

## **REQUEST FOR EXPRESSIONS OF INTEREST**

(CONSULTING SERVICES - FIRM SELECTION)

**Country: Mongolia**

**Name of Project: Smart Government-II Project**

**Loan No./Credit No./Grant No.: 7090MN**

**Assignment Title: Mongolia's Digital Government Transformation Level Assessment**

**Reference No: MN-MDDC-487339-CS-CQS-2.1.12**

The Ministry of Digital Development, Innovation, and Communications (MDDIC) has received financing from the World Bank toward the cost of the Smart Government-II Project and intends to apply part of the proceeds for consulting services.

The project supports the development of (i) digital-related policies and regulations, (ii) digital government, (iii) digital economy and (iv) digital technologies for contingent emergency response. The assignment involves a comprehensive evaluation of Mongolia's digital transformation readiness of Mongolia across three levels, including a review of national e-government and digital transformation strategies, policies, and regulatory frameworks.

The objective of the consulting services ("the Services") is to evaluate the current state of digital transformation in public service delivery and the digital readiness of stakeholders in Mongolia, aligned with international best practices such as the World Bank's DGRA, UNDP, OECD frameworks, and the SDGs. The assessment will cover: (i) the institutional, policy, and legal environment of government organizations; (ii) internal organizational structures, operations, technology, human resource capacity, and information system readiness; and (iii) the digital readiness, accessibility, and usage patterns of key stakeholders—including government, private sector, civil society, and citizens—while considering regional disparities, target group needs, and SDG alignment.

The implementation period is 7 months, with the expected start date of 15 April 2026.

The Terms of Reference (TOR) for the primary procurement stage for the assignment is attached to this request for expressions of interest.

The MDDIC now invites eligible consulting firms ("Consultants") to express their interest in providing the Services. Interested Consultants should provide information demonstrating that they are qualified to perform the Services, including:

- Description of similar assignments conducted;
- Experience in comparable conditions;
- Information on the firm's core business and years in operation;
- Information on the firm's technical and managerial capabilities;
- Information on the qualifications of key professional staff;
- Explanation of how the firm's experience and capabilities align with the above Qualification Criteria;
- Supporting documentation, as appropriate.

The firm selected to carry out this national consultancy assignment shall have a minimum of five (5) years of experience in undertaking similar assignment in digital government and e-government assessments, multi-dimensional institutional and organizational capacity and human resources assessments, Innovation, technology, or digital economy research, assessments and evaluations. The firm shall demonstrate an average annual turnover of not less than equivalent of \$35,000 for the last 3 years (2022, 2023, and 2024).

The firm must demonstrate experience in conducting digital readiness or transformation assessments, such as national or sector-wide assessments, institutional or organizational readiness assessments, or multi-stakeholder or citizen-centered assessments, preferably aligned with international digital government frameworks including the World Bank DGRA, UNDP DRA, or OECD frameworks. The firm must also demonstrate technical and analytical capacity to design and implement complex mixed-methods assessments, including large-scale surveys (3,000 respondents or comparable), institutional scorecards or benchmarking tools, and qualitative research methods (KIIs and FGDs), with evidence of analytical rigor and application of international best practices. In addition, the firm must demonstrate organizational capacity to deliver the assignment, including the availability of qualified experts, experience working with government counterparts and international organizations, and adequate management, coordination, and quality assurance arrangements.

Consultant may associate with other firms to enhance their qualification but should indicate clearly whether the association is in the form of a joint venture and/or sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

A Consultant will be selected in accordance with the Consultant's Qualification based Selection (CQS) method set out in the World Bank's Procurement Regulations for IPF Borrowers. Only selected firm through this expression of interest process will be invited to submit a technical and financial proposal.

The detailed Terms of Reference (TOR) for the assignment can be requested through [procurement2@smart.gov.mn](mailto:procurement2@smart.gov.mn).

Expressions of interest must be delivered via e-mail to **[procurement2@smart.gov.mn](mailto:procurement2@smart.gov.mn)** by **5 PM 25 February 2026**.

The Address: Project Implementation Unit, Smart Government-II Project, Ministry of Digital Development, Innovation and Communications Building, Room 306, Mongol Post Office, Sukhbaatar Square - 1, Peace Avenue, 1st khoroo, Chingeltei District, Ulaanbaatar 15160-0012, Mongolia;

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