

Terms of Reference

Framework for World Bank Financed Information and Communication Technologies (ICT) Expert Services

The World Bank (ICT Sector Unit and the World Bank Institute) intends to establish a mechanism for rapidly accessing high-quality international expertise in the area of ICTs to support the World Bank's analytical and operational work. This is proposed to be done through a framework agreement with international providers of expert services. Such providers could be consulting firms, academic networks, and /or civil society organizations.

The World Bank intends to source ICT-related expertise by using a framework agreement initially for 3 years. The Bank reserves the right to extend the agreement based on the successful performance of the providers of expertise.

Background

The World Bank's ICT Unit is part of the Transport, Water and ICT Department of the Sustainable Development Network. The ICT unit (TWICT) serves as an anchor for the ICT sector (identifying and disseminating global best practices) and is also an operational unit. TWICT has a global remit and operates across the six regions of the World Bank Group; (i) East Asia and the Pacific; (ii) South Asia; (iii) Middle East and North Africa; (v) Europe and Central Asia; and (vi) Latin America and Caribbean.

The ICT sector unit's work program includes investment and policy lending activities, non-lending technical assistance, analytical work, knowledge sharing and global initiatives in the following three areas:

Connectivity Infrastructure: Support to sector reforms in areas of policy, regulation and institutions, and catalytic financing of connectivity infrastructure usually in the form of Public-Private Partnerships (PPPs).

ICT-enabled Transformation: Supporting other sectors and departments of the World Bank to assist country clients in the integration of ICTs into sector programs (e.g. human development, sustainable development, economic management and public administration, finance and private sector development) and in using ICTs for greater development results. This agenda also includes helping client countries put in place cross-sector foundations (policy, institutions and infrastructure) for e-government and for the use of ICTs in service delivery across sectors.

ICT Innovation: Policy advice, program design and financing of programs aimed at developing IT-based industries (Technology and innovation clusters, skills development programs, enabling environment, etc.) and at promoting ICT-based innovation and competitiveness across the economy.

A new World Bank Group ICT Sector Strategy (delivered in 2012) will promote ICTs to transform services for greater development impact – strengthening accountability and governance, improving public services, and enabling more inclusive delivery of services (Transform pillar). It will advance ICTs to improve competitiveness and accelerate innovation across the economy and target skills development for ICT related jobs (a large portion known to be going to women) to improve productivity (Innovate pillar). And it will scale up its support for policy reforms in private and public-private ventures to catalyze investment in broadband infrastructure and expand access to broadband services, including for women (Connect pillar).

The World Bank Institute (WBI) is a global connector of knowledge, learning and innovation for poverty reduction. WBI connects practitioners and institutions to help them find suitable solutions to their development challenges. With a focus on the reform processes, WBI links knowledge from around the world to scale up innovations. WBI offers three areas of support to its developing-country clients:

- Collaborative Governance: supporting clients to leverage collective action processes and institutions
- Innovative Solutions: identifying and incubating of innovations to tackle key development challenges
- Open Knowledge: connecting clients to global knowledge on reform processes and open development.

WBI provides advisory services; innovative tools, research, and knowledge sharing that inform and support the design and management of results-focused capacity development programs. WBI focuses on assessing all of the local ownership, policy, and organizational factors that affect institutional capacity and how they need to change to best support development goals. The Open Government Practice at WBI supports the World Bank’s innovative approaches in transparency, participation and accountability. Its ICT4Gov team is providing a World Bank wide support offer to operational task teams to scale up participatory models that aim at improving public sector performance with the help of better citizen data and citizen engagement (“*open.ops*”). This work contributes to a joint TWICT/WBI initiative to promote open governance approaches.

Objectives

The objectives of the proposed assignment are to establish a streamlined approach for accessing high-quality global expertise in the area of ICT-enabled transformation and innovation for the World Bank’s analytical and operational work by adopting a procurement framework that ensures speed, timeliness and cost-effectiveness through the use of a single contract vehicle.

Focus areas

- 1) This framework focuses on 5 main areas, namely (1) citizen participation and feedback mechanisms, (2) asset verification/tracking, and (3) open data (4) Technology enabled transformation; and (5) IT enabled industry. For the purpose of this framework agreement, entities will compete and be selected under each of these focus areas (a given entity may be selected for more than one focus area, depending on demonstrated expertise). Their scope and domain of action are described below: Citizen Engagement and Feedback Mechanisms – *open.ops* pillar

This focus area refers to the use of ICT to foster transparency, citizen participation and accountability, ultimately enhancing the quality of policymaking and public service delivery. Among others, this focus area includes the following components:

Participatory Decision-Making /Policy Crowd-Sourcing

In this component ICTs are used as facilitators to involve citizens throughout the policy-making cycle, and in one or more stages of the decision-making process. Inclusiveness of the poor and disadvantaged remains a key element to be taken into account by these types of initiatives. A core aspect of such approaches involves the adoption of multi-channel solutions to lower the transaction costs associated with the act of participating. Examples of these initiatives range from mobile participatory budgeting initiatives to e-petitions and collaborative policymaking.

Citizen Feedback on Public Service Delivery

The aim of this component is to leverage the potential of citizen engagement as a means to improve the delivery and quality of public services, while holding service providers accountable for their performance. Data is gathered, processed and visualized, in a timely and reliable manner, enabling public service providers and their collaborators to respond to the public's needs in an efficient and effective way. Examples include mobile and web solutions to collect citizen input on public service delivery (e.g. mobile surveys, web-based citizen reporting) as well as the use of existing government infrastructure (e.g. call-centers) as supplementary means of mobilization and participation.

Third party monitoring

This component refers to the involvement of independent third parties (e.g. CSOs, Academia) to conduct monitoring of policies and public service delivery. Unlike the previous participatory processes, the aim of this area is the use of ICTs to facilitate the monitoring of public action by third parties, verifying the extent to which policies and services attain their goals and expected standards. Examples may include budget tracking websites and remote monitoring of execution of public works.

The components exemplified above are not mutually exclusive and may be efficiently combined. Furthermore, they are not exhaustive of the possible usages of ICT in the realm of citizen engagement and feedback mechanisms that fall under this focus area.

Open Data efforts, to the degree that they are directly linked to citizen participation to support citizen access to information and to allow citizens to become better informed feedback providers are also part of this pillar. Mashing public sector data with outcome indicators and feedback data will facilitate new forms of performance analysis. Under the open.ops pillar Open Data work would not be supported for the sake of data transparency *per se* but rather as an entry point to link public sector data to citizen feedback loops.

Tools that enable participatory processes (e.g. data visualization, voting systems) are also considered as part of this pillar.

2) Asset Verification and Tracking

World Bank projects often involve investments in infrastructure development (assets) . These assets fall into a wide range of types, from road construction to boreholes to building rural agricultural markets. Many times, such as with school buildings, the project area may be geographically vast making it difficult to verify progress and completion of project activities.

Traditionally, the World Bank has used a variety of methodologies, from randomized spot checks to hiring firms to collect information to validate whether the project has been started, is on track or completed. More recently, some forward looking projects have used mobile phones to collect this data which allows for the information to be geo-tagged, have photos, and be collected and displayed in real time. The data can be automatically formatted into common standards and be made available as open data for others to utilize within minutes of it being collected. The real-time nature of the data collection allows for more active management of project expenditures and quicker identification of problems or bottlenecks.

The product offerings in the context of this framework, would include a variety of services that would be tailored to the specific needs of the project including but not limited to: 1) training of professional, government or volunteer data collection agents in the use of mobiles to collect data; 2) customization or new feature development on established mobile data collection platforms; 3) training of project implementers in use of incoming data for active management of project; 4) expansion of data model standards; 5) procurement of hardware and services essential to data collection; and 6) clean up and publishing of data in open data portals.

3) Open Data

The World Bank is increasingly working with governments to use open data – in findable, re-usable electronic formats (eg. CSV/API not paper or PDF) that is free for anyone to use, and can be legally re-distributed and re-used – to deliver public service improvements, innovation, efficiency and transparency.

The World Bank continues to work with governments on a number of components which are integral to successful open data implementations. These include: 1) Data Demand: identifying the core data needs of ordinary citizens, businesses, researchers and other data users; 2) Data Supply: technical expertise to help digitization of data and address agency problems with data harmonization, data integrity and interoperability failures; 3) User Engagement: establishing a robust open data eco-system with an active engagement among agencies and user communities, ensuring that data supply meets expressed demands for data; and 4) Policy and Legal Frameworks.

The World Bank has developed an [Open Data Toolkit](#) that is available online. Country assessments on Open Data are increasingly in demand, and could potentially be conducted using this Framework.

4) Technology enabled transformation

Technology is a key enabler for the transformation of governments. Requirements in this area include the development of IT strategies, policies, legal and regulatory instruments, institutional design, IT architecture, enterprise applications and solutions, government communication networks, systems integration, service delivery, sourcing of IT, testing and quality assurance, risk management, business continuity planning, project management, process re-engineering, and the management of IT operations.

Some of the emerging areas of interest to the World Bank include green IT, cloud computing, big data and analytics, mobile applications and platforms, agile computing, interoperability and open standards, cyber security, design thinking, and large scale innovation and change management. Given the rapid developments in business models and financing approaches including Public Private Partnerships, expertise in financial modeling and structuring is also an area of interest.

Given that ICTs are becoming integral to every sector and in view of the World Bank's commitment to mainstream ICTs, it will be important to source ICT expertise relevant to different domains. For example, the following sectors are likely to be the most prominent users of ICT related expert services within the World Bank: agriculture and rural development, education, energy and mining, finance and private sector development, health, public sector governance, social protection, transport, urban development and water and sanitation.

5) IT enabled Industry

The World Bank is increasingly supporting developing countries in growing their IT enabled industry and helping connect them with a rapidly expanding digital economy. A recent trend for example that is relevant to developing countries is that of "impact sourcing" and "microwork". The increasing virtualization of work opens up new opportunities for developing countries to connect large numbers of youth with global digital opportunities. The framework is proposed to be used to source expertise for development of country competitiveness strategies, industrial policies, laws and regulations for the IT industry, institutional design, skills development, trade regimes and incentive structures, market research, IT infrastructure development including innovation clusters, and investment promotion activities.

Spectrum of Deployments

The World Bank seeks to work with entities identified and contracted through the framework agreement on a wide range of projects. Some might be as simple as remote consultations and training or review of technical outputs and approaches. On the other end of the spectrum the entities may be asked to participate as members of larger technical teams over extended periods. The scope of all engagements will be defined in specific terms of reference (TORs) that will be issued for each engagement under this Framework.

Contracting arrangement

A pool of firms, academic networks and civil society organizations will be selected based on the criteria described in the RFP. Once the framework agreement is signed, purchase orders based on specific TORs will be issued clearly defining the work needed. Since the framework agreement is an unfunded agreement, the funding is only committed at the purchase order stage. The purchase orders may include besides the terms of reference the estimated cost for the identified need. Signed purchase orders will be sent to the selected entity and will be the sole, official notification to the entity of the work to be completed.

The Bank may adopt the following options for purchase orders under the agreement:

- A limited competition to be held among the framework agreement holders for the purchase order to evaluate the best available technical proposal.
- Purchase orders can be awarded directly, although in such cases efforts will be made to avoid assignment of work to the same entity each time. Direct awards will be limited to purchase orders of less than \$50,000.
- There may also be a stratified approach to issuing purchase orders. For instance purchase orders may be assigned to firms that scored high in a particular area of specialization under the initial evaluation without the need for further competition.
- These options could also be combined to increase flexibility.

There will be no retainer fee and no commitment to a minimum work assignment. The selected entity is expected to have the ability ideally to mobilize expertise within a short notice on receiving terms of reference for a particular assignment. The selected entities will be required to establish and indicate a single point of contact for accessing experts and services.

Training/Orientation

Members of entities selected through the framework agreement will if required provided with an orientation in both World Bank processes and Open Development principles and methodologies. For World Bank processes this may include for example a basic understanding of the Bank's mission, policies, project cycle, structure, code of ethics and fiduciary requirements. For Open Development principles and methodologies this may include for example participatory and user driven design, standards adherence, open source use and participation, recommended tools, and utilizing a networked approach to shared services and development. The Bank will provide orientation material and training to the members of the selected entities as required before they are designated to assignments for the Bank.

Indicative Scope of Work

Members of the selected entities will be expected to operate in the World Bank environment and collaborate with Bank staff and its consultants, working as a seamless team. They will be expected to perform the following tasks:

- *Analytical work*: Provide input to analytical products such as economic and sector work, technical assistance to clients, publications
- *Operational Work*: Provide input to World Bank teams during project preparation and supervision, and accompany World Bank teams on project initiation, preparation and supervision missions. Provide technical advice, training and capacity building to clients as part of Bank executed activities.
- *Customization and tailoring*: Provide support with technical customization and tailoring of tools and solutions for demonstration and / or experimental purposes.
- *Quality assurance*: draft, review and comment on technical documents.

Fee /rates and levels

Within the Bank contracts, entities are expected to indicate the members involved in each of the projects. As such, the Bank is likely to hire three levels of experts. The net daily fees per individual should not exceed the ceilings specified in the table below for each level:

Table 1: Upper ceiling for daily rates (Net) for different consultant levels

	Category A	Category B
Levels	Information Systems and other ICT expertise (in US\$)	ICT Strategy (in US\$)
Level 1	282	339
Level 2	343	508
Level 3	508	636

In the event that an expert/consultant is required to travel as part of a Bank/s mission, the cost of travel, hotel and per diem will be provided separately consistent with the Bank's rules and guidelines for such payments. The levels specified in the consulting fees table are described in more detail below:

Level 1

Performs fully professional level analyses on issues within a specific functional discipline. Contributes major components to project reports and supports, on a technical level, Bank Group staff mission leaders. Provides informed technical or policy advice. Work is performed under limited supervision at most stages.

Minimum Requirements Level 1

Masters degree or equivalent, and a minimum of 5 years of relevant professional experience, or equivalent combination of education and experience. Broad-based work experience, and thorough knowledge of functional specialty. Ability to develop, analyze and articulate project issues. Ability to diagnose problems and propose reliable solutions.

Level 2

Advises on major projects, from the design to the implementation phase. Evaluates budgets and manpower plans for projects. Works independently on the most complex problems in the field of specialization, consistently applying creativity and independent judgment. May conduct review to assess the quality of outputs before delivery, or during implementation phase.

Minimum Requirements Level 2

Masters degree or equivalent, and a minimum of 8 to 10 years of relevant professional experience, or equivalent combination of education and experience. Recognized expertise either in a broad area of specialization or in a narrow specialized field. Ability to coordinate contributions of specialists in other disciplines to complete a joint product. Extensive and current knowledge of relevant analytical tools, and technical and administrative functions.

Level 3

Responsible for leading broad and complex projects, usually involving the participation of one or more multi-disciplinary teams. Is widely recognized for demonstrated expertise, and substantial achievements in one or more fields of specialization.

Minimum Requirements Level 3

Masters degree or equivalent, and a minimum of 15 years of relevant professional experience, including several years in a senior advisory or managerial level, or equivalent combination of education and experience.

Minimum qualifications of the proposed staff

The approach will be to select providers of expert services following a quality-based selection. Entities must indicate the Focus area(s) and sectors in which they have expertise and for which they will be evaluated.

Skills Table

Entities will be asked to use the following template to provide examples of experts available with them in specific sectors and subject areas. In addition – and when applicable - entities will be required to submit details of any partnerships that they might rely upon to leverage their service offerings. In the case of Focus Area 4 on Technology enabled transformation, in case of sectoral expertise, the same should be mentioned in the table.

Focus Area	Sector	Key competencies	Level	Sample CV
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Evaluation criteria

The following criteria will be used for selection:

Evaluation Criteria	Indicative Weight
1. Previous Experience of the firm in the Focus Area as evidenced by successful track record of projects	30

2. Key professional staff/internal consultant qualifications and competence for the assignment for each of the three levels and two categories indicated in Table 1 above (as evidenced by 3 sample CVs for each level and category)	60
3. Global footprint in terms of office location and language capabilities	10
Maximum Points Possible	100

Payment

As mentioned previously there will not be any retainer fee. All payments will be made in accordance to the contract signed for each engagement. Payment will be made against the deliverable /output submitted to the Bank.

Conflict of Interest

In accordance to Bank Guidelines for Selection and Employment of Consultants, January 2011 - Bank policy requires that consultants provide professional, objective, and impartial advice and at all times hold the client's interests paramount, without any consideration for future work, and that in providing advice they avoid conflicts with other assignments and their own corporate interests. Consultants shall not be hired for any assignment that would be in conflict with their prior or current obligations to other clients, or that may place them in a position of being unable to carry out the assignment in the best interest of the Borrower. Without limitation on the generality of the forgoing, consultants shall not be hired under the circumstances set forth below

- (a) Conflict among consulting assignments: Neither consultants (including their personnel and sub-consultants) nor any of their affiliates shall be hired for any assignment that, by its nature, may be in conflict with another assignment of the consultants. As an example, consultants hired to prepare engineering design for a broadband infrastructure project shall not be engaged to prepare an independent environmental assessment for the same project, and consultants assisting a client in the privatization of public assets shall neither purchase, nor advise purchasers of, such assets. Similarly, consultants hired to prepare Terms of Reference (TOR) for an assignment shall not be hired for the assignment in question.
- (b) Relationship with Client staff: Consultants (including their personnel and sub-consultants) that have a business or family relationship with a member of the Client staff who are directly or indirectly involved in any part of: (i) the preparation of the TOR of the contract, (ii) the selection process for such contract, or (iii) supervision of such contract may not be awarded a contract, unless the conflict stemming from this relationship has been resolved in a manner acceptable to the Bank throughout the selection process and the execution of the contract.