Technical Assistance Report

Project Number: 46476
Policy and Advisory Technical Assistance (PATA)
December 2012

People’s Republic of Bangladesh: Improving Public Administration and Services Delivery through E-Solutions
(Cofinanced by the Republic of Korea e-Asia and Knowledge Partnership Fund)

Asian Development Bank
CURRENCY EQUIVALENTS
(as of 20 November 2012)
Currency unit – taka (Tk)
Tk1.00 = $0.012296
$1.00 = Tk81.325

ABBREVIATIONS
ADB – Asian Development Bank
DLMS – digital land management system
GRS – grievance redress system
ICT – information and communication technology
IT – information technology
TA – technical assistance
USO – universal service obligation

TECHNICAL ASSISTANCE CLASSIFICATION

Type – Policy and advisory technical assistance (PATA)
Targeting classification – General intervention
Sector (subsectors) – Multisector (information and communication technology, public administration)
Themes (subthemes) – Governance (public administration, anticorruption); capacity development (institutional development, organizational development)
Location (impact) – Rural (high), national (high)
Partnership – Republic of Korea e-Asia and Knowledge Partnership Fund

NOTE
In this report, "$" refers to US dollars

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I. INTRODUCTION

1. Technical assistance (TA) will support a comprehensive national information and communication technology (ICT) initiative of the Government of Bangladesh known as Digital Bangladesh. It will facilitate the introduction of e-services across sectors and seek to broaden opportunities to significantly strengthen governance in line with the government’s Digital Bangladesh strategy. The TA will strengthen the effort to improve transparency and accountability initiated by the Asian Development Bank (ADB) through a tax and land record administration project commenced in October 2011.¹

2. A reconnaissance mission was fielded on 22–27 September 2012 to explore opportunities for ADB intervention to support the government's national ICT initiative. The mission met with line ministries and was requested to support the government’s plan to expand and scale up e-services in rural areas by providing last mile connectivity² components in union parishads.³

3. A fact-finding mission on 4–8 November 2012 discussed and agreed on TA scope and implementation arrangements. At the mission wrap-up meeting, chaired by the Economic Relations Division of the Ministry of Finance, all attending ministry officials concurred on the impact, outcome, outputs, implementation arrangements, cost, financing arrangements, and terms of reference of the TA. The design and monitoring framework is in Appendix 1.⁴

II. ISSUES

4. Bangladesh is a developing nation recording annual growth rates of 5%–6% since 1996. While the government is achieving reasonable economic growth, infrastructure deficiencies, corruption, and limited human resources constraint further growth. Strengthening governance can help the country allocate limited resources more efficiently. While broad-reaching policy reforms are necessary to establish good governance, they must accommodate changes in service delivery and be supported by technologies appropriate to the country. ICT has the potential to trigger and shape significant changes in the delivery of public services and how governments carry out their functions. The government has initiated a national ICT program under the banner Digital Bangladesh since 2008⁵ to foster growth and development and to enhance the quality of service delivery.

5. Despite the government’s enthusiasm for attaining modernized government through e-government initiatives, it lacks resources and expertise to make much headway. The government therefore requested support toward expanding broadband connectivity to the union

¹ ADB. 2010. Report and Recommendation of the President to the Board of Directors: Proposed Loan and Technical Assistance Grant to the People’s Republic of Bangladesh for Strengthening Governance Management Project. Manila (Loan 2666-BAN and TA 7604-BAN, for $25 million, approved on 21 September 2010). The project seeks to improve transparency and accountability in tax and land record administration in Bangladesh with the help of ICT. Three outputs of the project are (i) the online filing of tax returns, (ii) a digitized system of land records management in selected districts, and (iii) improved access to tax and land information in specialized information and service centers. The executing agencies are the National Board of Revenue and the Directorate of Land Records and Surveys in Bangladesh.
² The "last mile" in telecommunications refers to the final link of telecommunications networks with retail customers—the part that actually reaches customers. In this report, the last mile refers to the high-speed broadband internet connection for end users at the union level.
³ Union parishads are the smallest local government administrative unit in Bangladesh. There are about 4,500 unions in Bangladesh.
⁴ The TA first appeared in the business opportunities section of ADB’s website on 19 November 2012.
⁵ Building a Digital Bangladesh is an election pledge of the present Government.
level and developing an ICT master plan for a digital land management system (DLMS) guided by international experience. Building on ADB member countries’ experience in e-government, ADB can help the government achieve its objectives more effectively and innovatively. The TA will be designed to fill implementation gaps in the government’s national ICT initiative.

6. The TA is consistent with ADB’s country partnership strategy[^6] and recommendations made in ADB’s 2009 country assistance program evaluation for Bangladesh, which found that the lack of good governance is a binding constraint on growth and recommended support for further governance reforms. ADB’s country operations business plan, 2012–2014 for Bangladesh focuses on providing assistance in this area.[^7] The TA will build on previous ADB interventions in ICT.[^8] Recognizing ICT as a tool for improving governance, ADB identified areas in which ICT can play a critical role in enhancing efficiency, transparency, and accountability in public service delivery in Bangladesh.

7. The fact-finding mission confirmed the urgent need to support public management and district development through e-solutions.[^9] The TA will (i) support extending e-services with last mile connectivity in a selected district, (ii) pilot several e-services in selected unions and public institutions, (iii) improve the grievance redress system (GRS), and (iv) develop an ICT master plan for a DLMS.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

8. The impact of the project will be enhanced public trust through ICT service development and delivery in a selected district.[^10] The project outcome will be a complete e-governance implementation plan for a selected district adopted by the relevant government agency.

B. Methodology and Key Activities

9. The TA envisages a phased approach that can transform service delivery by building on pilot and demonstrative initiatives in key e-governance areas in both the central government and a pilot district, toward facilitating replication in other districts over time.

10. The TA will have four outputs: (i) a feasibility study for e-services extension through last mile connectivity for a selected district, (ii) piloted e-services in selected unions and public institutions, (iii) Development of a plan to redesign GRS, and (iv) development of a comprehensive master plan for a DLMS.

[^8]: Bangladesh is a member of the South Asia Subregional Economic Cooperation program, which was initiated in recognition of the importance of ICT to development and of the potential benefits from regional cooperation in ICT. ADB has supported the program since 2001. In July 2005, ADB approved a grant for the project Empowering the Rural Areas through Community e-Centers, which aimed to apply ICT to speed the development of rural communities in Bangladesh, Bhutan, India, and Nepal under the program. ADB provided TA in 2010 to study rural areas in Bangladesh with an eye to developing rural connectivity.
[^9]: These are information technology applications for public administration or online public services using the internet.
[^10]: Divisions in Bangladesh are divided into 64 districts. The districts are further subdivided into about 500 subdistricts, or *upazilas*, which are analogous to counties and are further divided into unions.
11. The feasibility study for e-services extension through the last mile connectivity for a selected district will inform the pilot project targeting selected unions and public institutions and establishing a model to be replicated across a selected district and, eventually, the entire nation.

12. Piloted e-services in selected unions and public institutions will undertake, where necessary, the physical extension of last mile connectivity to target areas and provide the means to estimate investment requirements for up-scaling to extend last mile connectivity to all unions of a district.

13. The development of a plan to redesign GRS will facilitate the introduction of an automated GRS in the Government of Bangladesh, which will strengthen governance at the grass roots, providing a systemic way of addressing citizens’ grievance through a direct communications channel with responsible government agencies.

14. The development of a comprehensive master plan for a DLMS will include financial and implementation plans and entail the development of a methodology, investment needs, a project timeline, and the technological requirements for a complete plot-by-plot survey of the country. The plan will determine how to update and map records of rights and detail software requirements and electronic interface schemes to facilitate the seamless flow of land data in the Land Ministry and Law Ministry. The study is expected to show how e-solutions can deliver services from both ministries and from local governments directly to citizens, such as the timely electronic issuance of records of rights, the electronic registration of deeds, and related services.

15. Achieving TA outputs and outcome depend on strong ownership by implementation agencies. To mitigate risks associated with political changes after the 2014 elections, constant coordination and engagement with the executing agency is required. Risks arising from a lack of coordination among government agencies or a loss of implementing agency commitment to TA components must be mitigated by continuous follow-up and monitoring. ADB’s Bangladesh Resident Mission will have an important monitoring role.

C. Cost and Financing

16. The TA is estimated to cost $1,320,000, of which $700,000 will be financed on a grant basis by ADB’s Technical Assistance Special Fund (TASF-IV) and $500,000 will be financed on a grant basis by the Republic of Korea e-Asia and Knowledge Partnership Fund. The government will provide counterpart support in the form of counterpart staff, office and housing accommodation, office supplies, secretarial services, domestic transportation, and other in-kind contributions. All disbursements under the TA will be made in accordance with ADB’s Technical Assistance Disbursement Handbook (2010, as amended from time to time). The cost estimates and financing plan are in Appendix 2.

D. Implementation Arrangements

17. The Cabinet Division of the Government of Bangladesh will be the executing agency. The implementing agencies will be the Ministry of Post and Telecommunication for last mile connectivity (output 1), the Ministry of ICT for providing e-services (output 2), the Cabinet Division for implementing the GRS (output 3), and the Ministry of Land for developing an ICT master plan for a DLMS (output 4). ADB will closely collaborate with agencies of the
Government of the Republic of Korea\textsuperscript{11} and make a formal agreement for their in-kind contributions, if necessary. These contributions will not be financed using ADB-administered funds but on their own. The TA will be jointly implemented by ADB’s Regional and Sustainable Development Department and its South Asia Department, with interdepartmental coordination through designated focal points. The project team will include experts in ADB’s Office of Information Systems and Technology.

18. The TA will be implemented from 1 April 2013 to 31 March 2015. ADB will engage a consulting firm or institution to work in association with international and national consultants. It will be engaged using quality- and cost-based selection at a ratio of 80:20 and a simplified technical proposal in accordance with ADB’s Guidelines on the Use of Consultants (2010, as amended from time to time). If no qualified firm can be found, individual consultants will be engaged. The TA will require 23 person-months of international consultant inputs and 35 person-months of national consultant inputs on an intermittent basis, responding to government requirements and implementation progress. All procured assets will be transferred to beneficiary local governments after TA completion. The outline terms of reference for consultants are in Appendix 3.

19. The progress of the TA will be evaluated against performance targets and indicators defined in Appendix 1. A baseline will be established during the preliminary study to benchmark public services in selected unions and public institutions and thus allow the impact of piloted e-services to be evaluated after implementation.

IV. THE PRESIDENT’S DECISION

20. The President, acting under the authority delegated to the Board, has approved (i) ADB administering a portion of technical assistance not exceeding the equivalent of $500,000 to be financed on a grant basis by the Republic of Korea e-Asia and Knowledge Partnership Fund; and (ii) ADB providing the balance not exceeding the equivalent of $700,000 on a grant basis to the Government of Bangladesh for Improving Public Administration and Services Delivery through E-Solutions, and hereby reports this action to the Board.

\textsuperscript{11} The National Information Society Agency (NIA) is being considered as a potential in-kind contributor to the TA because the Republic of Korea has been recognized for its best practices in ICT and e-government and the NIA is a focal government agency for the national ICT and e-Government policy and strategy under the Ministry of Public Administration and Security (MOPAS) of the Republic of Korea.
## DESIGN AND MONITORING FRAMEWORK

<table>
<thead>
<tr>
<th>Design Summary</th>
<th>Performance Targets and Indicators with Baselines</th>
<th>Data Sources and Reporting Mechanisms</th>
<th>Assumptions and Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Impact</strong></td>
<td>Citizen satisfaction with public services improved through e-solutions by 10% (from 2011 levels) by 2016 in a target district</td>
<td>Official reports published or announcements made by government agencies in Bangladesh</td>
<td>Assumption</td>
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<tr>
<td></td>
<td></td>
<td>Indicator for measuring transparency</td>
<td>Government commitment to reengineering public administrative procedures to introduce e-solutions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Accountability indicator</td>
<td></td>
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<tr>
<td><strong>Outcome</strong></td>
<td>Acceptance of the full e-governance implementation plan for a selected district adopted by a government agency by 2014</td>
<td>Official published reports or announcements made by the relevant government agency in Bangladesh</td>
<td>Assumption</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Implementing agencies exhibiting strong ownership of the TA</td>
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<td></td>
<td></td>
<td></td>
<td>Risk</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>General e-government absorptive capacity and specialized government technical capacity lacking</td>
</tr>
<tr>
<td><strong>Outputs</strong></td>
<td>A feasibility study for e-services extension over the last mile completed by 2013 and accepted as satisfactory by the proposed implementing agencies</td>
<td>Proposed implementing agencies confirming the adoption of the feasibility study and communicating it to ADB</td>
<td>Assumption</td>
</tr>
<tr>
<td>1. A feasibility study for e-services extension through the last mile connectivity for a selected district</td>
<td></td>
<td>Qualified experts identified and engaged to implement the project</td>
<td></td>
</tr>
<tr>
<td>2. Piloted e-services in selected unions and public institutions</td>
<td>At least one more service offered through a web portal or kiosk in the selected unions and public institutions by 2014</td>
<td>Site inspection or Prime Minister Office report on usage</td>
<td>Risks</td>
</tr>
<tr>
<td>3. Development of a plan to redesign GRS</td>
<td>A report produced identifying number of defects in GRS for correction (the developed system requires retrofitting to accommodate changing circumstances) by 2014</td>
<td>Proposed implementing agency confirming the adoption of the implementation plan and communicating it to ADB</td>
<td>Political influence on the project from the general election in early 2014</td>
</tr>
<tr>
<td>4. Development of a comprehensive master plan for a DLMS</td>
<td>An ICT master plan for a DLMS under relevant government agencies by 2013</td>
<td>Proposed implementing agencies confirming the ICT master plan for a DLMS and communicating it to ADB</td>
<td></td>
</tr>
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</table>
## Activities with Milestones

<table>
<thead>
<tr>
<th>Activity</th>
<th>Milestones</th>
</tr>
</thead>
</table>
| **1. A feasibility study for e-services extension through the last mile connectivity for a selected district** | 1.1 Preliminary study to identify critical e-services and appropriate technologies for last mile connectivity (first quarter 2013)  
1.2 Feasibility study for the e-services extension to the union level (fourth quarter 2013)  
1.3 Recommendation to the government (first quarter 2014) |
| **2. Piloted e-services in selected unions and public institutions**      | 2.1 Analysis of the state of e-services conducted (second quarter 2013)  
2.2 Pilot project on e-services in selected unions and public institutions (fourth quarter 2013)  
2.3 Evaluation report for the pilot project prepared (first quarter 2014) |
| **3. Introduction of an automated GRS in selected ministries or departments** | 3.1 Analysis of the state of the GRS (second quarter 2013)  
3.2 GRS implementation in selected ministries and departments (fourth quarter 2013)  
3.3 Monitoring and evaluation of GRS (first quarter 2014) |
| **4. Development of a comprehensive master plan for a DLMS**             | 4.1 Analysis of the current state of the business process and IT system (second quarter 2013)  
4.2 Preparation of the future state of the business process and IT system (third quarter 2013)  
4.3 Master plan and road map for a DLMS developed (fourth quarter 2013) |

### Inputs\(^a\)

- Technical Assistance Special Fund (TASF-IV): $700,000
- Republic of Korea e-Asia and Knowledge Partnership Fund: $500,000

The government will provide counterpart support in the form of counterpart staff, office and housing accommodation, office supplies, secretarial services, domestic transportation, and other in-kind contributions.

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount ($'000)</th>
</tr>
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<tbody>
<tr>
<td>58 person-months of national and international consulting services</td>
<td>$610.00</td>
</tr>
<tr>
<td>international and local travel</td>
<td>$50.00</td>
</tr>
<tr>
<td>miscellaneous administration and support costs</td>
<td>$50.00</td>
</tr>
<tr>
<td>contingency</td>
<td>$55.00</td>
</tr>
<tr>
<td>equipment (for pilot projects)</td>
<td>$280.00</td>
</tr>
<tr>
<td>workshops, training, seminars, and conference:</td>
<td>$150.00</td>
</tr>
<tr>
<td>reports and communication</td>
<td>$5.00</td>
</tr>
</tbody>
</table>

\(^a\) The TA will collaborate with the Government of the Republic of Korea to share knowledge and experience.


ADB = Asian Development Bank, DLMS = digital land management system, GRS = grievance redress system, ICT = information and communication technology, IT = information technology, TA = technical assistance.
# COST ESTIMATES AND FINANCING PLAN

($'000)

<table>
<thead>
<tr>
<th>Item</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. Asian Development Bank</strong>&lt;sup&gt;a&lt;/sup&gt;</td>
<td></td>
</tr>
<tr>
<td>1. Consultants</td>
<td></td>
</tr>
<tr>
<td>a. Remuneration and per diem</td>
<td></td>
</tr>
<tr>
<td>i. International consultants (20 person-months)</td>
<td>440.00</td>
</tr>
<tr>
<td>ii. National consultants (35 person-months)</td>
<td>105.00</td>
</tr>
<tr>
<td>b. International and local travel</td>
<td>50.00</td>
</tr>
<tr>
<td>2. Miscellaneous administration and support costs</td>
<td>50.00</td>
</tr>
<tr>
<td>3. Contingency</td>
<td>55.00</td>
</tr>
<tr>
<td><strong>B. Republic of Korea e-Asia and Knowledge Partnership Fund</strong>&lt;sup&gt;b&lt;/sup&gt;</td>
<td></td>
</tr>
<tr>
<td>1. Consultants</td>
<td></td>
</tr>
<tr>
<td>a. Remuneration and per diem for international consultants (3 person-months)</td>
<td>65.00</td>
</tr>
<tr>
<td>b. Reports and communications</td>
<td>5.00</td>
</tr>
<tr>
<td>2. Equipment&lt;sup&gt;c&lt;/sup&gt; (for pilot project)</td>
<td>280.00</td>
</tr>
<tr>
<td>3. Workshops, training, seminars, and conference</td>
<td></td>
</tr>
<tr>
<td>a. In-country workshop</td>
<td>60.00</td>
</tr>
<tr>
<td>b. Site visits&lt;sup&gt;d&lt;/sup&gt; (international)</td>
<td>90.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,200.00</td>
</tr>
</tbody>
</table>

Note: The technical assistance (TA) is estimated to cost $1,320,000, of which contributions from the Asian Development Bank (ADB) and the Republic of Korea e-Asia and Knowledge Partnership Fund are presented in the table above. The government will provide counterpart support in the form of counterpart staff, office and housing accommodation, office supplies, secretarial services, domestic transportation, and other in-kind contributions. The value of government contribution is estimated to account for 10% of the total TA cost.

<sup>a</sup> Financed by the Asian Development Bank’s Technical Assistance Special Fund (TASF-IV).

<sup>b</sup> Administered by the Asian Development Bank.

<sup>c</sup> In connection to the pilot project under output 2, the purchase of computers and network devices, and the construction of last mile connections to the union public institutions are included in the estimated cost.

<sup>d</sup> Site visits will take place in India and the Republic of Korea.

Source: Asian Development Bank estimates.
OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. A total of 58 person-months of national and international consulting services will be required to ensure that the technical assistance is effectively managed and the intended outcome is achieved. The Asian Development Bank (ADB) will engage a consulting firm to work in association with international and national consultants, using quality- and cost-based selection with a ratio of 80:20 and a simplified technical proposal. ADB will engage consultants in accordance with its Guidelines on the Use of Consultants (2010, as amended from time to time). If no qualified firm can be found, individual selection will apply for an estimated 23 person-months of international consultant inputs and 35 person-months of national. Procurement will follow ADB Procurement Guidelines (2010, as amended from time to time). Firm or individual consultant inputs will be on an intermittent basis, responding to government requirements and implementation progress. The technical assistance will be implemented over 24 months commencing on 1 April 2013 and terminating on 31 March 2015.

Consulting Firm or Institution

2. Toward supplying 23 person-months of international consultancy and 35 person-months of national consultancy, the consulting firm will require the following experts.

3. Project management expert and team leader (international, 3 person-months, intermittent). The expert will do the following tasks:
   (i) provide overall project management, including reporting on the status of activities to the ADB project officer and communicating with government officials and other stakeholders as needed;
   (ii) recruit, assign tasks to, and provide guidance to national consultants;
   (iii) undertake the procurement of equipment for the pilot project under output 2 in consultation with the ADB Office of Administrative Services, if necessary;
   (iv) develop a traceable project plan in consultation with all stakeholders, including the ADB project officer, government officials, and other consultants; and
   (v) monitor the progress of project implementation and assure the timely delivery and high quality of project outputs.

4. Digital land management system expert (international, 10 person-months, intermittent). The expert will do the following tasks:
   (i) assess the institutional capacity of government agencies regarding the digital land management system (DLMS) implementation and identify priority areas for attention;
   (ii) assess current information technology (IT) systems and applications;
   (iii) review the current business process and plan its reengineering;
   (iv) review past and current government initiatives and conduct a gap analysis by benchmarking global best practices for the DLMS;
   (v) prepare functional specification requirements for the DLMS based on the status quo study, needs analysis, and business process reengineering;
   (vi) review government policies and regulations, and prepare recommendations in consultation with the implementing agency;
   (vii) assess IT infrastructure requirements and design network architecture as needed for the DLMS;
   (viii) develop a business continuity plan for the DLMS;
   (ix) prepare an IT security framework to safeguard IT infrastructure and networks, especially keeping in mind that the application will be used over a wide area network and internet;
identify, in consultation with the implementing agency, the change management interventions required and draw up a change management plan;

prepare a capacity building plan, identify specific sets of skills, and propose a curriculum needed for each grade of government officials;

prepare a 5-year strategy plan and a 3-year implementation action plan for integrating the DLMS into the policy and regulative framework, information and communication technology (ICT) infrastructure, ICT applications, budget and funding mechanism, and change management;

organize a workshop to discuss final recommendations and considerations with stakeholders nationally; and

assist the implementing agency in finalizing IT infrastructure requirements and procurement for the subsequent phase of the DLMS project.

5. **E-service and last mile connectivity expert team** (international, 7 person-months, intermittent). The expert team will do the following tasks:

(i) assess the institutional capacity of government agencies regarding the expansion of last mile connectivity and identify priority areas for attention;

(ii) assess current e-services at e-service centers in districts, upazilas, and unions;

(iii) review current service delivery processes and recommend improved service delivery models;

(iv) review past and current government initiatives and conduct a gap analysis by benchmarking global best practices for e-service centers;

(v) prepare functional specification requirements for e-services based on the status quo study, needs analysis, and new ICT infrastructure;

(vi) review government policies and regulations and prepare recommendations in consultation with the implementing agency;

(vii) assess IT infrastructure requirements and design a network architecture as needed for e-services;

(viii) assess other necessary needs including electricity to maintain and operate e-service centers in districts, upazilas, and unions;

(ix) prepare options to mitigate constraints caused by unreliable electricity, limited space, and operating hours at e-service centers;

(x) identify, in consultation with the implementing agency, the change management interventions required and draw up a change management plan;

(xi) prepare a capacity building plan, identify specific sets of skills, and propose a curriculum needed for government officials, operators, and end users;

(xii) prepare a 5-year strategy plan and a 3-year implementation action plan for expanding last mile connectivity to unions in pilot districts in the areas of policy and regulatory frameworks, ICT infrastructure and networks, e-services, budget and funding mechanisms, and change management;

(xiii) organize a workshop to discuss final recommendations and considerations with stakeholders nationally; and

(xiv) assist the implementing agency in finalizing IT infrastructure and network requirements and procurement for the subsequent phase of the last mile connectivity project.

6. The expert team will deliver the following outputs for each component:

(i) extend the last mile network to the union level: (a) conduct a feasibility study in pilot districts, including demand analysis, basic design, road map, and budget, and (b) develop a detailed project implementation plan for the subsequent phase of the project in pilot districts, including a network design and procurement plan;
(ii) policy support for the introduction of universal service obligation (USO): (a) conduct a feasibility study on the introduction of USO focusing on the regulatory framework, financing modalities, the designation of USO operators, and the types of projects funded by the universal services funds and (b) develop detailed policy recommendations for the subsequent phase of the project for pilot districts; and

(iii) improve public service through e-services: (a) conduct a feasibility study for improved public service through e-services for e-government, agriculture, and health in the pilot districts and develop a detailed project implementation plan for the subsequent phase of the project, including detailing IT services, a business model, a rollout plan, and change management.

7. **Grievance redress system expert** (international, 3 person-months intermittent). The expert will do the following tasks:
   (i) assess the current grievance redress system (GRS).
   (ii) review current processes and recommend process models;
   (iii) review past and current government initiatives and conduct a gap analysis by benchmarking global best practices related to the GRS;
   (iv) prepare functional specification requirements for the GRS based on the status quo study, needs analysis, and new ICT infrastructure;
   (v) review government policies and regulations and prepare recommendations in consultation with the implementing agency;
   (vi) assess IT infrastructure requirements and design a network architecture as needed for the GRS;
   (vii) identify, in consultation with the implementing agency, the change management interventions required and draw up a change management plan;
   (viii) prepare a capacity building plan, identify specific sets of skills, and propose a curriculum needed for government officials, operators, and end users;
   (ix) prepare a 5-year strategy plan and a 3-year implementation action plan for expanding the GRS nationwide in the areas of policy and regulatory frameworks, budgets and funding mechanisms, and change management;
   (x) organize a workshop to discuss final recommendations and considerations with stakeholders nationally; and
   (xi) assist the implementing agency in finalizing procurement for the subsequent phase of the GRS.

8. **National consultants** (35 person-months, intermittent). Various national experts will provide technical support to e-services extension over the last mile, GRS implementation, and the ICT master plan for a DLMS. The national consultants will perform the following tasks:
   (i) liaise and support communication between government officials, the ADB project officer, and international consultants to coordinate project activities;
   (ii) provide international consultants with local knowledge, experiences, and up-to-date information on current national conditions, policies, and pertinent issues to advance the development of knowledge products and the implementation of training programs;
   (iii) monitor project progress, collect status data, and prepare status reports on a regular basis;
   (iv) organize a workshop for stakeholders; and
   (v) carry out any other duties within each consultant’s specialization as assigned by the team leader and the ADB project officer.