

Terms of Reference
Provision of Services to Design and Conduct e-Leadership Workshops
(Ref. No. C 3.2.1)

Background

The ICT sector in Myanmar is now entering a new phase considering advancements in connectivity, familiarity of citizens and businesses with e-services and success of select initiatives undertaken in the past. Awareness and knowledge about the transformative potential of e-government programs is limited amongst the policy makers though. There is a pressing need to sensitize at different levels of government and bureaucracy on importance of a well thought out e-Governance agenda for social welfare and economic well-being. In this regard, World Bank is planning to use part of funds from the existing Telecom Sector Reform project, earmarked for such trainings, to launch the e-Leadership program.

Objective and Purpose

The objective of the e-Leadership program is to ‘open the minds’ of policy makers on how best they can deploy technology to achieve the goals the government has set for Myanmar’s socio-economic progress.

Purpose of program is to provide orientation workshops to policy-level officials for undertaking e-Governance initiatives. Other related aspects i.e. knowledge sharing and bringing in international best practices are also part of the overall program.

Some of the elements to be highlighted should be on the importance of senior leadership, cross ministry coordination, placing emphasis on constituent’s needs, and project prioritization.

Scope of Work

The e-Leadership program for Myanmar is a series of sensitization workshops on e-governance that will cover senior officers in union territory, states, and regions.

Summary of Tasks

The Firm will carry out the following tasks:

(a) **Design the e-Leadership workshops.** Specifically, the Firm will provide support to: (i) upon initiation of the assignment, the selected Firm will discuss with officials to review in detail the objectives, workshop agenda and content, and approach for implementation; (ii) designing the workshop format to achieve the objective and purpose; (iii) develop core workshop curriculum and resource materials in both English and Myanmar languages,

including case studies, presentations, audio-visual content, handouts, etc.; (iv) coordinate on the nomination of the candidates for the workshops; (v) prepare the training batches based on inputs received and coordinate to prepare the training calendars; and (vi) design the evaluation criteria and form.

(b) **Conduct the e-Leadership workshops.** The workshops will be conducted in Nay Pyi Taw. Specifically, the Firm is required to: (i) arrange for workshop logistics inclusive of venue and food catering; (ii) conduct the workshops in Myanmar language (with the support of a translator) and collate the workshop feedback through the evaluation form; (iii) Submit post-workshop reports, including achievements and key learnings based on the feedback received; and (iv) make revisions to the presentation materials and workshop format based on the feedback received.

Description of Activities

The program will have a 3-tier structure. Program contents for each tier will be separate for each of 3 envisaged levels – (1) Parliamentarians, Ministers, Deputy Ministers and similar level officials (2) Permanent Secretaries, Director Generals, Deputy Director Generals and similar level officials and (3) Directors, Deputy Director, Assistant Directors, CIOs, Assistant CIOs and similar level officials. Best of trainers and professionals shall be brought together from best global institutes and companies for delivering this program for Myanmar government. Program should be conducted offsite or outside their office preferably so that the participants can devote quality time for the workshops. The workshops are required to be conducted in the Myanmar language. The Firm could acquire the services of an interpreter to provide simultaneous translation. All workshop materials should be available in both English and Myanmar languages.

Tier 1

The Tier 1 workshop would aim at sensitizing the senior leadership level personnel to develop their support and commitment in taking e-Government projects forward.

Participants: Ministers, Deputy Ministers, Parliamentarians and similar level officials. This workshop is suggested to have a 2 hour session (maximum). Sessions will be organized in an interactive manner with participants getting to know about revolutionary changes being brought about by e-government projects in other countries. The method of delivery could be videos of success stories from other countries, interviews with Myanmar citizens to learn about their expectations from e-services, round table discussions, interactions with global experts and leaders, etc.

The Firm is expected to conduct 5 sessions of Tier 1 workshops with 20 participants per session.

The suggested Tier 1 workshop design (for reference):

Agenda

1	In-person session with global leader/s highlighting the transformative power of ICT	15 minutes
2	Introduction about e-governance Master Plan and Digital Myanmar for Improving Governance ¹	30 minutes
3	Roundtable discussion on existing laws/ policies/guidelines and their updation/addition; better coordination between Ministries, big problems being faced by decision makers followed by how ICT can be a strategic enabler to address the problems.	1 hour

¹ The introduction of the e-Governance Masterplan and Digital Myanmar for Improving Governance will be conducted by Ministry of Transport and Communications (MoTC) and development partner.

Tier 2

The next tier will comprise of sessions for Permanent Secretaries, Director Generals, Deputy Director Generals and similar level officials. The main objective would be to sensitize the decision makers at policy-level in greater depth on various implementation level aspects to enable them develop sustainable e-Government projects, in line with the e-Governance Master Plan. In order to develop a better understanding on e-Governance initiatives and issues, it will be preferred to have the policy level officials from the same department to participate in the same workshop.

The Firm is expected to conduct 15 sessions of Tier 2 workshops with 25-30 participants per session.

The suggested Tier 2 workshop design (for reference):

Agenda

1	Introduction about e-governance Master Plan and Digital Myanmar for Improving Governance ²	30 minutes
2	Roundtable discussion on existing Laws/ policies/ guidelines/Government orders and their updation/addition etc.; better coordination between Ministries/Departments and other Government Agencies; better coordination between Ministries and on big problems being faced by decision makers followed by how ICT can be a strategic enabler.	1 hour
3	Brainstorm on Business Models for implementation including Public Private Partnership (essentials only)	45 minutes
4	Case studies from developing countries on successful e-government projects	45 minutes
5	Discussion on Capacity Building and Change Management	30 Minutes

² The introduction of the e-Governance Masterplan and Digital Myanmar for Improving Governance will be conducted by Ministry of Transport and Communications (MoTC) and development partner.

Tier 3

The 3rd tier will be for officers at level of Director, Deputy Director, Assistant Director, CIOs, Assistant CIOs and similar level officials. These officers are the ones who are tasked to lead e-government initiatives and projects in their respective ministries. As has been observed, capacity is generally low and they have a high need to be trained to deliver well. Hence, two full day program has been designed for them.

The Firm is expected to conduct 30 sessions of Tier 3 workshops with 30-35 participants per session.

The suggested Tier 3 workshop design (for reference):

Agenda – Day 1

1	Introduction about e-governance Master Plan and Digital Myanmar ³	30 minutes
2	Roundtable discussion on big problems being faced by decision makers followed by how ICT can be a strategic enabler	1 hour
3	Brainstorm on Services Identification and Prioritization	1 hour
4	Case studies from developing countries on successful e-government projects	1 hour
5	Brainstorm on Business Models for implementation including Public Private Partnership	1 hour
6	Introduction to Government Process Re-engineering & brainstorming regarding which are the projects/ departments in Myanmar where it could be best used	2 hour

³ The introduction of the e-Governance Masterplan and Digital Myanmar for Improving Governance will be conducted by Ministry of Transport and Communications (MoTC) and development partner.

Agenda - Day 2

In the program design, a second day of intensive workshops could be planned for those officers who would like to get into more details. Since this Tier 3 workshop is for those officers who are actually managing the e-governance projects, it would be useful for such officers to get 'their hands dirty' with concepts that are widely used.

1	Introduction to Project Report & RFP development	2 hour
2	Introduction to Procurement & Contracting good practices	2 hour
3	Introduction to Change Management strategies & brainstorming regarding which are the projects/ departments where it could be best used and how	2 hour

Deliverables

Date	Deliverables
Contract signing + 2 weeks	Inception Report
Contract signing + 6 weeks	e-Leadership Workshop Format and Curriculum Design Report
Contract signing + 10 weeks	Workshop resource materials Workshop participant nomination list
Contract signing +12 weeks	Commence of e-Leadership workshops and feedback reports.
Contract signing + 52 weeks	Completion Report

All deliverables will be sent to the Ministry of Transport and Communications (MoTC). Electronic copies will suffice, but physical copies (five copies) are encouraged, especially to the MoTC. All deliverables must be in English. Draft versions of deliverables will be submitted electronically and successive versions of reports and bidding documents will be marked to show changes from the previous draft. Final approval of all outputs and deliverables, linked to payments to the Firm, is the responsibility of MoTC.

Counterparts

The primary client of this consultancy will be MoTC. The Firm will report to MoTC who in turn will:

- a. Facilitate coordination with relevant government departments and agencies;
- b. Facilitate access to reports, information, and data as appropriate and in a timely manner;
- c. Provide assistance on logistic matters; and
- d. Provide local administrative support.

Firm Qualifications and Experience requirements

The Firm must have at least 10 years of experience in e-Governance and ICT domain in frontier and developing countries.

The Firm should have done similar work in at least 3 developing countries.

The Firm must have experience in conducting at least 5 similar e-Government and ICT workshops.

The Firm must have a local resource in Myanmar to support on language and logistical matters.

The Firm shall appoint an experienced project manager to oversee the successful design and conduct for the workshops. The project manager shall have at least 10 years of international e-Governance and ICT experience.

The Firm shall appoint an experienced workshop facilitator with proven track record in facilitating e-Governance and ICT workshops with senior government stakeholders. The workshop facilitator shall have at least 10 years of workshop facilitation experience. The Firm could acquire the services of an interpreter to provide simultaneous translation.

The Firm should be familiar with World Bank procurement practices and procedures and will be selected based on experience and capacity in carrying out this type of work.