

TOR'S FOR HIRING OF THIRD-PARTY TRAINING CONSULTANCY FIRM FOR DIGITAL LITERACY TRAINING OF GOVERNMENT OFFICERS IN KHYBER PAKHTUNKHWA

1: PROJECT BACKGROUND:

Khyber Pakhtunkhwa Revenue Mobilization and Resource Management Program is supporting the Government of Khyber Pakhtunkhwa (GoKP) to advance its vision on 'Paperless Governance'. The support aligns with the vision of the GoKP as encapsulated in its KP Digital Policy 2018-2023 where one of its key objectives is to 'Enable the government institutions to adopt digital technologies and innovation to improve service delivery'.

Digital transformation, within the Government of Khyber-Pakhtunkhwa (GoKP) is driven by leveraging on digital technology to deliver value to the Government, People and Businesses. Besides the technology aspect, there is a need to focus on the cultural, procedural, administrative, and political shift in the way how processes flow and how decisions are made for citizen services delivery. The transition towards digital governance requires capacity building of the government departments both in terms of technology as well as Human Resources. Switching from manual document handling to automated document management is the first step towards digital governance. This will enable the GoKP to ensure transparency and efficiency while communicating and processing documents necessary for inter and intradepartmental communication and processing.

As part of this agenda, the Government of Khyber-Pakhtunkhwa aims to:

- a. Minimize the use of paper in a phase-wise manner, eventually transitioning to paperless governance model;
- b. Improve productivity, efficiency and transparency of government departments through an automated file management system;
- c. Improve efficiency of interaction between local, provincial and federal government entities through the automated file management system and use of secure, innovative ICT solutions including Video Conferencing, email services, shared drive/cloud-based storage facilities, etc.; and
- d. Improve decision making through data driven governance.
- e. Rollout e-governance system throughout its 32 departments by December, 2023 (the first tranche will go live in December, 2022, the second in March, 2023, the third in June, 2023 and the last in October, 2023)

To achieve the above agenda, GoKP has initiated a digital transformation project with two phases and below dimensions

Phase 01: As a first step, the GoKP hired a firm and initiated a Business Process Review of critical government processes to automate approvals, signatories, and authorization. The GoKP intends to automate (document, file management and authorization) and simplify these processes in all departments (32) of the province. The GoKP has completed its first diagnostic work on business processes, helped develop system and function specifications, and prepared an implementation roadmap. During the process, the GoKP in collaboration with the World Bank, conducted three digital workshops to expose the GoKP officials to lessons and experiences of other countries that have undertaken digital transformation in administrative functions. The next phase is implementation.

Phase 02: The next phase is implementation of this system, beginning August, 2022. This includes rollout of workflow and document management system (WFDMS). As part of phase 2, GoKP requires services of consultancy firm to provide trainings to approximately 3500 users (based in Peshawar) around general aspects related to digital literacy in support of the deployment of WFDMS. The implementation phase has been kicked off with the first roll out of processes scheduled for December, 2022.

Objective: This assignment intends to: i) provide basic ICT skills to public officials (Grade 16 and above), 400 officials to be trained before December, 2022 and more than 3,000 to be trained in the subsequent tranches ii) Establish a Learning Management System (LMS) for upto 3,500 officials as per the Training Needs Assessment report finalized in Phase 1 of the project.

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Target audience:

- 400 officials for the first tranche;
- 3,100 officials for the remaining tranches;

2: SCOPE OF WORK:

The scope of the work will include, but not limited to;

- a) The consultancy firm shall refer to the Training Need Assessment document already developed in phase 01 and hold meeting with relevant government officials and propose cadre wise course from the following list but not limited to
 - i. Digital Literacy: Basic ICT skills such as using the internet, email, ICT equipment
 - ii. Data Management and System Integration
 - iii. Data Visualization/Privacy/Security/Protection
- b) The consultancy firm shall develop detailed curriculum for the courses and training programs
- c) The consultancy firm shall develop a detailed implementation strategy with proposed training plan including training methodology, profiles of trainers, lesson plan, timeline, M&E plan, risk mitigation plan and outreach plan.
- d) Develop a Learner Management System (LMS) as per the needs of the assignment (open source) and upload course material for all the finalized training streams.
- e) The consultancy firm shall identify and arrange at least 05 Public/Private Sector training venues, in Peshawar for housing trainings. Such venues are expected to include, among others, local universities that meet the following minimum standards:
 - i. Computer in working conditions,
 - ii. At least 10 mbs internet availability
 - iii. Electricity backup and lab attendant.
- f) The consultancy firm shall conduct the trainings 20% of the trainings virtually whereas 80% of the trainings in-person through well-trained and certified professionals (where applicable) in a brick-and-mortar environment as per the schedule shared with Client .
- g) The training should include hands-on activities and analysis and solution of real-life cases.
- h) The consultancy firm shall conduct training evaluation including pre and post training assessments, and submit analysis report at the end of each training cycle of training 500 participants. Such report is expected to include three levels of training evaluation (see below) and expected to include: (a) training issues and solutions identification: top three issued in training and the participant's recommended solutions to these issues; (b) the firm's recommendations to resolve the issues in consultation with the KP authorities, and agreed follow-up actions. The firm is expected to 'learning and review / revise' the training program:
 - i. level 1: participant's reaction to measure satisfaction, and inform subsequent learning events;
 - ii. level 2: participant's learning to measure the level of technical competence and learning, and inform subsequent learning events; and
 - iii. level 3: training application on the job to be conducted after six months of the training completion.
- i) The firm is expected to : (i) identify potential master trainers among the participants with gender balance preference; (ii) conduct intermediate and advanced level trainings for such master trainers

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including professional certifications in-country; (iii) provide mentoring / coaching / quality control to the master trainers to conduct basic level trainings; (iv) evaluate these master trainers based on their performance of training other officials and recommend for out of country professional certification..

- j) The consultancy firm shall also provide mentorship and guidance to the trained government officials after successful trainings.
- k) The consultancy firm shall maintain post-training database of participants in respect of their learning and competency.

3: DELIVERABLES:

The deliverables of the assignment comprise of the following.

- a) Inception report emphasizing on the following but not limited to;
 - i) TNA/research for the proposed digital literacy courses;
 - ii) Proposed training plan including training methodology, approach and lesson plan;
 - iii) Detailed integrated project plan;
 - iv) Project risk management plan;
 - v) M&E plan;
 - vi) Outreach/events plan.
- b) Complete course outline and detailed curriculum for the finalized courses;
- c) Developing a Learner Management System as per the needs of the assignment and uploading course material for all the finalized training streams.
- d) Relevant knowledge transfer including training related to operation of LMS needs to imparted by training firm;
- e) Cycle wise course completion report including the following details;
 - i) Achievement against set KPIs;
 - ii) List of trainees selected for the batch;
 - iii) Pictorial evidence of the training and mentoring sessions;
 - iv) Attendance sheets;
 - v) Final assessment results and details of mentorship sessions;
 - vi) Lessons learnt and recommendations.
- f) Database of trained individuals with respect to their learning;
- g) Approved training curriculum to the Government including all training materials for the specified training areas.
- h) 3500 officials trained and tested for the training received.
- i) Training implementation start up report (upon training 500 officials) with: results on KPIs, including two levels of training evaluation (reaction, learning); issues and solutions; 'learning and review / revise' the training program: firm's recommendations; KP authorities decisions; agreed actions and follow-up status .
- j) Mid point training implementation report (upon training 2000 officials) with details as the start up report.
- k) Final Completion training implementation report of the activities conducted during the contracting period including results achieved on all the Key Performance Indicators, including: details as the start up and mid-point training program implementation report; and lessons learnt and recommendations for future automation and digital governance training programs in KP.

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4: KEY PERFORMANCE INDICATORS:

The impact and outcome of the project shall be determined keeping in consideration the following KPIs.

- a) At least 80% of the total target beneficiaries successfully complete (*75% attendance and 80% passing the final assessment*) the trainings.
- b) At least 80 percent of the trained government officials report increased knowledge after taking the training (level 2 evaluation) based on their pre and post-test analysis.
- c) At least 80% of the trainees report satisfaction after taking the training (level 1 evaluation) and provide positive feedback (as per expectations or par expectations) through online training feedback forms to be disseminated at the end of trainings
- d) At least 50 percent of the officials trained report the training application on the job (level 3 evaluation).

The firm must propose at least four key Experts with the following minimum qualifications, among others to deliver on the specified scope and deliverables:

Project Manager

- a. At-least Masters in Human Resource Management, Business Administration, Management, Organizational Design and Management or related discipline;
- b. A minimum of five (5) years' experience in Project Management of Information Systems deployments.
- c. A minimum of five (5) years' experience of public sector automation and digital governance (paper less government) proven abilities.
- d. A Project Management certification;
- e. Excellent writing and communication skills in English;
- f. Strong interpersonal skills and the ability to communicate and work well with diverse cultures; and
- g. Working experience with development partners supported projects / programs is a plus.

Automation / Digital Governance Expert

- a. At-least Masters in Information Technology, Computer Science, and Information Systems;
- b. A minimum of five (5) years' experience of public sector automation and digital governance (paper less government) proven abilities or minimum of ten (10) similar experience in the private sector large organizations;
- c. At least 5 years of experience working in organizational development, capacity building in related area;
- d. Experience with the development and implementation / use of digital governance, automation of Government to Government (G2G) and Intra-Government processes and / or switching from manual document handling to automated document management;
- e. Has experience with current and emerging technologies;
- f. Excellent writing and communication skills in English; and
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Institutional Development - Human Resource and Training Expert

- a. At-least Masters in in Human Resource Management, Business Administration, Management, Organizational Design and Management, or related discipline;
- b. A minimum of five (5) years' experience in institutional development or human resources management preferably in public sector organizations or minimum of ten (10) similar experience in the private sector large organizations; ;
- c. At least 5 years of experience working in training and capacity building in the specified area in public sector organizations or minimum of ten (10) similar experience in the private sector large organizations;
- d. Experience with the implementation/use of digital governance and automation is a plus.
- e. Excellent writing and communication skills in English;
- f. Strong interpersonal skills and the ability to communicate and work well with diverse cultures; and
- g. Working experience with development partners supported projects / programs is a plus.

Training Evaluation Expert

- a. At-least Masters in in Human Resource Management, Business Administration, Management, Organizational Design and Management, or related discipline;
- b. A minimum of five (5) years' experience in conducting training evaluation in public sector organizations or minimum of ten (10) similar experience in the private sector large organizations;
- c. At least 5 years of experience conducting training evaluation in digital governance and automation (paper less work environment);
- d. Experience with the implementation/use of digital governance and automation (paper less work environment) is a plus.
- e. Excellent writing and communication skills in English;
- f. Strong interpersonal skills and the ability to communicate and work well with diverse cultures; and
- g. Working experience with development partners supported projects / programs is a plus.

Curriculum Development Expert

- a. At least 16 years of education in ICT/Management with at least 5 years of Curriculum Development or relevant progressive experience.
- b. Excellent writing and communication skills in English;
- c. Strong interpersonal skills and the ability to communicate and work well with diverse cultures; and
- d. Working experience with development partners supported projects / programs is a plus.

LMS Developer

- a. At least 16 years of education in ICT with at least 5 years of web application development experience.
- b. Excellent writing and communication skills in English;
- c. Strong interpersonal skills and the ability to communicate and work well with diverse cultures; and
- d. Working experience with development partners supported projects / programs is a plus

Trainer

- a. At least 16 years of education in ICT with at least 5 years of training experience in the relevant field.
- b. Excellent writing and communication skills in English;
- c. Strong interpersonal skills and the ability to communicate and work well with diverse cultures; and

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- d. Working experience with development partners supported projects / programs is a plus

5: RESPONSIBILITIES OF THE FIRM

The Firm will be responsible for:

- a) Undertaking all activities necessary for effectively making deliverables including arranging meals and refreshments for participants of training. All trainings will be conducted in Peshawar .. However, it excludes those activities for which the project has a specific responsibility described in section 6.
- b) Bearing all costs for effectively making deliverables;
- c) Timely submission of reports.

In addition to the activities and tasks specified above, the Firm will, interalia, have the following responsibilities:

- d) Comply with timelines as agreed in the inception meeting;
- e) Carry out the services with due diligence and efficiency; and
- f) Exercise such skill and care in the performance of the services as is consistent with recognized professional standards.

6: RESPONSIBILITIES OF THE PROJECT

The Project's responsibilities will include:

- a) Provide support to the Firm in (i) intimation of workshop to participants, (ii) coordinating with stakeholders for organizing trainings;
- b) Review and critically assess the outputs and deliverables of experts to confirm that such outputs are in compliance with the relevant ToRs.

7: ESSENTIAL ITEMS FOR FINANCIAL PROPOSAL

9: DURATION OF THE WORK

The consultancy firms once appointed shall complete the assignment in 16 Months

10: REPORTING

The consultancy firms shall report to PD – KPRMP for coordination purposes and the Secretary (or equivalent official) ST & IT who is the implementation agency for this activity for implementation purposes.

11: QUALIFICATION CRITERIA

The consultant firm shall qualify the following mandatory criteria.

- a) The consultant shall be registered relevant registration body for last ten years in same business
- b) The consultant shall have proven experience in provision of digital literacy/skills as evidenced through completed contracts in past 5 years of comparable scale and complexity
- c) Consultants should have adequate logistical capacity

13: REPORTING REQUIREMENTS

SR.#	DELIVERABLES
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1	Inception report emphasizing on the following but not limited to; <ul style="list-style-type: none"> i) TNA/research for the proposed digital literacy courses; ii) Proposed training plan including training methodology, approach and lesson plan; iii) Detailed integrated project plan; iv) Project risk management plan; v) M&E plan; vi) Outreach/events plan. vii) Workflow/model of the LMS
2	Complete course outline and detailed curriculum for the finalized courses.
3	Developing and deploying a Learner Management System as per the needs of the assignment and uploading course material for all the finalized training streams. In addition, the firm will transfer knowledge around the LMS and training materials developed for the assignment.
4	Training Report Cycle - 1 for 25% trainees including attendance sheets, profiles of participants, photos, course material, evaluation by trainees, details of mentoring sessions, and recommendations.
5	Training Report Cycle - 2 for 25% trainees including attendance sheets, profiles of participants, photos, course material, evaluation by trainees, details of mentoring sessions, and recommendations.
6	Training Report Cycle - 3 for 25% trainees including attendance sheets, profiles of participants, photos, course material, evaluation by trainees, details of mentoring sessions, and recommendations.
7	Training Report Cycle - 4 for 25% trainees including attendance sheets, profiles of participants, photos, course material, evaluation by trainees, details of mentoring sessions, and recommendations.
8	Database of trained individuals with respect to their learning;
9	Final completion report which is based on the Monitoring and Evaluation Plan with consolidate data of trainees supported, the means of verification used and learning outcomes achieved against the KPIs of the training program with lessons learned, challenges, and recommendations for future course of action.

Selection Method: Firm will be selected in accordance with the Consultant Qualification Selection (CQS) method set out in the World Bank's: Procurement Regulations for Investment Project Financing Goods, Works, Non-Consulting and Consulting Services" (July 2016) revised November 2017 & August 2018.