



Terms of Reference

Position title: International Consultant on Digital Innovation with focus on Inclusion and Gender Equality
Agency: Regional Innovation Centre, UNDP Bangkok Regional Hub
Country of assignment: Home-based, no travel required.
Duration: 15th August 2022 – 14th April 2023 (maximum 120 working days)
Project title: Digital Transformation across Asia and the Pacific

1) PROJECT DESCRIPTION AND BACKGROUND

UNDP works with countries to expand people's choices for a fairer, sustainable future, to build the world envisioned by the 2030 Agenda for Sustainable Development with planet and people in balance. As shown by the UNDP's Strategic Plan 2022-2025, the challenge of the next four years is to accelerate and scale up development results significantly, bringing the Sustainable Development Goals back within reach. Towards that end, UNDP will support change in three directions:

- Structural transformation, particularly green, inclusive and digital transitions;
- Leaving no one behind, a rights-based approach centred on human agency and human development;
- Building resilience to respond to systemic uncertainty and risk.

These are huge, whole-of-society puzzles that require collective efforts and integrated approaches. To be an effective partner in transformative change, UNDP has to build not just new skills (like digital, systems thinking etc.), but a new culture: one that embraces complexity, actively manages risk, continually adapts and seeks to learn alongside delivering results.

The Regional Innovation Centre (RIC) based at the UNDP Bangkok Regional Hub, has been established by UNDP Asia-Pacific to leverage innovation to generate new development responses and robust development solutions, by developing new products, services and offers, new ways of solving development issues across the Governments and Country Offices (COs) within the UNDP Asia Pacific Region. The Centre provides a safe space to test development solutions through portfolios of policy experiments, new and innovative products and through scaling best practise solutions that exist within the region. The RIC works to foster an innovative culture that helps the UNDP, governments and other partners be on the front foot of spotting, understanding, and integrating new development approaches into their work. The Centre has a key role in helping deliver on the UNDP Strategic Plan 2022 – 2025 which has systems transformation, strategic innovation and digital transformation at its core.

2) SCOPE OF WORK

The Regional Innovation Centre (RIC) serves the Government partners and Country Offices within the Asia Pacific region to support them to achieve the Sustainable Development Goals. The RIC is part of the Global Policy Network which is an integrated network of global policy teams and professionals who work to support the UNDP strategic plan. The RIC leads on Innovation and Digital across the region as part of the GPN working closely with many partners including the UNDP Chief Digital Office (CDO), the Strategic Innovation Unit, the SDG Integration team and the Accelerator Lab network in Countries.

The Digital Innovation consultant will work with RIC to identify innovative digital solutions, improve the digital transformation products (currently using Digital Maturity Assessment, DMA) and assist in pilot implementation of the products and offers. These transformation products envisaged to be flexible (lite version and complex version) and would need to articulate the unique value proposition of the



UNDP to support digital transformation that can drive a positive change against inequality and gender focus. The product(s) are to be utilized within 'live' pilots where outcomes can be measured and learnings can be derived.

The scope of work includes, but not limited to, three complementing and iteratively delivered segments:

1. Draft new digital transformation offers and products to support implementation of digital initiatives with special focus on inequality and inclusion across Asia and the Pacific:
 - (a) Deep dive into the digital transformation product(s) with RIC, CDO and the COs of the region
 - (b) Framing of the internal and external digital transformation products offer bringing specific focus on inclusion and gender inequality as an exemplar, but still considering the holistic approach towards it.
 - (c) Using Systems Thinking Mapping and First Principles Assessments to bring focus to the change management element of how digital transformation products influences inequality.
 - (d) Development of clear pitch 'story' (internal as well as external) for how the human focused digital building blocks form the foundations for digital transformation
 - (e) Key foundational Digital Building Blocks identified and to be tested are as follows:
 - i. What services are available - Government website and self service
 - ii. What am I eligible for - Rules as Code
 - iii. How do I prove my identity - Consumable Identity Framework
 - iv. How do I provide feedback on the services - Participatory Governance
2. Finalization of the digital transformation products offers and guidebook for implementation:
 - (a) Work with three country offices to validate the entry point story, identify risks, issues and opportunities and provide support for future digital projects
 - (b) Develop an Executive Framing Approach which changes the 'mental outlook' in regard to how digital initiatives are derived and the key drivers for changes relating to inequality.
 - (c) Codification of the framework based on the first cycle of experimentation and implementation
 - (d) RIC has been working to continuously develop and iterate its in-house portfolio approach to help Country Offices and other stakeholders in developing their capability to deal with complex challenges through supply of coherent policy options and inclusive community engagement. Based on the framing approach finalized, consultant is expected to prepare a *guidebook for digital products design, their implementation and recommendations for digital portfolio (rather than individual projects approach) scaling and impact measurement*.
3. Remote advisory support in implementation of the pilot initiatives in three countries using suggested offers:
 - (a) Direction, prioritization, sequencing and ensuring coherence across digital portfolio through the implementation cycle, underpinned by method, guiding principles, criteria, etc.
 - (b) Technical support for the experimental pilots in the identified three countries in consultation with RIC
 - (c) Periodical check-ins with the RIC and respective CO teams.
 - (d) Options for corrective action and adaptation throughout implementation with reference to long-term outcomes and short-term results framework.
 - (e) Continuous review of relevant work by implementation partners and knowledge exchange with them.
 - (f) Adaptation of the offers and guidebook based on the learning from executed pilots, and RIC and COs' feedback.
 - (g) Support development of the final review brief, presentation, blog, webinars, op-ed, etc. and other relevant knowledge products.



3) EXPECTED OUTPUTS AND DELIVERABLES

The expected outputs and deliverables will be agreed between the Consultant and the Digital Transformation Lead and Head of Regional Innovation Centre, UNDP Bangkok Regional Hub, while working with the other RIC team members and COs team members. Deliverables will be reviewed and approved upon the delivered quality by the Regional Digital Transformation Lead and Regional Innovation Head, UNDP BRH. The contractor is expected to deliver:

OUTPUTS/DELIVERABLES	ESTIMATED DURATION TO COMPLETE	TARGET DUE DATES
Deliverable 1: Research Plan and Positioning Brief (Review of existing approaches and outline of the next steps and methods to be used)	10 days	31 st August, 2022
Deliverable 2: Draft new Offer for Digital Products (internal and external focus) including focus on inequality.	10 days	15 th September, 2022
Deliverable 3: Digital Products design guidebook from inclusion and gender lenses including implementation modalities	20 days	10 th October 2022
Deliverable 4: 4a. Support designing of experimentation pilot initiatives (at least three) for three COs in the region in coordination with RIC, respective CO, Government stakeholders and implementation partner. 4b. Test the offer with three COs with support for implementation of pilot initiatives and capture the process and learnings in a report	40 days 20 days	15 th December 2022 20 th February 2023
Deliverable 5: Update and finalize the digital products offers and products design guidebook based on the learning from the implementation of pilot initiatives	6 Days	6 th March 2023
Deliverable 6: Deliver adjacent knowledge and cross-portfolio learning products (at least 2 blogs, 2 briefs, 1 webinar, 1 presentation) and support positioning of digital transformation offer, as required.	14 days	31 st March 2023

4) DURATION OF ASSIGNMENT, DUTY STATION, EXPECTED PLACES OF TRAVEL, AND INSTITUTIONAL ARRANGEMENT

- **Duration:** 15th August 2022 – 14th April 2023 (maximum 120 working days)
- **Duty station:** The consultant will be home-based. No travel is required for this assignment.
- **Expected places of travel:** not required.
- **Institutional arrangement:**
 - ✓ The consultant will work closely with the RIC and teams across the COs, and under the direct supervision of the Digital Transformation Lead and/or Head of Regional Innovation Centre, UNDP Bangkok Regional Hub.
 - ✓ Digital Transformation Lead and/or Head of Regional Innovation Centre, UNDP Bangkok Regional Hub will review and approve the consultant's deliverables.
 - ✓ The Consultant will be given access to relevant information necessary for execution of the tasks under this assignment, and will be responsible for providing her/his own working station (i.e. laptop, internet, phone, scanner/printer, specific software, etc.) and must have access to a reliable internet connection.

5) EXPECTED DELIVERABLES, SCOPE OF PRICE, AND SCHEDULE OF PAYMENTS



The candidates must submit a **financial proposal based on a lump sum amount**. The total amount quoted shall be all-inclusive of all costs components required to perform the work and complete deliverables identified in the Terms of Reference (ToR). This includes professional fee, communications, consumables, and any other applicable cost to be incurred by the consultant in completing the assignment. The contract price will be fixed output-based price regardless of extension of the herein specified duration.

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 based on UNDP rules and regulations. In general, UNDP shall not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.

Schedule of Payments:

Payment will be made after satisfactory acceptance and certification of the deliverables and in accordance with UNDP procedures as per below percentages:

OUTPUTS/DELIVERABLES	TARGET DUE DATES	PAYMENT TERMS	REVIEW AND APPROVALS REQUIRED
Deliverable 1: Research Plan and Positioning Brief (Review of existing approaches and outline of the next steps and methods to be used)	31 st August 2022	10%	Digital Transformation Lead and/or Head of Regional Innovation Centre, UNDP BRH
Deliverable 2: Draft new Offer for Digital Products (internal and external focus)	15 th September 2022	10%	
Deliverable 3: Digital products design guidebook from inclusion and gender lenses including implementation modalities	10 th October 2022	20%	
Deliverable 4: 4a. Support designing of experimentation pilot initiatives (at least three) for three COs in the region in coordination with RIC, respective CO, Government stakeholders and implementation partner. 4b. Test the offer with three COs with support for implementation of pilot initiatives and capture the process and learnings in a report	15 th December 2022 20 th February 2023	25% 15%	
Deliverable 5: Update and Finalize the digital offers and products guidebook based on the learning from the implementation of pilot initiatives	6 th March 2023	5%	
Deliverable 6: Deliver adjacent knowledge and cross-portfolio learning products (at least 2 blogs, 2 briefs, 1 webinar, 1 presentation) and support positioning of digital transformation offer, as required.	31 st March 2023	15%	

6) DEGREE OF EXPERTISE AND MINIMUM QUALIFICATIONS



- **Education:** Minimum Bachelor's degree in IT, Management, Public Administration, Public Policy, Social Sciences, International Development, Environmental Science, Transition or Complexity Science, Engineering, Design (e.g., industrial or service design, architecture, urban planning), or a related area.
- **Experience:**
 - ✓ Minimum of 7 years of relevant progressively responsible work experience in e-governance, or digital economy and digital transformation space, such as digital program development, public service and business process re-design, support to design of national/sub-national or sectoral digital transformation strategies, digital capability development in public and private sector, etc.
 - ✓ Minimum 3 years of demonstrated experience in digital government transformation applying advanced framework to management and impact assessment at national and/or regional level, with Government clients;
 - ✓ Demonstrated ability to work with clients through previous experience of working with minimum 3 different clients/ teams, to help surface unarticulated needs is an added value;
 - ✓ Demonstrated ability to work in Asia and the Pacific region and time-zone is desirable;
- **Language:** Fluency in English, both written and oral

- **Competencies:**

<i>Core</i>	
Achieve Results:	LEVEL 3: Set and align challenging, achievable objectives for multiple projects, have lasting impact
Think Innovatively:	LEVEL 3: Proactively mitigate potential risks, develop new ideas to solve complex problems
Learn Continuously:	LEVEL 3: Create and act on opportunities to expand horizons, diversify experiences
Adapt with Agility:	LEVEL 3: Proactively initiate and champion change, manage multiple competing demands
Act with Determination:	LEVEL 3: Think beyond immediate task/barriers and take action to achieve greater results
Engage and Partner:	LEVEL 3: Political savvy, navigate complex landscape, champion inter-agency collaboration
Enable Diversity and Inclusion:	LEVEL 3: Appreciate benefits of diverse workforce and champion inclusivity

Cross-Functional & Technical competencies

<i>Thematic Area</i>	<i>Name</i>	<i>Definition</i>
Business Direction & Strategy	Strategic Thinking	Level 3: Abilities to develop effective strategies and prioritized plans in line with UNDP's objectives, based on the systemic analysis of challenges, potential risks and opportunities, linking the vision to reality on the ground, and creating tangible solutions
Business Management	Project Management	Level 3: Ability to plan, organize, prioritize and control resources, procedures and protocols to achieve specific goals
Digital & Innovation	Policy/regulations for digital and emerging technology	Level 3: Ability to design or advise on regulations and policy for digital and emerging technology.
Digital & Innovation	Digital inclusion	Level 4: Knowledge of how digital inclusion works, opportunities and challenges for governments and society
Digital & Innovation	Digital product management	Level 4: Ability to design and lead digital product development including testing, ongoing product iteration, product strategy and delivery.
Digital & Innovation	E-governance	Level 4: Knowledge of how it works, understanding of the opportunities and challenges for governments and society
Digital & Innovation	Digital transformation design	Level 3: Practical and strategic skills in digital transformation for governments and organizations.

7) CRITERIA FOR SELECTION OF INDIVIDUAL CONSULTANT FOR AWARD OF CONTRACT

Evaluation Method and Criteria

Cumulative Analysis: The candidates will be evaluated through Cumulative Analysis method. When using the weighted scoring method, 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 set of weighted combine technical evaluation of desk review and interview (70%), and financial criteria (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.

Technical Criteria weight: 70%
Financial Criteria weight: 30%

Technical evaluation (70%)

Criteria	Max. points
Desk review for technical evaluation	



Bachelor's degree in IT, Management, Public Administration, Public Policy, Social Sciences, International Development, Environmental Science, Transition or Complexity Science, Engineering, Design (e.g., industrial or service design, architecture, urban planning), or a related area.	10
Minimum of 7 years of relevant progressively responsible work experience in e-governance, digital economy and digital transformation space, such as digital program development, public service and business process re-design, support to design of national / sub-national or sectoral digital transformation strategies, digital capability development in public and private sector, etc.	25
Minimum 3 years of demonstrated experience in digital government transformation applying advanced framework to management and impact assessment in regional / national / sub-national level Government clients	25
Demonstrated ability to work with clients through previous experience of working with minimum 3 different clients/ teams, to help surface unarticulated needs is an added value;	15
Technical methodology and work plan	25
Total Desk Review for technical evaluation	100
Interview	50
GRAND TOTAL	150

*****Only candidates obtaining a minimum of 70 points or above in the Desk review would be considered for the interview**

Financial Evaluation (30%)

Financial proposals from all technically qualified candidates will be scored out 30 marks based on the formula provided below. The maximum marks (30) will be assigned to the lowest financial proposal.

All other proposals will receive points according to the following formula:

- $p = y (\mu/z).$

Where:

- p = points for the financial proposal being evaluated;
- y = maximum number of points for the financial proposal;
- μ = price of the lowest priced proposal;
- z = price of the proposal being evaluated.

Contract award: Applicant receiving the Highest Combined Score and has accepted UNDP's General Terms and Conditions will be awarded the contract.

8) APPLICATION PROCEDURE/RECOMMENDED PRESENTATION OF OFFER

Instructions to Applicants: Click on the "**Apply now**" button. Input your information in the appropriate Sections: personal information, language proficiency, education, resume and motivation. Upon completion of the first page, please hit "submit application" tab at the end of the page then the uploading option for the required document will be available.



Please group all your document into one (1) single PDF document as the application system only allows to upload maximum one document.

Interested candidates must submit the following documents/information to demonstrate their qualifications. Please group them into one (1) single PDF document:

1. **Letter of Confirmation of Interest and Availability with Financial Proposal** (in USD) using the template provided as **Annex III**

Financial proposal: Consultant shall quote an all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided for the entire assignment. 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 proposed 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.

2. **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 with contact details.
3. **Brief technical proposal** (methodology, approach and implementation plan, proving knowledge and experience that meet or exceed the requirements of the TOR.

****Failure to submit the above-mentioned documents or Incomplete proposals shall result in disqualification**

****Please group all your document into one (1) single PDF document as the application system only allows to upload maximum one document.**

The short-listed candidates may be contacted, and the successful candidate will be notified.