

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

Job #	N/A
Job Title	Consultant (Head of Programme Management)
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: 12 months (Subject to the project's validity period and further extension is subject to the performance of the incumbent and availability of funds)

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:

The Aspire to Innovate (a2i) Programme, a flagship initiative of the Government of Bangladesh, is dedicated to accelerating innovation and technology-driven solutions to improve public service delivery and foster inclusive development. To achieve its objectives, the Programme Management plays a critical role in coordinating, monitoring, and supporting the various projects and components of a2i. The team is tasked with developing and aligning key project management tools and strategies, such as the Technical Assistance Project Proposal (TAPP), Project Documents, and related plans, to ensure coherence and alignment with programmatic goals. It also involves establishing clear outcomes and outputs for projects in collaboration with various components of a2i, ensuring cohesion between existing and revised documents, and maintaining consistency across strategic and operational frameworks. Through this initiative, the Programme Management aims to enhance the strategic alignment, operational efficiency, and overall effectiveness of a2i's projects, contributing to the mission of transforming public service delivery and empowering citizens through innovation.

'Aspire to Innovate (a2i) Programme' is looking for a **Consultant (Head of Programme Management)** who will lead the Management unit of a2i and the a2i program goals in line with Government of Bangladesh and UNDP. The Consultant would enhance program and project management by facilitating strategic result analysis, coordinating activities with implementing agencies, documenting processes, developing and reviewing project documents (TAPP/DPP), and supporting the development of various plans to ensure the successful implementation and reporting of the a2i project, while maintaining strong connections with development partners and relevant stakeholders.

Objectives of the assignment:

The overall objective of the assignment will be the following:

- Provide strategic oversight to ensure all project activities align with a2i's mandate, SDG acceleration goals, and government priorities.
- Provide strategic support for the formulation and implementation of annual work plans, budget planning, financial compliance, mitigation plan, strategic frameworks, and innovation roadmaps.
- Ensure timely delivery, adherence to results frameworks and quality assurance of all outputs.
- Facilitate multi-stakeholder platforms that promote collaboration, co-creation, and policy alignment.
- Enhance accountability systems, monitoring structures, project performance dashboards, and citizen-centric service standards.
- Monitor the development of the M&E plan, Finance plan, Resource Mobilization plan, Risk Assessment plan, Gender Action plan and other relevant documents related in order to develop the Project Document.
- Lead to accelerating the activities related to ensure the functionality for newly formed agency to Innovate (a2i)
- Ensure finalization of project proposal (DPP/TAPP etc.) in a timely manner.

Supervision and Performance Evaluation:

The **Consultant (Head of Programme Management)** will be working with the Programme Management Team of Aspire to Innovate Programme. A performance evaluation will be conducted by project authority, 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:

- Guide to formulate the annual work plans, budget frameworks, strategic roadmaps, innovation pathways, and implementation plans.
- Ensure quality assurance, timely delivery, and adherence to results frameworks, KPIs, and performance metrics across the project portfolio.
- Facilitate multi-stakeholder platforms to enhance co-creation, policy alignment, and national-level collaboration.
- Provide guidance for developing the project proposals (DPP/TAPP etc.), project documents, and strategic concept notes aligned with national priorities and donor requirements.
- Review and analyze previous and existing project documents to incorporate lessons learned, successful models, and cross-project synergies.
- Ensure strategic guidance on integration of cross-cutting themes (gender, governance, digital inclusion, innovation) within all project documents.
- Provide strategic leadership for day-to-day management of all assigned projects, ensuring high-quality technical, operational, financial, and administrative outputs.
- Oversee compliance with government policies, UNDP rules (where applicable), donor requirements, and a2i's operational standards.
- Guide teams in ensuring transparency, accountability, and adherence to ethical standards.
- Serve as the focal point for national and international stakeholders involved in project implementation.

- Facilitate workshops, consultations, review meetings, and cross-government coordination platforms.
- Build strong relationships with development partners, ministries, private sector partners, and academic institutions to strengthen project outcomes.
- Guide the development of SOPs, guidelines, and frameworks to institutionalize structured project management practices.

Technical Competencies:

- 1. Project Management Expertise**
 - Proficiency in developing, managing, and implementing detailed project plans, timelines, and schedules for complex projects.
 - Experience in utilizing project management software and tools (e.g., MS Project, Asana, Jira, Trello, etc.) for tracking progress, monitoring KPIs, and ensuring project timelines and budgets are met.
- 2. Strategic Planning and Execution**
 - Ability to design and prepare comprehensive Technical Assistance Project Proposals (TAPP) and other project documents that align with organizational goals and priorities.
 - Skilled in analyzing and adapting past project documentation to optimize future project outcomes and incorporating feedback from key stakeholders.
- 3. Monitoring and Evaluation (M&E)**
 - Proficient in designing and implementing Monitoring and Evaluation (M&E) plans to track the success and effectiveness of projects.
 - Ability to measure progress against pre-established KPIs, assess project outputs and outcomes, and make necessary adjustments.
- 4. Stakeholder Engagement and Coordination**
 - Strong experience in coordinating with internal teams, external stakeholders, and development partners to ensure effective communication, alignment, and smooth execution of project activities.
 - Capacity to act as the primary liaison, ensuring stakeholder needs are met and managing expectations.
- 5. Financial and Budget Management**
 - Strong understanding of financial planning, budgeting, and resource mobilization within the context of project management.
 - Expertise in developing Finance plans, monitoring budgets, and ensuring financial accountability and transparency.
- 6. Document Management and Reporting**
 - Ability to maintain accurate and detailed project documentation that meets organizational and regulatory standards.
 - Experience in preparing high-quality, comprehensive reports for internal and external stakeholders, including progress reports, risk assessments, and final evaluations.
- 7. Compliance and Regulatory Knowledge**
 - In-depth understanding of compliance with organizational policies, donor requirements, and government regulations, ensuring projects are delivered in adherence to these standards.
- 8. Knowledge Management and Best Practices**
 - Expertise in documenting lessons learned, best practices, and knowledge sharing to inform future project design and implementation.
 - Ability to facilitate knowledge-sharing sessions to build capacity and promote continuous learning among team members and stakeholders.

Functional Competencies:

- 1. Leadership and Decision-Making**
 - Strong leadership skills with the ability to make informed and timely decisions that resolve issues and ensure the successful delivery of projects.
 - Ability to act as a focal point for project-related problems, ensuring problem-solving occurs in a structured, effective manner.
- 2. Communication and Interpersonal Skills**
 - Excellent communication skills (both written and verbal) to articulate project objectives, updates, and challenges to stakeholders, team members, and development partners.
 - Proficient in organizing and facilitating project meetings, workshops, and events to encourage collaboration and knowledge exchange.
- 3. Collaboration and Teamwork**
 - Proven ability to work effectively in cross-functional teams and foster a collaborative work environment across various project components.
 - Ability to lead and coordinate project teams, ensuring a coordinated effort towards achieving project goals.
- 4. Analytical Thinking and Problem Solving**
 - Strong analytical skills for assessing project performance, identifying areas for improvement, and implementing corrective actions when necessary.
 - Ability to anticipate potential challenges and proactively devise solutions to mitigate risks and ensure project success.
- 5. Time Management and Organization**
 - Excellent organizational skills with the ability to manage multiple tasks, projects, and deadlines simultaneously.
 - Proven ability to prioritize tasks and allocate resources efficiently, ensuring the timely and successful completion of projects.
- 6. Adaptability and Flexibility**
 - Ability to adjust to changing project conditions, timelines, and priorities while maintaining focus on overall project objectives.
 - Skilled in adjusting project documents and plans as necessary to reflect changes in scope, direction, or stakeholder requirements.
- 7. Training and Capacity Building**
 - Strong experience in facilitating training sessions and workshops to build project management capacities for team members and stakeholders.
 - Ability to mentor and coach colleagues to improve their skills in project management and problem-solving.

Deliverables and Timeframe:

The assignment will be for 12 months. Completed task under each area and activity will be as follows:

Deliverables	Timeline
<ul style="list-style-type: none">• Lead to develop a comprehensive and detailed project plan for each assigned project, including timelines, milestones, resource allocation, and risk management strategies, delivered within the first month of the project initiation.• Guide in preparation and submission of periodic progress reports (Financial, Programmatic etc.) to the relevant government offices and donor agencies.• Guide in preparation and submission of comprehensive project documents—including TAPPs, strategic concept notes, and programme design	12 Months

<p>frameworks—ensuring alignment with a2i priorities, incorporation of inputs from all relevant components, and timely delivery as per project requirements.</p> <ul style="list-style-type: none"> • Lead to develop a report summarizing the review and analysis of past TAPPs and project documents, highlighting insights and recommendations for alignment with current project objectives. • Supervise to finalize set of supporting plans (M&E plan, Finance plan, Resource Mobilization plan, Risk Assessment plan, and Gender Action plan) and ensure to integrate them into the overall project framework. • Lead to facilitate number of seminar/workshops on project formulation and management. • Ensure monthly or bi-monthly progress reports submitted to project boards and relevant development partners for timely delivery and adherence to organizational standards and format. Reports should include updates on technical, financial, and operational progress. • Supervise a formal report summarizing lessons learned from the project, including best practices, challenges encountered, and strategies for future improvements. • Supervise a comprehensive final project evaluation report that assesses the overall success of the project, including performance against KPIs, risk management, and stakeholder satisfaction, delivered upon completion of the project. 	
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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 will be paid equal instalments on a 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 working experience in national/ international organizations.
- At least 4 years' experience in Project Management.
- Experience in the area of managing Government/Development project.