



TERMS OF REFERENCE **FOR INDIVIDUAL CONTRACT**

POST TITLE: National Consultant - Digital Transformation
AGENCY/PROJECT NAME: UNDP Thailand
COUNTRY OF ASSIGNMENT: Bangkok, Thailand, with domestic travel

1) GENERAL BACKGROUND

The United Nations Development Programme (UNDP) in Thailand, in collaboration with the Royal Thai Government and partners, has been implementing projects to accelerate the development and find solutions to persistent development challenges in Thailand for more than 50 years. In line with the Country Programme Document (2017-2021), UNDP works with the Royal Thai government, civil society, the private sector, and the Thai public in support of the country's achievements of the SDGs.

To promote and advance the SDGs in Thailand, UNDP supports the local innovations to accelerate progress towards the 2030 agenda. Particularly, in the context of COVID-19, the surge of needs for digital public service, tele-working, tele-medicine and digital payment leads to the needs for the country's digitalization and e-governance for better response at speed and scale. Some countries recorded an increase in the usage of online services such as digital ID and digital signature, due to the spikes in applications for unemployment and other social benefits. Digital tools have also enabled enterprises and communities to mobilize, share ideas and perspectives and create responses to the pandemic, sometimes filling gaps left by governments. At the same time, digital responses by some governments in the region have exposed the risk of privacy and human rights violations and disproportionate surveillance. The pandemic has also accentuated the digital divide and the need for digital applications to incorporate not only privacy and human rights by design, but also accessibility for all, especially those left furthest behind.

Across the region, UNDP is supporting countries to prepare, respond to and recover from the COVID-19 pandemic and the associated economic crisis using its integrator and convening role, its global networks, and its mobilization capacity. This includes supporting governments in their digital transformation journey both in the short term (in response to immediate needs emerging from the crisis) and in the long term (accelerating the path towards the adoption of accessible, privacy-respecting and rights-based digital services).

In line with #NextGenUNDP approach and UNDP's Digital Strategy 2019-2021 together with the initiative of Thailand Accelerator Lab and Thailand Policy Lab, UNDP Thailand Country Office is seeking the services of an Individual Consultant to support on building digital capacities strategy and support the digitalization of public service delivery systems and other digital platforms which can enhance citizen participation and inclusion.

2) OBJECTIVES OF THE ASSIGNMENT

With this background, UNDP is seeking a consultant on Digital Transformation to support the development of Thailand's public service digitalization, particularly, the digital transformation of public service delivery, public procurement and the open government data. Under the overall guidance of the

UNDP Deputy Resident Representative, the consultant will work closely with the UNDP Thailand Accelerator Lab, Thailand Policy Lab, Technical Support Team, and the UNDP Regional Office.

3, SCOPE OF WORK

Scope of work includes:

1. Ensure smooth collaboration in UNDP supports towards Thai government on digital transformation and related issues
2. Supporting in developing and executing strategies, roadmaps and prioritization plans (considering post covid19 public services demand) for digitization of public services (i.e. permissions, licenses, procurement, education, health, mobility, and traceability etc.)
3. Promote and embed agile development principles in digital transformation projects.
4. Support government partners in developing rapid prototypes of digital service redesign, particularly on the development of Digital Marketplace, with the Comptroller-General's Department, Ministry of Finance.
5. Support in developing/updating digital transformation strategies, sectoral action plans (e.g. on digital health, digital education, etc.), operational models and capacity building framework matching the demands/needs of government partners. Ensure alignment with UNDP digital strategy and related Global Policy Network priorities.
6. Support government counterparts in creating an enabling ecosystem and culture of digital innovation, including identification of capacity building plans/workforce enablement, change management, how to leverage digital virtual platforms to create value and services for the public and policy solution, etc. and strengthen this competency amongst stakeholders.
7. Horizon scanning to identify the latest trends, expertise and partners that can bring to bear to UNDP's digital offering, whether in the sphere of technical support, development of guidance or capacity building, and ensure it is in line with industry next practice.
8. Identify vendors, digital partners, and relevant expertise to support and meet government requests.
9. Provide substantive and administrative coordination between UNDP and relevant stakeholders.

List of expected deliverables to be completed

1. Research information on open data, digital operating trends and transparency in Thailand and identification of specific policy issues for digital transformation (First week of June 2021)
2. Stakeholder Interview Plan to support the UK Government Digital Service International (GDSI) (Last week of May to June 2021)
3. Proposal for UNDP's strategy on governance work in Thailand (June to September 2021)
4. Research information and stakeholder coordination in Digital Transformation for Thailand (July to September 2021)
5. Proposal for Digital Transformation Interventions/ solutions in UNDP development programme and Digital Transformation strategy and framework for innovating policy making in Thailand (September to December 2021)

4, INSTITUTIONAL ARRANGEMENTS

- The contractor will report to the Project Manager of Promoting Tolerance and Respect for Diversity under the overall supervision of the Deputy Resident Representative. The incumbent will work closely with the Project Team of UNDP in Thailand. The PM will review the deliverables and evaluate the contractors' performance in collaboration with Heads of the Acceleration Lab and Head of Thailand Policy Lab;
The UNDP Country Office and the UNDP Regional Office colleagues will be responsible for supporting the contractor during the course of work and providing any information/documents as needed.

5) DURATION OF ASSIGNMENT, DUTY STATION AND EXPECTED PLACES OF TRAVEL

Maximum 160 days during the period 12th May – 30th December 2021

Duty Station and Expected Places of Travel: Bangkok-based, Thailand;

The consultant may be required to travel to provinces where project activities take place. The living allowance and travel cost will be agreed prior travel and will be arranged by UNDP.

6) OUTPUTS

The key outputs of this TOR include timely and effective delivery of a consultant to the FairBiz Project Workplan. The consultant is expected to undertake the expected deliverables during the course of assignment and a timesheet based on number of actual days worked is submitted monthly to the Project Manager.

7) REQUIRED DEGREE OF EXPERTISE AND QUALIFICATIONS

I. Academic Qualification:

- Bachelor's Degree in Business Administration, Public Administration, Public Policy, Economics, Social Science, International Relations, International Development, or related fields.

II. Technical Experience:

- A minimum of 3 years relevant professional experience with a demonstrable ability to undertake research and analytical reviews, support programming, and provide technical expertise in the areas of digital transformation, which may include public service delivery, public procurement, and the open government data.
- Relevant experience in e-governance and digital transformation space, such as digital program development, public service and business process re-design, support to design of national or sectoral digital transformation strategies.
- Experience in project coordination especially with government agencies, CSOs, and academia;
- Hands-on experience in working directly with Governments/multilaterals on Digital Transformation/Digital Government/Public Service Delivery systems/projects, preferably in a developing country context

- Demonstrated experience in applying of participative and human-centred design methodologies, as well as ethics, privacy and human rights issues related to digital technology, with experience of working on these issues preferred
- Proven expertise in agile development methodologies
- Proven expertise of building cross-sector partnerships and cross-culture understandings
- Excellent judgement and communication skills;
- Demonstrated ability to work with minimal supervision, producing quality results.

III. Language:

- Excellent command of English and Thai (speaking, writing, listening and reading) is required;
- Strong skills in written communication in English, particularly in preparing issue-based papers, reports, and presentation.

IV. Competencies

Corporate Competencies:

- Demonstrates integrity by modeling the United Nations' values and ethical standards;
- Promotes the vision, mission, and strategic goals of the UN and UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Ability and willingness to work as part of a team to meet tight deadlines and produce high quality work.

8. REQUIRED DOCUMENTS TO BE SUBMITTED

Interested Applicants must submit the following documents/ information to demonstrate their qualifications, experience and suitability to undertake the assignment.

Please group them into one (1) single PDF document as the application system only allows to upload maximum one document:

- **Letter of Confirmation of Interest and Availability with Financial Proposal** (in THB) using the template provided as **Annex III**
[Financial proposal: The Consultant shall quote an all-inclusive Daily Fee for the contract period. The term "all-inclusive" implies that all costs (professional fees, communications, consumables, etc.) that could be incurred by the IC in completing the assignment are already factored into the daily fee submitted in the proposal]
 If an Offeror is employed by an organization/ company/ institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

- **P11 / Personal CV**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;

9) CRITERIA FOR SELECTION OF THE BEST OFFER

The award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

- Responsive/compliant/acceptable; and
- Having received the highest score out of a set of weighted technical and financial criteria specific to the solicitation.
 - Technical Criteria weight; 70%
 - Financial Criteria weight; 30%

Financial score shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal received by UNDP for the assignment. Financial score shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal received by UNDP for the assignment.

Criteria	Weight	Max. Points
Technical	70%	700
• Education	10%	100
• Experience in the areas of digital transformation	20%	200
• Knowledge in public procurement and digital transformation as well as key stakeholders including government, CSOs, and academia	15%	150
• Experience in applying participative, human-centred design and agile development methodologies	10%	100
• Hands-on experience in working directly with Governments/multilaterals on Digital Transformation/Digital Government/Public Service Delivery systems/projects, preferably in a developing country context	15%	150
Financial	30%	300

Only candidates obtaining a minimum of 490 points (70% of the total technical points) would be considered for the Financial Evaluation.

10) CONSULTANT PRESENCE REQUIRED ON DUTY STATION/UNDP PREMISES

☐ PARTIAL

☐ INTERMITTENT

☒ FULL TIME

11) PAYMENT TERMS

☒ Monthly (based on time sheet of actual days worked and monthly report)

Each payment shall be made within two weeks after the receipt of approved timesheet.

In the event of unforeseeable travel not anticipated in this TOR, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and the Individual Consultant, prior to travel and will be reimbursed.

Travel costs shall be reimbursed at actual but not exceeding the quotation from UNDP approved travel agent. The provided living allowance will not be exceeding UNDP DSA rates. Repatriation travel cost from home to duty station in Bangkok and return shall not be covered by UNDP.