

## **TERMS OF REFERENCE**

### Individual Consultant

POST TITLE:	National Consultant – Technical Project Implementation Expert
POST LEVEL:	National Consultant (Individual Consultant)
AGENCY/PROJECT NAME:	ISPAT Project, Democratic Governance Cluster, UNDP
COUNTRY OF ASSIGNMENT	Dhaka, Bangladesh
DURATION OF THE CONTRACT:	90 working days over the period of six months (From February 2026 to July 2026)

#### **(a) BACKGROUND:**

*Diversity, Equity and Inclusion are core principles at UNDP: we value diversity as an expression of the multiplicity of nations and cultures where we operate, we foster inclusion as a way of ensuring all personnel are empowered to contribute to our mission, and we ensure equity and fairness in all our actions. Taking a ‘leave no one behind’ approach to our diversity efforts means increasing representation of underserved populations. People who identify as belonging to marginalized or excluded populations are strongly encouraged to apply. Learn more about working at UNDP including our values and inspiring stories.*

*UNDP does not tolerate sexual exploitation and abuse, any kind of harassment, including sexual harassment, and discrimination. All selected candidates will, therefore, undergo rigorous reference and background checks.*

The NGO Affairs Bureau (NGOAB) under the Chief Adviser’s Office is the organization that steered all the successes rendered by the NGOs in Bangladesh. At the beginning, there were only 347 NGOs registered with only 67 human resources to deal with. But coming in 2026, the number of registered NGOs under NGOAB is 2760 with less than 50 human resources. Therefore, NGOAB has been facing constraints to effectively perform their responsibilities due to the lack of adequate staff, the required skills of the employees and a smart system that can deliver timely services and ensure oversights to significant number of NGOs and projects. NGOAB receives millions of foreign donations every year and clears those amounts through NGOs’ proposals as well. If the results and progress can be captured and reflected in a complementary manner, it will reveal a true picture of SDG progress with GO and NGOs’ contributions.

Given the context, the country is economically progressing and graduating to the Middle-Income Country by 2026. Therefore, NGOs in Bangladesh have scope to revisit their working modality, and the way of engagement in addressing development challenges and in this regard NGOAB has an important role to play. As UNDP Bangladesh has been working with several government agencies to support sustainable LDC graduation and achieving SDGs, UNDP considers its engagement with NGOAB for targeting valuable improvements in service delivery through digitalization and online process. This is in line with UNDP’s mandate which is to engage with our partners to support achieving the long-term development vision of the government of Bangladesh.

UNDP in collaboration with the Australian Government and NGOAB designed a project entitled “Institutional Strengthening for Promoting Accelerated Transformation (ISPAT)” for the overall improvement of NGOAB’s service delivery system over the next two and a half years. The overall

objective of the project is to make NGOAB fully capable of providing fast, efficient and effective services to NGOs in managing foreign donations and supporting them to contribute to attaining SDGs by 2030. The project will consider three-prong strategy to strengthening system and improving work-culture by- i) improving the institutional capacity through digitalization of services; ii) augmenting professional skills and competence of NGOs and NGOAB officials to implement the gender responsive digital services with greater efficiency; and iii) providing technical assistance for enhancing policy support to ensure wider convergence of sectoral policies as well simplification of services with necessary policy guidelines.

In this backdrop, this implementation plan outlines ISPAT's strategy to capacitate with digital innovation for improving the service delivery system. This project will contribute to achieve the following results:

**Outcome 1:** Ensuring effective and efficient utilization of foreign donations to improve the socioeconomic status of the poor, women, and other marginalized sections of the people.

**Outcome 2:** Recognizing and documenting contributions of NGOs in the attainment of global goals and national priorities of reducing poverty, improving governance and service delivery aligning with women and human rights.

**Outcome 3:** Strengthening policy formulation and fostered innovation of NGOs by showcasing and scaling-up nationally.

Given the context, the Technical Project Implementation Expert will support in coordinating and implementing NGOAB's digital transformation initiatives under the ISPAT Project. The role aims to strengthen institutional capacity through digitalization, automation, and support change management to enhance efficiency, innovation, and responsiveness in service delivery. The Expert will support to design and operationalize all relevant programmatic interventions outlined in the Annual Work Plan (AWP), ensure effective program coordination with a focus on smart services, and promote capacity development, knowledge management, and systematic learning across the project lifecycle.

## **(b) OBJECTIVES:**

The key responsibility of The Technical Project Implementation Expert will be to support the coordination and implementation of NGOAB's digital transformation initiatives under the ISPAT Project to strengthen institutional capacity through digitalization, automation, and change management. The role will focus on designing and implementing programmatic interventions outlined in the Annual Work Plan (AWP), ensuring effective coordination and delivery of smart services.

The Expert will support managing the IT vendor responsible for the end-to-end software development lifecycle, ensure quality and alignment with NGOAB's objectives, and oversee implementation in line with best practices in software development and IT governance. Capacity development will be a key focus, including training NGOAB and NGO officials on digital service processes, data-driven reporting, and workflow management, while working closely with the ISPAT Project Manager and relevant stakeholders.

## **(c) SCOPE OF WORK:**

### **Key Functions**

- Support planning and implementation of ISPAT Project activities in alignment with the approved Annual Work Plan (AWP) and UNDP policies.

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- Provide programmatic support to NGOAB's digital transformation initiatives, ensuring digitalization is integrated with broader institutional reform and service delivery improvement objectives.
- Conduct programmatic analysis of business processes and service workflows to inform inclusive, user-centric, and efficiency-driven digital solutions.
- Support institutional capacity development, change management, and stakeholder engagement to ensure sustainable adoption and institutionalization of digital reforms.
- Support results-based monitoring, reporting, and knowledge management to document outcomes, lessons learned, and ISPAT's contribution to national priorities

### **Detailed Responsibilities**

#### *A. Strategic Programmatic Implementation and AWP Alignment*

- Provide programmatic support to the implementation of interventions under the ISPAT Project, ensuring contribution to NGOAB's institutional digitalization, automation, and governance reform objectives.
- Support alignment of all project activities with the approved Annual Work Plan (AWP), UNDP policies, and Results-Based Management (RBM) frameworks.
- Provide strategic advisory inputs to ensure digital service delivery models are inclusive, user-centric, and aligned with national priorities.
- Support translation of strategic objectives into implementable programmatic outputs, ensuring coherence between policy intent, institutional needs, and operational realities.

#### *B. Programmatic Support to Digital Transformation*

- Provide programmatic and analytical support to NGOAB's digital transformation initiatives under the ISPAT Project, ensuring digitalization efforts are embedded within broader governance and institutional reform objectives.
- Support assessment of business processes and service delivery workflows to inform the design of digital solutions that improve efficiency, transparency, and accessibility.
- Provide advisory inputs to ensure digital transformation initiatives are inclusive, gender-responsive, and aligned with UNDP's digital development and governance principles.
- Support coordination between technical teams, vendors, and program stakeholders to ensure digital initiatives contribute to intended development results rather than standalone technical outputs.
- Contribute to identifying risks, implementation gaps, and opportunities related to digital transformation and propose programmatic mitigation measures.

#### *C. Institutional Capacity Development and Change Management*

- Support the design and facilitation of capacity development initiatives for NGOAB and NGO officials, focusing on institutional transition from manual processes to digitally enabled workflows.
- Provide advisory support on structured change management approaches to encourage sustainable adoption and institutionalization of new digital platforms and service models.
- Support review and modernization of NGOAB service provisions to ensure compliance with relevant government acts, rules, and regulatory frameworks while improving service accessibility and efficiency for NGOs.
- Contribute to stakeholder engagement processes that promote ownership, behavioral change, and long-term sustainability of digital reforms.

#### *D. Strategic Vendor Engagement and Quality Assurance*

- Provide programmatic support to vendor engagement processes to ensure digital solutions respond to functional, operational, and governance needs rather than purely technical specifications.
- Support quality assurance by reviewing deliverables to ensure alignment with UNDP standards related to data integrity, cybersecurity, accessibility, and inclusive service delivery.
- Support preparation, review, and refinement of Terms of Reference (ToRs) for external service providers, emphasizing outcome-oriented deliverables, sustainability, and institutional value.
- Provide analytical inputs to support alignment between vendor outputs, project objectives, and expected development results

#### *E. Stakeholder Coordination and Strategic Partnerships*

- Support coordination and dialogue among NGOAB, UNDP, relevant government institutions, and the NGO community to ensure digital transformation initiatives reflect stakeholder needs.
- Support organization and facilitation of national and sub-national consultation workshops, coordination meetings, and policy dialogues to harmonize digital transformation efforts and share project progress and lessons.
- Act as a programmatic focal point to support mainstreaming of gender-responsive, inclusive, and rights-based approaches across digital service models.
- Support partnership-building efforts that enhance policy coherence, institutional collaboration, and shared ownership of digital reform initiatives.

#### **DELIVERABLES:**

The expected output and key deliverables are listed below:

- Submission of result-specific workplan, work modality, and engagement plan.
- Submission of the progress report on the updated Registration and Renewal system integration in NGOAB online system.
- Submission of the progress report on capacity development initiatives with NGOAB and NGOs.
- Submission of the report on national/divisional policy dialogue and integration in the policy framework of NGOAB.
- Submission of the final report on the progress of the NGOAB online system, consolidated policy suggestions from Policy Dialogue and future scope of policy intervention.

#### **SUPERVISION AND PERFORMANCE EVALUATION:**

The consultant will work in close collaboration with project staff, other consultants/IT professionals and senior officials of the Democratic Governance Cluster under the guidance of the Project Manager, ISPAT Project.

#### **(d) TIMEFRAME AND DEADLINES:**

The timeline for this assignment is 90 days over the period of six-months (tentatively from 1st February 2026 to 31 July 2026). The Project Manager will sign off on payment as per the payment schedule on receipt of deliverables, timesheets, and certifications. Standard IC contract provisions will apply.

<b>Deliverables</b>	<b>Required days</b>	<b>Tentative Timeline</b>	<b>Payment Milestone</b>
Deliverable 1: Submission of result-specific workplan, work modality, and engagement plan.	10 days	February 2026	11 % of the total contract value upon submission of Deliverable 1
Deliverable 2: Submission of the progress report on the updated Registration,	18 days	31 <sup>st</sup> March 2026	20 % of the total contract value

Renewal, FD-6, FD-7 system integration in NGOAB online system.			upon submission of Deliverable 2
Deliverable 3: Submission of the progress report on capacity development initiatives with NGOAB and NGOs	14 days	30 <sup>th</sup> April 2026	16 % of the total contract value upon submission of Deliverable 3
Deliverable 4: Submission of the report on national/divisional policy dialogue and integration in the policy framework of NGOAB	30 days	30 <sup>th</sup> June 2026	33 % of the total contract value upon submission of the Deliverable 4
Deliverable 5: Submission of the final report on the progress of the NGOAB online system, consolidated policy suggestions from Policy Dialogue and future scope of policy intervention.	18 days	31 <sup>st</sup> July 2026	20% of the total contract value upon submission of the Deliverable 5

**(e) DUTY STATION:****Duty Station and Travel**

No DSA will be paid at the duty station. If unforeseen travel outside the duty station required by the Terms of Reference is requested by UNDP, and upon prior agreement/approval, such travel shall be UNDP's expense, and the individual contractor shall receive a per-diem not to exceed United Nations daily subsistence allowance rate in such other case. The consultant may travel to attend field event/s including the total working days [90] between his/her six-months assignment. S/he should be present a total of working days [90] in the office except for any field or official engagement outside the office.

**Language Requirements:**

- The candidate must have excellent report-writing skills and written and speaking skills in English and Bangla language.

**h. COMPETENCIES:****Corporate Competencies**

- Demonstrates commitment to UN's mission, vision, and values.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Excellent communication and problem management skills.
- Demonstrates sound judgment, diplomacy, and sensitivity to different expectations of the stakeholders.
- Well versed with project management and development.
- Ability to work under pressure and against tight deadlines.
- A proactive, participatory, and result-oriented approach to work.
- Excellent computer/software skills as mentioned.
- Proficiency in Bengali-type writing Language Requirements: The candidate must have excellent report writing skills and written and speaking skills in English and Bengali.

**Functional Competencies**

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- Communication.
- Speaks and writes clearly and effectively in English.
- Listens to others, correctly interprets messages from others and responds appropriately.
- Asks questions to clarify and exhibits interest in having two-way communication.
- Tailors' language, tone, style, and format to match the audience.
- Demonstrates openness in sharing information and keeping people informed.

#### **Teamwork**

- Works collaboratively with colleagues to achieve organizational goals.
- Solicits input by genuinely valuing others' ideas and expertise; is willing to learn from others.
- Places team agenda before personal agenda.
- Builds consensus for task purpose and direction with team members.
- Supports and acts in accordance with final group decisions, even when such decisions may not entirely reflect own position.
- Shares credit for team accomplishments and accepts joint responsibility for team shortcomings.

#### **Knowledge Management and Learning**

- Shares knowledge and experience.
- Encourages office staff to share knowledge and contribute to UNDP Practice Areas.
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills.

#### **i. TECHNICAL PROPOSAL:**

A technical proposal on this assignment along with the financial proposal as per the following instruction have to be submitted by the candidates.

#### **i. FINANCIAL PROPOSAL:**

##### **Lump sum contracts:**

Lump sum contracts: The financial proposal shall specify a total lump sum amount and all-inclusive, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e., whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the ToR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and the number of anticipated working days).

Deliverables are linked with the payment schedule in section- "(e) Timeframe and deadlines"