

Terms of Reference

For Selection of an Individual Consultant

Job #	N/A
Position Title	Consultant (Citizen Innovation Lab)
Source of Fund	GoB
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 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 intends to build on this momentum and provide support to establish institutional mechanisms that incentivize, sustain and scale innovations to attain sustainable impact. In addition, it intends to involve the private sector in this innovation process to improve public service delivery. The project plans to bring commensurate innovation in financial services to support public service innovations.

This project will have four components:

1. Institutionalizing Public Service Innovation and Improving Accountability
2. Catalysing Digital Financial Services and Fintech Innovations
3. Incubating Private Sector-enabled Public Service Innovation
4. Forming an ‘Agency to Innovate’ under the ICT Division

Background of the assignment:

The Aspire to Innovate (a2i) Programme’s Citizen Innovation initiative seeks to increase citizen satisfaction by institutionalizing citizen engagement in the design, delivery, and continuous improvement of public services. Through a structured Know Your Customer (KYC) Study, a2i will capture and analyse citizens’ needs and pain points, validate insights with experts, and translate them into actionable recommendations for service (re)design to reduce users’ time, cost, and visits (TCV) and make services more inclusive and user-friendly. In parallel, the assignment will operationalize the Citizens’ Direct Participatory Platform (E-Participation)-a digital interface enabling citizens to provide feedback on projects, express preferences on budgets and plans, and participate in the drafting and review of policies through surveys, polls, open discussions, and idea submissions—thereby strengthening transparency, accountability, and trust while closing the gap between government and the public.

Aspire to Innovate (a2i) Programme is looking for a **Consultant (Citizen Innovation Lab)** who will support to direct, manage and supervise the proper implementation of the Citizen Innovation initiatives.

Objectives of the assignment:

- Lead the development and implementation of citizen-friendly public service processes.

- Coordinate strategic partnerships with national and international organizations to promote a citizen-centric approach in government.
- Establish a pool of experts to design tools and build capacity for implementing a citizen-centric approach in government services.
- Lead the development and implementation of the e-Participation system within the government.
- Develop and secure approval for strategies and guidelines related to citizen-centric public services and e-Participation.
- Foster an innovation culture by organizing innovation competitions across the country and within government organizations.
- Conduct quantitative and qualitative analyses of citizens' problems to drive innovative solutions.

Supervision and Performance Evaluation:

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

Scope of work, Duties and Responsibilities:

- Guide the design, development, and implementation of citizen-friendly public service processes, ensuring alignment with the principles of accessibility, inclusiveness, and transparency.
- Carry out quantitative and qualitative analyses of citizens' needs, problems, and feedback to generate evidence-based insights.
- Use data to inform innovative, practical solutions that improve service delivery and citizen satisfaction.
- Ensure KYC Study findings are translated into actionable recommendations for service design and redesign.
- Develop and manage collaborations with national and international organizations to promote citizen-centric governance and share global best practices.
- Mobilize technical resources to strengthen citizen engagement initiatives.
- Create and coordinate a pool of experts to design innovative tools and methodologies for citizen engagement.
- Oversee capacity-building initiatives for government officials to adopt citizen-centric approaches in service delivery.
- Lead the design, deployment, and operationalization of the Citizens' Direct Participatory Platform (E-Participation) as a structured digital interface for citizen feedback and participation.
- Ensure integration of e-Participation mechanisms (e.g., surveys, polls, discussions, policy reviews) into government planning and service delivery cycles.
- Draft, review, and secure approval for policies, strategies, and guidelines that institutionalize citizen-centric public services and e-Participation practices.
- Support government agencies in adopting and mainstreaming these strategies into their operational frameworks.

Relevant Competencies:

Technical Competencies:

- Advanced knowledge of citizen journey mapping, service design/redesign, and process re-engineering tools.
- Proficiency in research design, data analytics, and monitoring frameworks (quantitative and qualitative).
- Strong command of survey platforms (e.g., Kobo Toolbox, Google Form, etc.) and advanced statistical/analytical tools (MS Excel, MS Power BI, etc.).
- Expertise in preparing high-quality reports, policy notes, and knowledge products for decision-makers.
- Familiarity with ICT-based solutions for citizen engagement (e.g., e-Participation platforms, dashboards).
- Ability to set standards and quality assurance mechanisms for research and service redesign outputs.
- Skilled in presenting findings and recommendations to senior government stakeholders in a persuasive manner.
- Knowledge of international best practices and innovations in citizen-centric governance and service delivery.

Functional Competencies:

- Strong understanding of public service delivery processes and citizen engagement approaches.
- Experience in conducting field research, surveys, focus group discussions, and stakeholder consultations.
- Ability to design and apply citizen journey mapping and service design/redesign methodologies.
- Skills in analyzing qualitative and quantitative data to generate actionable insights.
- Capacity to prepare reports, policy briefs, and presentations in a clear and structured manner.
- Knowledge of governance, public administration, and citizen-centric reform practices.
- Coordination and facilitation skills for workshops, training, and multi-stakeholder engagement.
- Strong organizational and project management abilities to support timely delivery.

Deliverables and Timeframe:

The assignment will be for 11 months. Completed tasks under each area and activity will be as follows:

Deliverables	Timeline
<ul style="list-style-type: none">• Submitted 4 KYC Study Reports• Submitted the Workbook for Citizen-Friendly Public Services to the relevant government authorities for approval• Finalized the Short version of the Workbook for Citizen-Friendly Public Services• Submitted the e-Participation Guideline to the relevant government authorities for approval• Finalized the Matrix & Scoring Methodology, Data Collection Tools and Protocols, SOP for Local Level Ranking of Government Offices on e-Participation	11 Months

<ul style="list-style-type: none"> • Defined the Concept Framework, Matrix & Scoring Methodology, Data Collection Tools and Protocols, SOP for Local Level Ranking of Government offices on Citizen-Friendly Public Services • Redesigned the Digital Empathy Training Manual 	
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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 every month upon completion of the above deliverables.

Requirements for Experience and Qualifications:

Academic Qualifications:

- Minimum Master's degree in any discipline from any reputed public/private University

Experience:

- At least 8 years of experience in a private/ public organization.
- At least 4 years' experience in the area of public sector innovation/ IOT/Machine Learning/ 4IR.