TERMS OF REFERENCE

Project name	Supporting the Digital Transformation of Social Protection Systems Globally towards Achieving the Goal of Universal Social Protection 2030
Assignment	Subject Matter Expert for DCI Training Content Production (Digital Leadership, Governance and Management)
Contract's duration:	01.1.2025 to 30.04.2025
Linked missions:	TBD
Days	40

Background

The Digital Convergence Initiative (DCI) is a collaborative effort to support the goal of Universal Social Protection by 2030, by enhancing the digital transformation of social protection and improving the interoperability through advanced digital solutions and systems. Funded by the European Union, this initiative is jointly implemented by key partners, including GIZ, the International Labour Organization (ILO), the World Bank, FIIAPP and Expertise France.

A cornerstone of this initiative is the DCI Training Programme, which is designed to equip policymakers, scheme administrators, technical experts and practitioners in selected partner countries with the competencies necessary to implement and drive digital transformation and interoperability strategies within social protection domains.

To support this initiative, the ILO seeks to engage with a subject matter expert to develop training content on **Digital Leadership, Governance and Management**.

The present contract covers one of three areas that will jointly constitute the full DCI training package. Two separate contracts are awarded for developing training modules related to i) Digital Transformation & Interoperability Foundations in Social Protection ii) Digital Solution Design for Interoperable Social Protection Systems.

Assignment Objective

The primary objective is to develop and deliver training content focused on digital leadership, governance and management in social protection. In collaboration with the pedagogical designer, the expert will concentrate on designing comprehensive, competency-based training modules. These modules will be aligned with the broader DCI capacity building goals, ensuring that the training provides practical, hands-on knowledge and skills that participants can apply and can be easily customized to meet their specific needs.

Thematic Area

The training content will cover a range of topics related to the digital leadership, governance and management strategies required to implement and sustain digital transformation and interoperability in social protection. It emphasizes the roles of leaders in driving change, aligning processes and managing resources effectively.

The suggested topics below are not exhaustive, and final training topics and modules will be collaboratively defined by the ILO, the pedagogical designer and subject matter experts.

Suggested topics:

- Envisioning, Conceiving, Formalizing and Negotiating Digital Transformation Strategies: Techniques for structuring and negotiating digital transformation plans within and across government agencies.

- Governance for Digital Transformation and Interoperability: Establishing governance frameworks to oversee the digital transformation and interoperability process, ensuring accountability and collaboration.

- Digital Transformation Leadership: Strategies for effective leadership in driving digital transformation, fostering collaboration and building consensus across organizational levels to support interoperable social protection systems.

- Critical and Systems Thinking in Social Protection: Approaching digital transformation with a holistic, systems-level mindset that considers long-term impacts, risks and benefits.

- Change Management and Overcoming Organizational and Interorganizational Collaboration Barriers: Approaches to manage change and overcome resistance, including identifying cultural and organizational barriers and facilitating the shifts necessary for successful digital transformation and interoperability in social protection.

- Digital Talent Management: Strategies for recruiting, hiring and retaining the digital skills needed for ongoing transformation in social protection systems.

- Digital Planning, Management and Execution: Developing digital transformation roadmaps, managing projects and executing implementation plans efficiently.

- Procurement and Vendor Management: Navigating buy vs. build decisions, vendor selection and long-term contract management to support system development.

- Financial Sustainability of Digital Solutions: Exploring financing models and cost management strategies to ensure the sustainability of digital systems over time.

- Monitoring and Evaluation of Digital Transformation Projects: Tools and techniques to assess the impact and effectiveness of digital initiatives in social protection.

Tasks

The content producer will be responsible for developing training materials and learning resources. Specific tasks include:

1. **Training Content Development**

- Draft the training content following the guidance of the DCI teams in collaboration with the pedagogical designer and with inputs from relevant stakeholders for the assigned thematic area.

- Develop comprehensive training modules for topics within the assigned thematic area, aligned with the digital competency framework and training curriculum.

- Ensure content aligns with adult learning principles and is tailored for in-person, online and blended learning environments.

- Ensure that content is organized to cater to the needs of various types of audiences, such as organizational leaders, senior managers and technical officers.

- Create case studies, problem-solving activities, exercises and other interactive learning materials to support learning objectives.

2. **Collaboration and Consultation**

- Collaborate with the pedagogical designer to ensure the content aligns with the broader objectives and methodologies of the DCI Training Programme.

- Engage with relevant stakeholders and experts to gather input and validate content and actively participate in writeshops and workshops for the co-development of training materials.

3. **Content Finalization and Revision**

- Finalize the training modules and ensure all content is well-structured, actionable and adaptable for a diverse audience of policymakers, practitioners and technical experts.

4. **Delivery Support**

- Provide support to the pedagogical designer and trainers in delivering the content, including preparing facilitator guides and delivery plans.

Expected Deliverables

The subject matter expert is expected to deliver the following:

Deliverable	Description	Timeline
1. Training Modules	Minimal three competency-based training modules (Word,	Draft version by 31 January 2025, final version by 28 February

	PDF and PowerPoint) for the assigned thematic area. Each Module should include details such as learning objectives and outcomes, instructional methodologies, target audiences, content outlines, references and assessment criteria.	2025.
2. Supporting Learning Resources	Case studies, practical exercises and multimedia resources that reinforce the training content. Suggested reading lists, additional resources and participant handouts.	Draft version by 10 February 2025, final version by 28 February 2025.
3. Facilitator Guide	A detailed facilitator guide clearly defines effective delivery strategies, time allocation and interactive activities. Include recommendations on participant engagement and necessary resource materials, assessment methods and follow-up activities to reinforce learning and support ongoing development.	Draft version by 10 February 2025, final version by 28 February 2025.
4. Training Assessment	Post-training evaluation activities to measure participant knowledge and competency acquisition.	Draft version by 10 February 2025, final version by 28 February 2025.

5. Finalized Training Package	A fully packaged and finalized set of training materials, ready for implementation and delivery, that adheres to the provided instructions on editing and layout.	Draft version by 10 March 2025, final version by 31 March 2025.
6. Recorded delivery of the training package	Presentations of the module content to key stakeholders and recorded as a reference and resource for future trainers.	By 30 April 2025.

N.B.: All deliverables are expected to be finalized by the end of Q2 2025. The subject matter expert will work remotely with travel required to participate in the in-person writeshops/workshops.

Qualifications and Experience

The ideal candidate should possess the following qualifications:

Education:

- Advanced degree in Digital Transformation, Information Technology, Public Administration, Social Protection or a related field.

- Specialized certifications or training in digital leadership, governance, project management or social protection systems will be an advantage.

Professional Experience:

- Minimum 7 years of relevant experience in digital transformation, governance, leadership and management, preferably within the context of public administration or social protection systems.

- Demonstrated expertise in one or more of the following areas: digital governance, leadership strategies, change management practices, talent management, procurement, financial sustainability and systems thinking

- Experience with governance frameworks, change management and project execution in digital transformation initiatives will be highly valued.

Training Development Experience:

- Proven experience in designing, developing and delivering training content for international development, social protection or digital transformation initiatives.

- Experience with both in-person and virtual training environments, including blended learning approaches.

Skills and Competencies:

- Strong written and oral communication skills, with proven ability to write clear, concise and practical instructions for international training programmes.

- Ability to work in multicultural environments, collaborate with diverse stakeholders and adapt training content to regional or national contexts.

- Strong project management skills, with the ability to work independently, meet deadlines and deliver high-quality outputs within set timelines.

Application Procedure

Interested candidates are invited to submit the following documents to **xiaol@ilo.org** with the subject line: "Application for Subject Matter Expert for DCI Training Content Production (Digital Leadership, Governance and Management)":

- **Detailed CV and Portfolio:** Highlight relevant experience, past projects and achievements that demonstrate your qualifications and expertise.

- **Financial Proposal:** Provide proposed fee structure for completing the assignment.

- **Cover Letter:** A concise cover letter (max 2 pages) outlining your qualifications, experience relevant to the assignment and your understanding of the objectives.