**ANNEX A - TERMS OF REFERENCE**

**FOR**

**Digital Transformation Expert**

**Introduction**

Enterprise Georgia (EG), within the Relief and Recovery for Micro, Small and Medium Enterprises (MSMEs) Project supported by the World Bank (WB) intends to apply part of the loan proceeds for consulting services of a **Digital Transformation Expert,** who will operate under the World Bank MSMEs Project structure, while being functionally integrated with EG’s Growth Hubs network, within the **Micro-Entrepreneurship Development Department** at the Central Office.

The Project Development Objective for the Relief and Recovery for MSME operation is to provide relief to MSMEs and support their recovery, including by strengthening the enabling environment for access to finance.

**Project Description**

The Project will be implemented nationwide and will consist of four components:

Component 1 – Financial relief and recovery for MSMEs

Component 2 – Digital payments & financial infrastructure upgrading

Component 3 – Project management and Monitoring

Component 4 – Contingent Emergency Response Component

A substantial portion of the Project activities fall under Component 1. Component 1 will be implemented by EG, which is a governmental economic development agency operating under the Ministry of Economy and Sustainable Development of Georgia. It comprises of the following sub-components:

* *Sub-component 1.1* - micro-grants to finance working capital and fixed assets for micro and small firms.
* *Sub-component 1.2* - co-financing interest payments on loans underwritten by participating financial institutions (PFIs).
* *Sub-component 1.3* - partial credit guarantees for loans issued by PFIs.
* *Sub-component 1.4* - technical assistance for COVID-proofing and digitalization of MSMEs.

**Objectives of the assignment**

Subcomponent 1.4 of the Relief and Recovery for Micro, Small and Medium Enterprises (MSMEs) Project aims to support both the design and the provision of technical assistance to firms to adjust to the post Covid environment through the adoption of relevant managerial, digital, and other relevant practices and supporting the creation of a market for such services. The objective is to supplement the financial support under other subcomponents with technical assistance to address outstanding firm needs in key sectors, informed by stakeholder outreach.

This subcomponent will also aim to gauge the feasibility of establishing and eventually scaling the most relevant of managerial capability and digitization programs in the context of Georgia. It will also pilot activities aimed at creation of a local market for firm consultancy services.

In order to effectively provide support services mentioned above and ensure coverage and accessibility in all regions, EG will be developing Growth Hubs in all regional centres.

**Scope of Work of the Digital Transformation Expert**

The Expert will support the implementation of Subcomponent 1.4's digitalization component, ensuring alignment with EG’s strategic digital transformation agenda and Growth Hub service portfolio.

The Digital Transformation Expert will report to the Consulting Services & Business Skills Development Manager and coordinate closely with the Strategic Development Unit within EG’s M&E Department, as necessary, particularly on monitoring, reporting, and knowledge-sharing related to digitalization activities at the Central Office of Enterprise Georgia. The Expert will play a pivotal role in enabling digital transformation among MSMEs supported through the Growth Hub network. This includes conducting digital diagnostics, recommending tailored digital solutions, supporting implementation, and contributing to knowledge development across regions and sectors.

Key responsibilities include:

* Conduct digital maturity assessments to MSMEs identified through the Growth Hub’s diagnostics, analyze their existing digital maturity level, their business processes, assess the existing technological infrastructure, and identify opportunities and draft a tailored digitalization plan to recommend how to digitally transform their business operations based on their outstanding needs;
* Provide technical support to MSMEs during the rollout of selected digital tools and solutions, as defined by their digitalization plans;
* Contribute to building the capacity of Growth Hub staff and partner consultants to apply digital diagnostic tools and support MSMEs’ digitalization efforts;
* Identify and maintain a roster of credible technology vendors and digital service providers, in coordination with EG procurement and technical teams;
* Recommend appropriate technology platforms for individual MSMEs, considering their size, industry, and operational capacity;
* Develop and implement, and periodically update/improve methodologies for assessing digital maturity of businesses and contribute to the creation of sector-specific digital transformation roadmaps;
* Create and maintain a structured catalog of digital tools, platforms, and their providers available on the Georgian market;
* Collaborate effectively with project partners, internal teams, and external contractors to align on shared goals and work streams;
* Actively participate in the planning and delivery of educational and awareness-raising activities to promote digital literacy and transformation among current and potential beneficiaries;
* Engage proactively with MSMEs, responding to inquiries and providing follow-up guidance throughout the digitalization process;
* Monitor the adoption and effectiveness of digital solutions after implementation, and issue recommendations to ensure sustained impact;
* Participate in the development of content and input for project progress reports related to digitalization;
* Perform other related tasks within the scope of the assignment, as required to support the successful implementation of digital transformation initiatives within the project, and as assigned by management;
* Provide data and inputs on digitalization activities, indicators, and results to the Strategic Development Unit for inclusion in MSME Project monitoring and evaluation reports.

**Reporting and Deliverables**

The Digital Transformation Expert shall perform the above responsibilities continuously throughout the duration of the assignment, under the direction of the Consulting Services & Business Skills Development Manager. The specific deliverables include:

* Monthly contribution to project progress reports, including a summary of digital assessments conducted, tools recommended or implemented, and overall MSME engagement;
* Quarterly summary of digitalization results, including number of MSMEs assessed, number of digitalization plans developed, and key outcomes achieved, to feed into Subcomponent 1.4 reporting;
* Maintain and quarterly update a catalog of vetted digital tools and solution providers relevant for MSMEs;
* Documentation of digital maturity assessments and sector-specific roadmaps developed or updated during the reporting period;
* Reports on post-implementation monitoring, outlining the effectiveness and outcomes of deployed solutions;
* Individual Digitalization plans produced for each MSME undergoing digital maturity assessments;
* Other deliverables or briefings as requested by the Consulting Services & Business Skills Development Manager, related to the digitalization pillar of the Growth Hub project.
* Document and share case studies or success stories of MSME digital transformation to inform Growth Hub learning and communication efforts

**Facilities and Services to be provided by the Client:**

The Client shall provide office area and facilities, office equipment and communication necessary to carry out the services. The Client shall also provide all necessary information and documents for that purposes.

**Duration**

Consultant will be hired under the full time/time based one-year employment contract with the possibility of extension.

Contract will be extended on annual basis subject to satisfactory performance and agreement of parties of the contract.