Enhancing Digital Government & Economy Project
Bangladesh Computer Council (BCC)
Information and Communication Technology Division
Ministry of Posts, Telecommunications and Information Technology
ICT Tower, Plot # E-14/X, Agargaon, Dhaka-1207,
Bangladesh

Terms of Reference

For

Strategic Foresight Setup and Exercise for Digital Leadership Academy

(Contract Package No: EDGE-S3)

May 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 Enhancing Digital Government and Economy (EDGE) Project, being implemented by the Bangladesh Computer Council (BCC). BCC intends to apply a portion of mentioned credit to hire a competent, qualified, and experienced firm (the Consultant) to provide consulting services to Setup and Exercise the Strategic Foresight for Digital Leadership Academy (DLA).

The project's overall objective is to improve the efficiency and cybersecurity of the digital economy and 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 Economy (b) Smart Government, (c) Smart Citizens, and (d) Smart Society.

The GoB has been playing the catalyst role in its support of the growth of digital / IT industries in terms of skills, capacity, research, and innovation – the main driving forces of the digital economy and Fourth Industrial Revolution (4IR). To achieve the Smart Government goal, the GoB needs to develop the capacity of its civil service for investing in and using digital technologies across different agencies.

With the vision of achieving a 2041-ready civil service in the country, an integrated strategic approach to create 4IR-readiness in Government affairs will enable improved coordination within and outside the Government; facilitating the 4IR and Digital economy in Bangladesh. It will also promote effective collaboration and decision-making in both policies as well as at operational levels, enhance convenience for citizens and businesses, and ultimately help prepare for and excel in the impending 4IR.

The DLA will be established through the EDGE Project to achieve an end-state goal of establishing leadership for the digital economy and smart governance. Its objectives will be to embed processes and programs for catalyzing the Digital Economy (DE) and integrating smart governance, which are contextualized for Bangladesh while leveraging international best practices. The DLA will help to build sustainability to drive the digital transformation across DE in the longer term and enable the government to tap into global experience and expertise. The academy will help GoB to coordinate integrated digital government planning and implementation. One of the main objectives of the DLA is to operationalize the strategic foresight for the digital transformation of civil service and conduct digital foresight activities on DE and smart governance.

2. Objectives of the Assignment

The specific objectives of this assignment are to

- Develop Strategic Foresight Methodology and Tools for the DLA to prepare for the emerging future which will enable the DLA to continuously observe, interpret, and respond to many future concepts that are forming in the present.

- Develop a Strategic Foresight Study for DLA, which will guide the skills transformation of the target beneficiaries of DLA till the year 2041. The Strategic Foresight Study will help to rethink and improve the effectiveness of DLA strategies, build resilience and future-proof its plans, and generate early warnings of impending disruptions, including change management.

- Conduct an analysis to find the skill gap and need assessment using the Strategic Foresight methodology and tools for the target DLA beneficiaries up to 2041, and develop the training curriculum.

- Transfer the acquired knowledge to the Client and relevant officials, and support them to build competency in future thinking and foresight.

3. Scope of Services

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

3.1 The Consultant will develop a Strategic Foresight Methodology to predict future trends, discontinuities, and strategic revelations related to the DLA. The Consultant will develop/provide the client with foresight tools and/or processes, designed to identify and analyze the Global Signals of Changes helping DLA to spot new opportunities for innovation

and invention. The tools should help gain insight into the most important new technologies, global events, and big ideas already shaping the future. The methodology should include combining signals and drivers into future forecasts for skills and capacities required by the DLA beneficiaries.

3.2 The Consultant will develop a Strategic Foresight Study for the DLA taking into consideration of capacity for developing best practices, standards, and policies for public sector transformation. The scope of the study will include, but not limit to the following:

- The study report should include a detailed plan to increase the capacities of the public and private sector decision-makers through training, seminars, workshops, etc. till the year 2041. The report should also include a revenue model for the DLA for it to turn into a self-sustainable institution after the project ends.

- List of local industry, academia, research institutions, government agencies, and foreign institutions to form partnerships with specifying the collaboration areas.

- List of international universities/ institutions that DLA should collaborate with for the competency development training of the public and private sector decision-makers. A mapping of the competency gap, particularly in the government officials of different ministries, public organizations and departments, with the training domains offered by the international universities/ institutions.

3.3 The Consultant will analyze and articulate the competency gap, among the public and private sector decision-makers, particularly government officials of different ministries, public organizations, and departments to achieve the 'Smart Bangladesh' vision by 2041. The Consultant will set up the Strategic Foresight by collecting and analyzing the signals and drivers of change, and interpret the signals into a future forecast for skills and capacity the DLA beneficiaries will require till the year 2041.

The Consultant will develop a curriculum for the capacity development program for DLA beneficiaries based on the identified competency gap and projected skill requirements. The living curriculum should focus on building capacities, expertise, changing mindsets, and culture of the decision-makers for strategic anticipation.

3.4 The Consultant will transfer the knowledge of using the strategic foresight tools and processes to make future forecasts, preparing strategy, roadmap, and implementation process of the identified forecasts to the Client and BCC team through workshops/training.

The Consultant will provide the Client with a detailed process map and workflow based on use cases of the foresight tools and processes, to help ensure a smooth transition of this knowledge to other users and successors of the workshop participants.

3.5 The Client shall conduct one iteration of the strategic foresight study update with the Consultant's mentorship to ensure the methodology is well understood and can be properly applied.

4. Team Composition

4.1 Key Experts

The broad qualifications of the Key Experts are given below. The responsibilities shall be assigned by the Consultant to complete all the deliverables in a professional manner.

1. Team Leader (Project Manager)

<u>Academic qualification and experience</u>

Education:

- A master's degree in relevant subjects like Strategic Thinking, Public Administration, Business Administration, Human Resources Management, Economics, Public Affairs, or Mass Communication.

Experience:

- Fifteen (15) years of professional work experience, out of which ten (10) years of experience in strategic foresight planning processes for government agencies and/or large corporations.
- Experience as Team Lead in large-scale ICT projects will be an added advantage.

2. Chief Researcher- Strategic Foresight Study

<u>Academic qualification and experience</u>

Education:

- A master's degree in relevant subjects like Strategic leadership, Public Administration, Economics, Business Administration, Human Resources Management, Public Affairs, or Mass Communication.

Experience:
- Ten (10) years of professional work experience, out of which five (5) years of experience in strategic foresight planning processes for government agencies and/or large corporations.
- Experience in large-scale ICT projects will be an added advantage.

3. Digital Leadership Expert for Course Curriculum

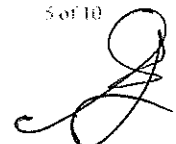<u>Academic qualification and experience</u>

Education:

- Bachelor's degree in a related field preferably in public administration, economics, psychology or social science

Experience:
- Five (5) years of work experience in designing detailed training curricula, including topics and the number of hours required per course in the field of digital leadership/ ICT/ Project Management
- Experience in developing curricula that are based on data-driven research
- Experience in corporate learning principles, online, and offline courses

4. Government Liaison Expert

<u>Academic qualification and experience</u>

Education:

- Bachelor's degree in any related field.

Experience:
- Ten (10) years of professional work experience in government service, or in a similar one.

5. Research and Documentation Expert

Academic qualification and experience

Education:

- Bachelor's degree in any related field.

Experience:
- Five (5) years of professional work experience in government service, or in a similar one.

4.2 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.

1. Team Associate

Academic qualification and experience

Education:
- Bachelor's degree in any discipline.

Experience:
- 2 (two) years of experience in survey and data analysis.
- Proficiency with Microsoft Office and other productivity applications is an asset.

2. Creative Associate

Academic qualification and experience

Education:
- Bachelor's degree in any discipline.

Experience:
Three (3) years of experience in professional graphic design, preferably with a creative or marketing agency **4.3 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 (Project Manager)	1	12	12

2	Chief Researcher- Strategic Foresight Study	1	8	8
3	Digital Leadership Expert- Course Curriculum	1	8	8
4	Government Liaison Expert	1	10	10
5	Research and Documentation Expert	2	12	24
	Total Key Experts - Staff Inputs			62
	Non-Key Experts/Other Experts			
1	Team Associates	2	12	24
2	Creative Associate	1	12	12
	Total Non- Key Experts - Staff Inputs			36
	Total Staff Inputs (Key Experts + Non-Key Experts)			**98**

The total estimated key experts' input is **62** person-months.

- *Note:*

  a) *The Consultant is responsible to review the required services and may propose its own requirements for the key experts and other support staff required to complete the proposed services in a satisfactory manner.*

  b) *The financial proposal should include all the direct and indirect costs necessary to execute the services.*

  c) *The number of experts proposed for different positions shall match the Consultant's Technical Proposal.*

5. Duration

The entire consultancy work including submission of reports, documentation, deliverables, etc. shall be completed within 12 (twelve) months from the contract effective date.
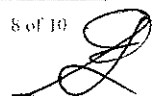
6. Deliverables

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 (Will be accepted after necessary corrections based on the comments from PIU)
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.	2 weeks from contract signing	Inception Plan	3 hard copies, 1 soft copy

SL	Key Activities	Timing	Report	Delivery Conditions (Will be accepted after necessary corrections based on the comments from PIU)
	At this meeting, the awarded the Consultant will present an Inception Plan that describes the tasks, resources involved, and project timeframes for each deliverable.			
2	The Consultant will develop a Strategic Foresight Methodology to predict future trends, discontinuities, and strategic revelations related to the DLA. The Consultant will develop/provide the client with foresight tools and/or processes, designed to identify and analyze the Global Signals of Changes helping DLA to spot new opportunities for innovation and invention. The tools should help gain insight into the most important new technologies, global events, and big ideas already shaping the future. The methodology should include combining signals and drivers into future forecasts for skills and capacities required by the DLA beneficiaries.	4th Month of the Contract	Completion report on the delivery of Strategic Foresight Tools and Methodology	3 hard copies, 1 soft copy
3	The Consultant will develop a Strategic Foresight Study for the DLA taking into consideration of capacity for developing best practices, standards, and policies for public sector transformation, summarizing all relevant information explained in the Scope of Services.	8th Month of the Contract	Report on Strategic Foresight Study for the DLA	3 hard copies, 1 soft copy
4	Identify the key stakeholders and beneficiaries for the Strategic Foresight Set up and Exercise from target groups. The primary beneficiary groups will be all levels of public representatives - from the Local Government Division Representatives to Members of Parliament, Government officials, professionals from IT industry, academia, media representatives, and any other digital economy participants/enablers like banking and non-banking financial institutions.	9th month of the contract	Report on Skill Gap and requirement analysis upto 2041	3 hard copies, 1 soft copy

SL	Key Activities	Timing	Report	Delivery Conditions (Will be accepted after necessary corrections based on the comments from PIU)
	Analyze and articulate the competency gapcamong the public and private sector decision-makers, particularly government officials of different ministries, public organizations, and departments to achieve the 'Smart Bangladesh' vision by 2041.			
5	The Consultant will develop a curriculum for the capacity development program for DLA beneficiaries based on the identified competency gap and forecasted skill requirements. The living course curriculum will focus on building capacities, expertise, changing mindsets, and culture of the decision-makers for strategic anticipation through training upto the year 2041.	9th month of the contract	Report on course curriculum for training	3 hard copies, 1 soft copy
6	The Consultant will transfer the knowledge of using the strategic foresight tools and processes to make future forecasts, preparing strategy, roadmap, and implementation process of the identified forecasts to the Client and BCC team through workshops/training. The Consultant will provide the Client with a detailed process map and workflow based on use cases of the foresight tools and processes, to help ensure a smooth transition of this knowledge to other users and successors of the workshop participants. The Client shall conduct one iteration of the strategic foresight study update with the Consultant's mentorship to ensure the methodology is well understood and can be properly applied.	11th month of the contract	A complete guide for using forecast tools and processes, and report on completed Knowledge Transfer Workshops	3 hard copies, 1 soft copy
7	The Consultant will provide the Client 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.	12th month of the contract	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) related to the training, workshops, seminars, events, FGDs, etc.

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.