

TERMS OF REFERENCE

Long Term Agreement

1. Assignment Information

Assignment Title:	Digital Transformation Specialist (s) (Open for National and International Consultant)
Cluster/Project:	Promoting Decent Youth Employment in Cambodia
Post Level:	Specialist
Contract Type:	Long Term Agreement (LTA) – up to two LTAs
Duty Station:	Home-based and Phnom Penh, Cambodia
Contract Duration:	Initial contract for 11 months (up to 150 days)

2. Project Description

Over the past two decades, Cambodia has made significant economic progress, with growth being over 7%. However, the unfolding COVID-19 pandemic just simply reduced this progress extensively. Together with the withdrawal of the Everything but Arms Scheme by the European Union, the pandemic presented the Royal Government of Cambodia (RGC) with a daunting challenge since the end of its civil wars two decades ago. The RGC is encountering unprecedented tasks between maintaining economic stability and ensuring protection, safety, and security of her citizens. Demographically, the country is also under an immense pressure to promote economic diversifications so that the new growth sectors could offer new and better sources of growth, high-value jobs for its youthful workforce and getting ready for fast recovery from the crisis. Ultimately, this helps the country to timely ripe the population dividends in the next decades.

The COVID-19 crisis has given rise to new digital public services and demand on existing services. Cambodia recorded an increase in the usage of online services such as electronic documents, digital signature, and digital payment. Digital tools have also enabled enterprises and communities to mobilize, share ideas and perspectives and create responses to the pandemic, oftentimes filling the void left by the government. Digital transformation is seen as a core system necessity and is no longer a choice. At the same time, digital responses also increase 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. With that being described, appropriate and timely digitalization transformations could underpin the recovery process and build forward better.

Regionally, UNDP is supporting countries to prepare, respond to and recover from the COVID-19 pandemic and the associated economic crisis using its integrating 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). Nationally, UNDP Cambodia has substantially engaged in the recent past on supporting policy development process and piloting interventions that facilitate the country's early transition towards skill-driven industrial sectors, the growing digital economy, and digitalized public services. The types of

programme interventions have included but not limited to development of e-commerce sector, skills development for youths, public service innovation, and country's scoping exercise on the potential of industry 4.0 technologies in the country's key manufacturing sectors. Building on this, UNDP wants to expand its leadership role, technical expertise and offer a more comprehensive and holistic digital transformation support to its own programme, projects, and the work of UNDP's partners to achieve its commitments under the UN Development Assistance Framework (UNDAF-2019-2023) as well as the UNDP Country Programme (2019-2023).

Although digital transformation is gathering pace in Cambodia, there are mixed development progress and prospects across different groups and sectors in the economy. In line with UNDP's Digital Strategy 2019-2021 that builds off UNDP's extensive range of digital initiatives spanning the country, regional, and global levels, UNDP Cambodia is seeking the services of an individual consultant to support Country Office towards building digital capacities.

3. Scope of Work

The Digital Transformation Specialist will function as the technical advisor on digital transformation areas to the Programme Unit. At initial phase, the consultant is expected to provide technical support to Youth Employment Project with focuses on development of ICT Occupational Profile and Digital Upskilling initiatives. At high level, consultant is expected to support UNDP Cambodia to ensure the achievement of the country programme results and provision of thought leadership and strategic positioning on digital transformation related projects and initiatives while coordinating with stakeholders and UNDP Bangkok Regional Hub (BRH) on DT agenda.

The consultant will provide strategic and technical support to the Youth Employment Project on its current and future initiatives to promote skill development and jobs in the growing digital economy. Below are specific tasks to be delivered by the incumbent:

- Work closely with the National Employment Agency and concerned service providers to provide technical support related to the development and launching of the country's ICT Skills and Occupational Profiles. The tasks also include detail review and feedback on a series of technical ICT occupational profiles.
- Support the design, implementation, and monitoring of digital skill upskilling programme for youth employability. This includes the design and testing of work placement models, partnership model with relevant private sector and government mechanisms for skill development.
- Identify opportunities to scale and institutionalize the digital skill upgrading models that are tested and effective within the government institutions for addressing skill mismatch and guaranteeing successful job placements.
- Assess result and impact as well as compile lesson learnt of the ongoing digital transformation projects and initiatives to promote youth awareness and diffusion of I4.0 technologies. Using available evidence from the projects, UNDP and partners, design advocacy campaign to influence public, relevant policy development and programme interventions to promote inclusive access to digital literacy, skills development, and workplace support for marginalized youths.

- Lead and facilitate visioning exercises, aiming to develop digital transformation strategic solutions and interventions for expanding youth employment opportunities, extending social protection coverage for young people, and promoting engagement platforms for youth participation as consumers and providers in the economy.
- Provide overall support to the development of digital capacities of projects and growing digital portfolios in Cambodia's Country Office and government counterparts in creating an enabling ecosystem and culture of digital innovation and strengthen this competency amongst stakeholders.

4. Deliverables

Separate term of references will be developed for the specific services needed and deliverables within the scope of the LTA. The consultant (s) shall ensure confidentiality of all the information received during the assignment.

5. Institutional Arrangement

The consultant (s) will work under direct supervision of Youth Employment Coordinator and ongoing oversight of Programme Analyst in charge of Youth Project.

6. Duration of the Assignment

The initial engagement has a duration of 11 months from 15 July 2021 to 15 May 2022 with a maximum of 150 working days. The proposed professional fee remains valid for up to 11 months.

LTA refers to a mutual arrangement whereby the Consultant will provide services as required, over a specific period of time. It specifies the unit price (daily rate), allowing for a framework agreement to be used when the Consultant's services are needed. A separate ToR will be developed for the specific services needed within the scope of the LTA.

7. Duty Station

The duty stations for this assignment is home based and Phnom Penh, Cambodia. DSA, and all other related actual costs (etc. local travels) will be covered by UNDP Cambodia, prior to agreement made prior to each assignment taking place. The reimbursement of the associated costs will be made through F-10.

Selected individual contract(s) who is expected to travel to the Country Office (CO) to undertake the assignment in the country (Cambodia) is required to undertake the BSAFE training, <https://training.dss.un.org/course/category/6> prior to travelling.

8. Minimum Qualifications of the Individual Contractor

Education	<ul style="list-style-type: none"> • Master's degree or higher in IT / Computer Science, Business Administration, Public Administration, Public Policy, or related fields. Any additional degree in area relevant to digital transformation in labour market or public sector is an asset.
Experiences	<ul style="list-style-type: none"> • Minimum of 5 years of relevant experience in e-governance, digital economy, digital transformation space, digital skill development, such as digital program development, public service, and business process. Experience of relevant sectoral, national, or international digital transformation strategies of private companies, public service or development programme is a plus. • Proven track record of working directly with Governments and development partners on Digital Transformation projects, Digital Government and Public Services, Skill Development, preferably in a developing country context. • Excellent administrative and computer skills, including Microsoft Office, and knowledge of spreadsheet, database packages and ERP system.
Competencies	<p>General Competencies:</p> <ul style="list-style-type: none"> • Ability to build strong and sustainable relationships and capability to interact at all levels within the organization. • Ability to handle complex situations and multiple responsibilities simultaneously, mixing long-term projects with the urgency of immediate demands. • Ability to collaborate with and achieve actionable results. • Ability to deliver in a high-pressure environment. • Self-motivated and able to work with a high degree of autonomy. • Fully committed and motivated to achieve the aims of UNDP and the SDGs. <p>Core Competencies:</p> <ul style="list-style-type: none"> • Innovation - Ability to make new and useful ideas work. • Leadership - Ability to persuade others to follow. • People Management - Ability to improve performance and satisfaction. • Communication - Ability to listen, adapt, persuade, and transform. • Delivery - Ability to get things done while exercising good judgement. <p>Technical Competencies:</p> <ul style="list-style-type: none"> • Demonstrated ability to work with governments/stakeholders on digital transformation. • Demonstrated ability in researching latest trends in digital transformation/innovation. • Proven ability to engage, partner and develop partnerships in a government/Public Private Partnership/digital platform setting. • Proven experience in the developing country context and working in different cultural settings. • Ability to challenge, convince and manage multiple stakeholders. • Ability to effectively drive business, culture, and technology change in a dynamic and complex operating environment. • Strong conceptual thinking to develop new strategies and innovative projects. <p>Communication:</p> <ul style="list-style-type: none"> • Excellent verbal and written communication skills

	<ul style="list-style-type: none"> Communicate effectively in writing to a varied and broad audience in a simple and concise manner. <p>Professionalism:</p> <ul style="list-style-type: none"> Capability to working and deliver in a high-pressure environment with sharp and frequent deadlines, managing many tasks simultaneously. Excellent analytical and organizational skills <p>Teamwork:</p> <ul style="list-style-type: none"> Projects a positive image and is ready to take on a wide range of tasks Focuses on results for the client. Welcomes constructive feedback.
Language Requirements	<ul style="list-style-type: none"> Excellent written and spoken English required

9. Criteria for Evaluation of Level of Technical Compliance of Individual Contractor

Technical Evaluation Criteria	Obtainable Score
Master's degree or higher in IT, Business Administration, Public Administration, Public Policy, Economics, Social Science, International Relations, International Development, or related fields. Any additional degree in area relevant to digital transformation in public sector is an asset.	20
Minimum of 5 years of relevant experience in e-governance and digital transformation space, digital skill development, such as digital program development, public service and business process, and experience of relevant sectoral, national, or international digital transformation strategies of private companies, public service or development programmes.	30
Proven track record of working directly with Governments/multilaterals on Digital Transformation/Digital Government/Public Service Delivery systems/projects, preferably in a developing country context.	20
Solid knowledge on industry 4.0, digital economy, digital literacy skills, youth employment and entrepreneurship development. Familiar with Cambodia's development policies, ICT master plan, labour market policies, skill development, entrepreneurship and digital economic policy and e-commerce sector is a plus.	10
Ability to work and interact with cross functional teams, workplace with diverse cultures, and work with groups including governmental officials, youth groups with diverse backgrounds, entrepreneurs, and employees.	10
Excellent administrative and computer skills, including Microsoft Office, and knowledge of spreadsheet, database packages and ERP system.	10
Total Obtainable Score:	100

10. Payment Milestones

The payment is made based on the actual number of days per each assignment agreed prior to each assignment taking place. It will be calculated based on the number of actual working days as per assignment (exclude DSA, air-ticket, and other associated costs). The number of days of each assignment is expected to vary. The payment is to be made to the contractor as per agreed sub-ToR of each assignment.

The contractor can begin working only after a purchase order (PO) is issued to him/her each time a service is required and following discussion and agreement between the contractor and the Country Office. The contractor takes his/her own responsibility for performing any service which is out of the scope of this ToR.

Full payment amount is paid within 30 days after satisfactorily completion of work and receiving of original invoice/CoP. Each payment is subject to acceptance of work, receipt of Certification for Payment, and performance evaluation duly completed (for last payment) and signed by the head of the respective unit requesting the service. If additional work is needed due to the assignment not meeting the requirements, this will be at no cost to UNDP.

Offerors shall quote one rate of daily professional fee. The rate shall be all inclusive and fixed during the contract period. **Noting that offeror is required to be responsible for his/her own insurance or it can be considered including the cost together with professional fee.**

The contractor will be paid on a lump sum basis as per agreed per assignment/ToR.