18 th month of the contract effective date	Final Completion Report	3 hard copies, 1 soft copy, PPT presentations.



7. Management of the Assignment:

The Client for the assignment will be the Project Implementation Unit (PIU) of Enhancing Digital Government and Economy (EDGE) of Bangladesh Computer Council (BCC) under the ICT Division, who will also issue the contract. The assignment focal points will be the Project Director, Enhancing Digital Government and Economy (EDGE) Project. The general obligations are as follows:

7.1 To be provided by the Consultant

During the assignment, the Consultant shall provide all the facilities for their staff and other logistical requirements like computers, printers, and facilities for the production and binding of reports, etc. on their own to fulfill their obligations. These will also include support staff and office facilities, office equipment and supplies, required equipment and materials for the assignment, and communications as required. The Consultant will be responsible for bearing the logistics, and associated expenses (e.g., venue, food, transportation etc.) through local arrangements related to the training, workshops, seminars, events, FGDs, etc. The Consulting firm will set out the requirements in the technical proposal and provide the financial cost estimates for these in their financial proposal.

7.2 To be provided by the Client

The client will provide appropriate direction, data, information, etc., and assist in communicating with other Government departments, communities, and stakeholders.

7.3 Administrative Arrangements

The Consultant will work in close consultation with the Project Director under the general supervision and guidance of the respective Team Leaders and Supervisors. The Consultant will assist in arranging all meetings with other government departments, communities, universities, and stakeholders.

