Terms of Reference (TOR): Senior Digital Transformation Expert

Entity:	Digital Transformation Office (DTO)
Division:	Strategy and Governance
Ministry:	Ministry of Education and Higher Education (MEHE), Republic of Lebanon
Position Title:	Senior Digital Transformation Expert
Reports to:	IT Transformation & Strategy Lead

1. Introduction & Strategic Context

The Ministry of Education and Higher Education (MEHE) is undergoing a comprehensive IT transformation, led by the Digital Transformation Office (DTO). As part of the **Output 3: Plan & Govern** initiative, the Ministry is conducting a foundational IT maturity assessment to modernize its technology landscape and align IT service quality with educational objectives. To translate the findings of this assessment into a sustainable reality, the DTO is engaging a **Senior Digital Transformation Expert**. This role is critical for bridging the gap between strategic recommendations and operational execution. The Expert will provide the high-level advisory and enablement support necessary to modernize MEHE's IT foundations, ensuring that technology serves as a true enabler for the Ministry's mission.

2. Role Purpose & Core Objectives

The Senior Digital Transformation Expert is an advisory and execution-enablement role responsible for architecting the transition from "As-Is" legacy states to "To-Be" digital models. This individual will focus on the post-assessment phase, driving the implementation of the strategic roadmap across critical IT domains.

The primary objectives for this role are:

- **Translate Strategy to Action:** Convert maturity assessment recommendations into prioritized, actionable digital initiatives.
- **Modernize the Operating Model:** Design and implement a modern IT operating model that supports agile delivery and user-centric services.
- **Lead Digital Enablement:** Provide expert guidance on enterprise architecture, digital governance, and capability building to ensure long-term sustainability.

- **Stakeholder Alignment:** Facilitate high-level engagement to ensure digital transformation initiatives are supported by Ministry leadership and integrated into departmental workflows.

3. Key Responsibilities

The Senior Digital Transformation Expert will focus on seven core pillars of the transformation, providing advisory support, structuring, and documentation as required:

A. Digital Strategy & Operating Model

- Define and refine the DTO's target operating model, including internal processes and interaction models with legacy departments.
- Develop the long-term digital vision and roadmap based on the IT maturity assessment gaps.
- Advise on the institutionalization of the DTO for long-term ownership of the SIMS ecosystem.

B. Enterprise Architecture & Tech Stack Governance

- Provide strategic oversight for the modernization of the School Information Management System (SIMS) and satellite applications.
- Establish architectural principles and standards to ensure interoperability, scalability, and security across the MEHE ecosystem.
- Review and validate technical proposals for infrastructure expansion and cloud readiness.

C. IT Governance & Risk Management

- Develop and implement governance frameworks for demand management, project prioritization, and resource allocation.
- Collaborate with the Strategy & Governance team to finalize IT policies (change management, data governance, and info-sec).

D. Service Management & User Experience (UX)

- Advise on the professionalization of the IT Service Desk, moving from reactive support to proactive service management.
- Ensure that digital service journeys are mapped and optimized for end-users (students, teachers, and administrators).

E. Capability Building & Cultural Change

- Develop capability-building plans to upskill MEHE staff in modern digital practices.
- Design communication and adoption strategies to support the cultural shift required for digital transformation.

Note: The responsibilities and deliverables outlined in this TOR are foundational. The DTO leadership may dynamically adjust the division's priorities and plans to ensure alignment with the Ministry's evolving strategic objectives and the **$2.7M UNICEF-MEHE Logframe**. The candidate is required to demonstrate flexibility and commitment as directed by the IT Transformation & Strategy Lead.

4. Key Foundational Deliverables

The following deliverables are expected to be produced iteratively in coordination with the IT Transformation & Strategy Lead:

1. **Digital Transformation Action Plan:** A detailed implementation roadmap derived from the IT Maturity Assessment results.
2. **IT Operating Model Blueprint:** Documented workflows, roles, and governance structures for the modernized IT function.
3. **Enterprise Architecture Standards:** A set of guiding principles and technical standards for current and future digital projects.
4. **Adoption & Enablement Framework:** Training materials, communication plans, and capability-building modules for Ministry staff.
5. **Quarterly Strategic Progress Reports:** High-level summaries of transformation milestones, risk mitigations, and alignment with the UNICEF Logframe.