

## TERMS OF REFERENCE

### Junior Professional Officers (JPO)

Please indicate if this ToR supersedes a previously submitted ToR: **No**

#### I. General Information:

Title:

**Digital Transformation Associate**

Sector of Assignment:

**Digital Impact, Technology, and Innovation Department**

Country:

**Jordan**

Location (city):

**Amman**

Agency:

**UNRWA**

#### II. Supervision:

Name of Supervisor: **Judith KAHURE**

Title of Supervisor: **Chief Digital Officer**

Content and methodology of supervision: *(Describe in detail type and manner of supervision, e.g., timing and number of meetings with supervisor; feedback sessions on performance against established work plan)*

**The Digital Transformation Associate will report directly to the Chief Digital Officer. In this capacity, they will collaborate closely with the Chief Digital Officer to execute the organization's digital transformation strategy. This reporting structure ensures seamless alignment with the organization's digital goals and a coordinated approach to digital transformation initiatives. The Chief Digital Officer will provide guidance, mentorship, and opportunities for professional growth, empowering the Digital Transformation Associate to thrive in their role and make significant contributions to the organization's digital transformation journey.**

#### III. Duties, Responsibilities and Output Expectations:

Please include percentages for each duty: (Please include percentages for each duty. Describe briefly the main tasks specific to this assignment and output expectations during the first and second year of assignment)

##### Duties and Responsibilities:

##### Year 1:

- 1. Reporting and Monitoring Framework (60%):** Design key performance indicators, set up real-time dashboards, and implement evaluation protocols to continuously assess the effectiveness, efficiency, and impact of digital initiatives, while also providing timely insights to stakeholders for data-driven decision-making.
- 2. Digital Transformation Strategy Execution (30%):** Collaborate with cross-functional teams to contribute to the execution of the organization's digital transformation strategy, aligning it with business objectives and emerging technology trends
- 3. Project Management (10%):** Oversee some digital transformation projects, ensuring they are executed efficiently, on time, and within budget, while closely monitoring progress and addressing challenges.

##### Year 2:

- 4. Reporting and Monitoring (60%):** Focus on ongoing monitoring, analysis, and refinement of the established Reporting and Monitoring Framework for the Digital Transformation Strategy. Regularly collect and evaluate performance data, update dashboards, conduct periodic reviews with stakeholders, and make data-driven recommendations for strategic adjustments or enhancements to ensure the organization's objectives are being met effectively.
- 5. Change Management (30%):** Lead change management efforts within the specified domains to

promote the adoption of digital workplace solutions, fostering a culture of digital collaboration and innovation.

6. **User Feedback Integration (10%):** Collect and integrate user feedback from the specified digital workplace domains to continuously improve the environment, making data-driven adjustments as needed.

#### Output Expectations:

#### **Output Expectations:**

##### **Year 1:**

1. **Reporting and Monitoring Framework:** Completion of a comprehensive framework that outlines KPIs, data sources, frequency of data collection, and reporting formats.
2. **Initial Dashboard Setup:** Creation of dashboards to display real-time metrics, integrating data from multiple sources.
3. **Pilot Testing:** Conduct a small-scale pilot test of the framework to identify gaps and make necessary adjustments.
4. **Stakeholder Training:** Train key stakeholders on how to interpret the reports and dashboards.
5. **Initial Report:** Generate the first set of reports using the framework, which would serve as a baseline for future assessments.
6. **Documentation:** Prepare a comprehensive user manual and technical documentation for the framework.
7. **Annual Report:** Prepare an annual performance report summarizing key findings, achievements, and areas for improvement.

##### **Year 2:**

8. **Ongoing Monitoring:** Continuous data collection and analysis to populate the established dashboards.
9. **Quarterly Reports:** Generate quarterly performance reports that assess the effectiveness of the digital transformation strategy.
10. **Stakeholder Reviews:** Conduct bi-annual reviews with stakeholders to discuss the reports and recommend any strategic adjustments.
11. **Framework Refinement:** Based on the data and stakeholder feedback, make necessary adjustments to the framework.
12. **Data-Driven Recommendations:** Provide a set of actionable insights and recommendations to improve the digital transformation strategy.
13. **Annual Report:** Prepare an annual performance report summarizing key findings, achievements, and areas for improvement.
14. **Lessons Learned Documentation:** Document the lessons learned during the year, which can be used for future strategy planning and execution

**These duties, responsibilities, and output expectations are designed to guide the Digital Transformation Associate in contributing to the organization's digital transformation journey, with focus on both short-term milestones and long-term strategic goals.**

#### IV. Qualifications and Experience:

Education (only Master's degree or equivalent): *(Indicate Master's degree or equivalent in specified development-related discipline, and desired emphasis, if applicable)*

**Advanced University Degree:** Possess an advanced university degree from an accredited institution in a relevant field such as business administration, information technology, digital strategy, or a related discipline..

**Relevant Certifications (Advantageous): Possession of relevant certifications such as Certified ScrumMaster (CSM) or PMP certification, and change management certification.**

**Work Experience** (at least 1 to 2 years relevant work experience), *(Indicate the desired work experience in key areas, if appropriate)*

- **Relevant Work Experience (1 to 2 Years):** Candidates should possess a minimum of 1 to 2 years of practical work experience in roles related to digital transformation, digital strategy, project management, or closely related areas, preferably within a dynamic organizational setting.

These work experience requirements aim to ensure that candidates have a foundational understanding of the digital transformation field, making them well-prepared for the responsibilities of the Digital Transformation Associate role.

**Key Competencies of the assignment:** *(Indicate technical knowledge, professional/language skills)*

- **Language Skills:** Proficient command of the English language is essential.
- **Analytical Skills:** Ability to dissect complex data and derive meaningful insights
- **Technical Skills:** Familiarity with data analytics tools, dashboard creation, and reporting software.
- **Communication skills:** Proficiency in conveying complex data insights in a straightforward manner to both technical and non-technical stakeholders
- **Agile Project Management:** Familiarity with industry-leading Agile Project Management tools and capabilities is crucial for implementing efficient project management methodologies.

These competencies are specific to the Digital Transformation Associate Assignment and are essential for success in this role.

**V. Learning Expectations:**

Upon completion of the assignment, the JPO will have / be able to...*(Indicate training / learning activities, based on which learning programme will be structured. Indicate what the incumbent will learn during the assignment, defined in measurable results and broken down by year. Specify what subjects will be taught in the course of the orientation briefing upon JPO's arrival at the duty station.)*

Upon the completion of the assignment, the JPO will have:

**Learning Expectations for the Digital Transformation Associate JPO Assignment:**

**Year 1 Learning Expectations:**

- **Digital Transformation Strategy (50%):** Gain a deep understanding of the organization's digital transformation strategy. Learn to align digital initiatives with the overarching digital strategy.
- **Agile Project Management (30%):** Develop proficiency in Agile project management practices and tools, enabling effective project planning, execution, and collaboration with cross-functional teams.
- **Digital Ecosystem (10%):** Familiarize yourself with the organization's digital products and services, with a focus on understanding how they align with the United Nations' offerings and global digital trends.
- **Business Requirements Translation (10%):** Hone your ability to gather comprehensive business requirements from the demand team and assist in translating these requirements into actionable user stories and measurable project releases.

**Year 2 Learning Expectations:**

- **Strategic Leadership (40%):** Develop strategic leadership skills, enabling you to contribute to the organization's digital transformation strategy, guide teams, and drive digital initiatives forward.
- **Data-Driven Decision-Making (30%):** Enhance your data analysis skills to provide actionable insights that support informed digital decision-making and optimization of digital initiatives.
- **Stakeholder Engagement (20%):** Strengthen your ability to engage with diverse stakeholders, build consensus, and effectively communicate digital strategies and outcomes.
- **Innovation and Emerging Technologies (10%):** Explore emerging digital technologies and innovative solutions that can enhance the organization's digital capabilities and competitiveness.

**By the end of the two-year assignment as a Digital Transformation Associate JPO, you will have gained comprehensive knowledge and practical experience in digital transformation, project management, Agile practices, and digital strategy alignment. These learning expectations are designed to equip you with the skills and expertise necessary to drive digital success within the organization.**

**Orientation Briefing Expectations:**

**During the orientation briefing upon the JPO's arrival at the duty station, the following subjects will be covered:**

- **Organizational Overview:** An in-depth introduction to the organization, its mission, values, and strategic objectives.
- **Digital Transformation Strategy:** Explore the organization's digital transformation strategy. Understand how digital projects are planned, executed, and monitored within the organization.
- **Digital Products and Services:** Gain insights into the organization's digital products and services, with a focus on their alignment with the UNRWA's offerings and global digital trends.
- **Business Requirements Gathering:** Acquire skills in gathering business requirements from the demand team and translating them into actionable user stories and measurable project releases
- **Stakeholder Engagement:** Guidance on effective stakeholder engagement and collaboration strategies, emphasizing cross-functional teamwork.
- **Compliance and Regulations:** An overview of data privacy regulations relevant to the organization and the importance of compliance.

- **Project Management Practices:** Insights into project management practices, with a focus on coordinating data-related projects and achieving successful outcomes.

**The orientation briefing will provide him/her with a strong foundation and the necessary knowledge to excel in your role as a Digital Workplace Specialist, ensuring he/she well-prepared to contribute meaningfully to the organization's digital transformation journey within the specified domains**

## **VI. Background Information:**

*(Briefly give background/outline of the programme/projects the JPO will be working on, e.g., history, recent developments, and briefly describe planned developments concerning the programme/projects. Provide some basic information about the office: number of international and national staff in the whole office and in the unit where the JPO will be working, etc.)*

The Department of Digital Impact, Technology and Innovation (DITID) serves as a transformative force within UNRWA, focused on empowering the digital generation of Palestine refugees. DITID aims to foster human development through direct and indirect investment, striving for a shift from dependency to self-reliance. The department is also committed to ensuring universal internet access for all refugees, as outlined in the UN Common Agenda, recognizing it as a fundamental human right. Additionally, DITID places a strong emphasis on "Digital Ethics" to ensure that technology is utilized in a manner that respects human rights, promotes social justice, and protects the common good.

Acting as a "Digital Accelerator," DITID collaborates with various UNRWA programs to implement Digital Transformation initiatives. The department provides digital platforms designed to improve service delivery, increase transparency, and foster inclusion. Partnering with other UNRWA departments, DITID also enhances communication and outreach through digital channels, aiming for more effective engagement with refugees.

DITID is committed to creating a robust digital workplace that is both agile and secure. The department focuses on automating core business processes to improve efficiency and system availability. This digital transformation aims to cultivate a workplace environment that not only enhances efficiency and digital dexterity among the workforce but also fosters personal and team growth.

Lastly, DITID is invested in strengthening UNRWA's cybersecurity measures and unlocking the organization's data potential. The department is geared toward developing capabilities in Business Intelligence and Artificial Intelligence, offering data-driven digital solutions for effective decision-making. Furthermore, DITID takes an active role in data protection, ensuring the safe storage and processing of sensitive refugee information. Through its dedicated "Innovation Labs," the department aims to continuously nurture an innovative culture within UNRWA, thereby contributing substantially to the agency's overarching goals.

## **VII. Information About Living Conditions at the Duty Station:**

*(Indicate briefly the main characteristics of the place of assignment)*

**The Hashemite Kingdom of Jordan is strategically located in the Middle East covering a diversity of landscapes. Jordan is bound by Syria to the north, Iraq to the northeast, Saudi Arabia to the east and south, the Red Sea to the south and Israel and the Palestinian National Authority to the west. The weather in Jordan is not too extreme. Summer is dry, with temperatures regularly reaching 35°C. The winter is colder with temperatures often dropping slightly below freezing.**

**Amman, the capital, is a peaceful city with over four million residents. People are friendly to visitors. Services in terms of banking, transportation, health and communications are easily available. Though Arabic is the official language, English is widely spoken among the majority of the population, especially in Amman. Road network is good both in terms of spread and quality of the roads. Public transportation in Amman is limited. Taxis are relatively cheap and easily available. There are a number of shopping malls, restaurants, gyms, and cinemas. A large variety of accommodation options can be found; however, internationals tend to live in certain neighbourhoods in which services and amenities are often found. It is worth noting that prices in Amman have generally increase in the past few years. There are no specific security threats. Amman is a very easy city in which to live; large, many amenities, very modern and serviced by an international airport with direct flights to most capital cities. According to the assessment of the UN Department of Safety & Security (UNDSS) Jordan is a family duty station.**

## **Approved by:**

Name:

**Kaan Cetinturk**

Title:

**CIO and Director, Information Management and Technology Department (IMTD)**

Duty Station:

**HQ Amman Jordan**

Agency / Unit:  
**UNRWA/IMTD**

**Submitted by:**

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Name:

**Hala Abdeen**

Title:

**IT Project Support Officer**

Duty Station:  
**HQ Amman Jordan**

Agency / Unit:  
**UNRWA/IMTD**

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