Term of Reference		
For Individual Consultants to Develop a Digital Strategic Plan for NCDD		
Assignment	:	Individual Consultant to Develop a Digital Strategic Plan for NCDD
Project Name	:	Integration of Social Accountability into National and Sub-National Systems Phase II Project
Duty Station	:	Phnom Penh
Procurement Method	:	Individual Consultant
Contract Duration	:	4 months (February-May 2025)

I.   Introduction:

The National Committee for Sub-National Democratic Development (NCDD) is an inter-ministerial committee that has key roles in assisting the Royal Government of Cambodia to lead, coordinate, formulate, and implement policies related to Decentralization and Deconcentration reform or so-called Sub-National Democratic Development Reforms. The Secretariat of the NCDD (NCDDS) is responsible for assisting the NCDD in the daily management, preparation, and implementation of the National Program for Sub-National Democratic Development, which is a long-term plan for the implementation of Decentralization and Deconcentration policies and the Organic Laws, including the Law on Capital, Provincial, Municipal, District and Khan Administration Management and the Law on Commune/Sangkat Administration Management.

Within the framework of Decentralization and Deconcentration reform, so far, the NCDD has been leading and coordinating the implementation of the 10-year National Program for Sub-National Democratic Development Phase 2 (NP-2: 2021-2030) after the National Program for Sub-National Democratic Development Phase 1 successfully completed its implementation by the end of 2020. The NP-2 has the goal to "promote democratic, inclusive, equitable development and justice through the modernization of sub-national governance and improved access, quality, and utilization of public service delivery. This will contribute to the elimination of poverty and the improved quality of life for all citizens."

Social Accountability is an important element of the D&D reform and becomes one of the key outputs of the NP-2. Furthermore, the "First Mandate Pentagonal Strategy" of Royal Government of Cambodia aims to accelerate the governance reform and Social Accountability is a key tool to strengthen the democratic development at local level. Social Accountability is the process of constructive engagement between citizens and SNA and is an integral element of governance arrangement through public decision making and monitoring performance of service providers at the SNA level. During Social accountability Phase II, World Bank through multi-donor trust fund on Social Accountability and Service Delivery (SDSD-TF) with the support from various donors (SDC, German, DFAT etc.) has designed two projects: (i) Integration of Social Accountability into National and Sub-National Systems Project (phase I and II) which NCDDS is an implementing agency to coordinate and support SA supply side and (ii) Engaging Citizens to Improve Service Delivery Through Social Accountability Project which World Vision International-Cambodia is an implementing agency to coordinate and support Social Accountability

demand side.

From the WB multi-donors trust fund, the Sustainability of Social Accountability implementation has been initiated, particularly at the commune/sagkat administration level which is essential to ensure the continuation of Social Accountability even though the limit support from DPs or DPs phasing out in the future. One key element for sustainability is focusing on digitalize approaches to be fully integrated into Social Accountability process in order to align and adapt with the government's strategies such as the first phase of pentagonal strategy, the NP2 (2021-2030) as well as the policy on digital government (2022-2035). In this regard, the NCDDS is committed to developing a robust digital strategy that can significantly enhance NCDDS's responsibilities including promoting sub-national democratic development and fostering social accountability implementation.

By embracing a digital strategy, NCDDS can significantly enhance its ability and SNA to promote social accountability through broader access to information and services by wider range of citizens including those in remote areas (social inclusion and disability), advancing digital scorecard and citizens feedbacks by providing tools for information sharing, feedback and collective action, and digital tools can empower citizens to hold authorities accountable as well as foster community building and strengthening social cohesion to increasing the impact of social accountability implementation. The digital strategy will also provide direction for capacity building at SNA through digital tools and modality in parallel with the e-learning materials developed. In addition, digital strategy is to help harmonize digital systems (including upcoming operational guidelines for DMK level and mobile app through the collaboration of NCDDS and ISD/GIZ).

II.   Rationale for this assignment

The NCDD recognizes that the rapid advancement of technology presents a unique opportunity to transform governance processes through digital innovation. Currently, Cambodia's ICT infrastructure and governance systems require significant upgrades to meet the increasing demands for efficient, transparent, and accountable public services. The current in-house digital platform structure is marked by disjointed systems lacking interoperability, lacking data sharing through Application Programming Interface (API) and duplicated data. By developing a comprehensive digital strategy plan and ecosystem roadmap, the NCDD aims to:

1. Enhance Governance Efficiency: Modernize and streamline operations across sub-national authorities to improve service delivery and administrative efficiency.
2. Increase Transparency and Accountability: Implement digital tools and processes that promote transparency and increase accountability within governance structures.
3. Foster Citizen Engagement: Leverage digital platforms to enhance communication and engagement with citizens, ensuring their needs and expectations are met.
4. Support Achievement of the Sustainable Development Goals (SDGs): Align with the National Program Phase 2 (NP2) of NCDD and the Digital Angle of the first phase of the Cambodia Pentagonal Strategy, contributing to the achievement of relevant SDGs, particularly those related to ICT.
5. Build capacity for sustainable social accountability: Equip NCDDS staff/officer with the necessary skills and knowledge to effectively utilize digital technologies for social accountability, ensuring long-term sustainability.

6. Build Capacity and Digital Literacy: Equip Sub-National Administration (SNA) staff with the necessary skills and knowledge to effectively utilize digital technologies, ensuring sustainable development and long-term success.
7. Leverage International Support and Expertise: Collaborate with development partners to bring in international expertise, best practices, and resources to support the digital transformation of Cambodia's governance.

This initiative is crucial for the NCDD's mission to implement the D&D policy effectively and to drive Cambodia toward a future of robust, digitalized governance.

III.   Objectives for this assignment

The objectives of this assignment are to develop a Digital Vision and Strategy for NCDDS, to support implementation of NP2 and D&D reforms including the social accountability and its sustainability initiative. The specific tasks of the assignment will consist of the following:

1. Conduct a thorough assessment of NCDDS current ICT infrastructure, capabilities, and usage across various sectors.
2. Conduct needs assessment with SNA officials and service providers to understand their specific needs and challenges related to ICT use, ICT development, and digital governance.
3. Engage with NCDDS representatives to identify their requirements and expectations for supporting sub-national administration and stakeholders in ICT adoption of Government to Government (G2G) tools.
4. Perform Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis of the NCDDS ICT infrastructure, relevant stakeholders and sub-national ICT landscape.
5. Develop a clear vision for NCDDS ICT future, aligned with the National Program Phase 2 (NP2) and the Digital Angle of the first phase of the Cambodia Pentagonal Strategy. This vision should emphasize SDGs relevant to ICT (CAMBODIA DIGITAL GOVERNMENT POLICY 2022-2035), and should aim to advance social accountability, building on the ongoing projects led by NCDDS and World Vision International.
6. Design a Digital Strategy Plan adapted to the objectives of existing D&D policies, regulations, and institutional frameworks related to ICT in Cambodia.
7. Identify key stakeholders for the implementation of the Digital Strategy Plan, including national and sub-national administration, private sectors, development partners, civil society organizations, and citizens and establish a communication strategy for continuous engagement.
8. Develop a detailed plan for ensuring the upcoming a digital platform adopted into microservices or an ecosystem, with a focus on interoperability and data-sharing capabilities. Design a scalable and modular architecture for the developed digital platform ecosystem, ensuring compatibility with existing and future systems of NCDDS and other relevant government stakeholders (as mentioned above).
9. Identify and recommend a plan to build an in-house human resource in order to manage and improve the NCDDS digital platform in a sustainable manner.
10. Harmonize digital systems, including the upcoming operational guidelines for DMK level, the ISAF app, existing ICT systems from line ministries, especially if any such systems are intended for citizen engagements (in particular at the Ministry of Interior, Ministry of Health, and Ministry of Education Youth and Sports), and the DMK level work being done with GIZ.

11. Advance the digital scorecards, enabling more efficient monitoring and evaluation of social accountability initiatives.

IV. Scope of Work

4.1. Conducting a Thorough Assessment

- Assess the current state of ICT infrastructure, capabilities, and usage across various sectors in Cambodia.

4.2. Review Existing Policies and Stakeholders

- Review existing policies, regulations, and institutional frameworks related to ICT.

4.3. Identify key Stakeholders

- Identify key stakeholders, including national and sub-national administration, private sectors, development partners, civil society organizations, and citizens.
- Establish a communication chapter for continuous engagement with these stakeholders.

4.4. Engaging with SNA Officials

- Conduct Online surveys or physical interviews with SNA officials to gather detailed insights into their ICT needs and challenges.
- Document their requirements and expectations for digital governance solutions.

4.5. Engaging with NCDDS representatives

- Facilitate discussions with NCDDS officials to understand their strategic priorities and support mechanisms for sub-national authorities.
- Identify gaps and opportunities in the current support structure for ICT adoption.

4.6. Performing a SWOT Analysis

- Perform a detailed SWOT analysis to identify strengths, weaknesses, opportunities, and threats related of the NCDDS ICT infrastructure, relevant stakeholders and sub-national ICT landscape.

4.7. Developing a Vision for ICT Future

- Develop a clear vision for Cambodia's ICT future, aligned with NP2 and Pentagonal Strategy.
- Emphasize Sustainable Development Goals (SDGs) relevant to ICT.
- The vision should aim to advance social accountability, building on the ongoing projects led by NCDDS and World Vision International

4.8. Developing a Detailed Plan for the upcoming Digital Platform

- Develop a detailed plan for evolving the digital platform into microservices or an ecosystem, with a focus on interoperability and data-sharing capabilities.
- Design a scalable and modular architecture for the digital platform ecosystem, ensuring compatibility with existing and future systems of NCDDS.

4.9. Identify in-house human resource

- Develop a plan to identify the human resource, including defining the team structure, roles, and responsibilities.
- Identify necessary skills and qualifications for team members.
- Design a training program to build the team's capacity in software development, use and maintenance, infrastructure management, and DevOps practices.
- Outline processes for collaboration, project management, and continuous improvement within the team.

4.10. Harmonization of Digital Systems

- Analyze the operational guidelines for DMK level, the ISAF app, existing ICT systems from line ministries, especially if any such systems are intended for citizen engagement (in particular at the Ministry of Interior, Ministry of Health, and Ministry of Education Youth and Sports), and the DMK work with GIZ.
- Identify opportunities for integration and harmonization among these systems, especially harmonization of the ISAF App with the existing systems of the Ministry of Interior, Ministry of Health, and Ministry of Education Youth and Sports, to enable two-way communication and engagement between citizens and the line ministries
- Develop a roadmap for harmonizing the systems, ensuring interoperability and data sharing.

4.11. Advancement of Digital Scorecards

- Review the existing digital scorecards and assess their effectiveness.
- Identify areas for improvement in design, functionality, and data analysis.
- Develop recommendations for advancing the scorecards, including advanced analytics and automation.

V. Key Deliverables

No	Key Deliverables	Month	Number of days
1	Inception Report (Two weeks after contract signed)	February 2025	5
2	First draft Digital Strategic Plan	February – April 2025	45
3	Final Digital Strategic Plan	May 2025	10

VI.   Time Frame

The assignment is expected to be completed within a period of 60 days from the date of contract signing through expected from February 2025 to May 2025.

VII.   REPORTING

The Consultant will work under the overall supervision of the Head of the NCDDS and direct supervision of Social Accountability Project Director and Manager. The Consultant will work closely with the Social Accountability Project Coordinator, IT team and others Social Accountability consultants, SNAs, relevant line ministries, and other relevant agencies following consultation and advice of the Project Manager.

VIII.   PAYMENT

The payment will be made on the basis of a daily fee to be determined based on qualifications, deliverable outputs, and contract negotiation.

IX.   Qualification and Experience Requirement

The consultant will have a track record of the following qualifications and experiences:

- **Education:** Advanced degree (Master) in Information Technology, Computer Science, Public Administration, or a related field.
- **Professional Experience:**
  - Minimum of 07 years of relevant experience in ICT strategy development, digital transformation, and governance.
  - Proven experience in conducting assessments, developing digital strategies, and implementing ICT projects, particularly in the public sector.
- **Skills:**
  - Strong knowledge of modern ICT technologies, including microservices, blockchain, artificial intelligence, e-signature, and e-stamp.
  - Expertise in designing ICT architectures and business processes for governance.
  - Proficiency in conducting SWOT analyses, stakeholder mapping/analysis, and needs assessments.
  - Ability to synthesize complex information into actionable strategies and plans.
  - Fluency in Khmer and good written and verbal communication skills in English.
  - Proven ability to engage with diverse stakeholders, including government officials, development partners, and the public.
  - Demonstrated ability to manage large-scale projects, including developing work plans, and timelines, and monitoring progress.
  - Experience in capacity building and training programs.

The consultant should demonstrate a strong track record of successful projects and the ability to deliver high-quality results.