

Procurement Notice

Assignment name: Senior eGovernment Expert for Support in developing Digital Transformation Strategy of Montenegro

Activity number: 19500 Senior eGovernment Expert for Support in developing Digital Transformation Strategy of Montenegro (In-Country Support Mechanism)

Background information on the Regional School of Public Administration (ReSPA)

The Regional School of Public Administration (ReSPA) is the inter-governmental organization for enhancing regional cooperation, promoting shared learning and supporting the development of public administration in the Western Balkans. ReSPA Members are Albania, Bosnia and Herzegovina, Macedonia, Montenegro and Serbia, while Kosovo*¹ is a beneficiary. ReSPA's purpose is to help governments in the region develop better public administration, public services and overall governance systems for their citizens and businesses, and prepare for the membership of the European Union.

ReSPA establishes close co-operation with ministers, senior public servants and heads of function in Member countries. ReSPA also works in partnership with the European Union, specifically Directorate-General for Neighborhood and Enlargement Negotiations (DG NEAR), other regional players such as OECD/SIGMA and Regional Cooperation Council (RCC), as well as agencies and civil society organisations. Since its inception, ReSPA, as an international organization and a key regional endeavour in Public Administration Reform, has contributed to capacity-building and networking activities through in-country support mechanisms, peering and the production of regional research material.

Section 2. Preparation of CVs and supporting documentation

2.1 Language of application:

The CVs (maximum 3 pages, Ariel 11) and supporting documentation shall be prepared in English.

2.2 The CVs should provide information on the qualifications and competencies of the applicant, her/his general track record and previous specific experience in similar assignments, as required by the Terms of Reference. The applicants should particularly state in their CVs:

- ✓ General professional experience;
- ✓ Specific professional experience, in line with ToR.

2.3 The required qualifications and skills: as per Terms of Reference

Section 3. Submission of CVs and supporting documentation

¹ * This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and ICJ Advisory opinion on the Kosovo Declaration of independence

3.1 The interested candidates are invited to submit a proposal consisting of the following documentation:

- ✓ Proposal: explaining their experience related to the subject and how they intend to respond to the assignment;
- ✓ Personal CV including experience in similar activities and particularly issues referred to under point 2.2 of this Procurement Notice;
- ✓ At least three contacts for references (name and position of referee, email address and phone number) which may be contacted by ReSPA. (NOTE: There is no need to submit reference letters; ReSPA will directly contact the referees).

3.2 The required documentation should be submitted in electronic format by e-mail to the following address: procurement@respaweb.eu by **7 May 2021** before 4 PM CET. Late submissions will not be considered for evaluation.

The application should contain in the e-mail title the following reference: ***19500 Senior eGovernment Expert for Support in developing Digital Transformation Strategy of Montenegro (In-Country Support Mechanism)***

Public servants from ReSPA Members and Kosovo* are not eligible to apply.

Selection 4. Evaluation of offers

4.1 The offer will be evaluated against the required qualifications, experience, skills and competencies as defined in the Terms of Reference.

4.2 The applicant securing the highest final ranking will be invited to submit a financial proposal (the financial proposal shall specify a total sum amount in EURO for expert's daily fee) and negotiate the contract. If negotiations are successful, the selected candidate will be awarded the contract. Should the negotiations fail; the next ranked candidate will be invited to negotiations.

Section 5. Final Considerations

5.1 The payment will be done in one instalment, as explained in the Terms of Reference, following the submission and approval of the deliverables.

5.2 The following document is attached to this Procurement Notice: Terms of Reference

5.3 ReSPA reserves the right to cancel this procurement procedure at any moment without any compensation to the applicants. The cost of preparing a proposal and negotiating a contract, including any related travel, cannot be reimbursed by ReSPA under any circumstances nor can ReSPA be held liable for it, regardless of the outcome of the procurement procedure.

5.4 Should you need any further clarifications to this procurement notice, please contact Ms Olivera Damjanovic, Programme Manager via e-mail: o.damjanovic@respaweb.eu, by **4 May 2021** (midnight), the latest. ReSPA will post the response, including an explanation of the query without identifying the source of inquiry, at its website (www.respaweb.eu) by **5 May 2021**.

Terms of Reference

Request for Services

Senior eGovernment Expert for Support in developing Digital Transformation Strategy of Montenegro

1. Background

The Regional School of Public Administration (ReSPA) is the inter-governmental organization for enhancing regional cooperation, promoting shared learning and supporting the development of public administration in the Western Balkans. ReSPA Members are Albania, Bosnia and Herzegovina, Macedonia, Montenegro and Serbia, while Kosovo^{*2} is a beneficiary. ReSPA's purpose is to help governments in the region develop better public administration, public services and overall governance systems for their citizens and businesses and prepare for the membership of the European Union.

ReSPA establishes close co-operation with ministers, senior public servants and heads of function in Member countries. ReSPA also works in partnership with the European Union, specifically Directorate General for Neighbourhood and Enlargement Negotiations (DG NEAR), other regional players such as OECD/SIGMA and Regional Cooperation Council (RCC), as well as agencies and civil society organizations. Since its inception, ReSPA, as an international organisation and a key regional endeavour in Public Administration Reform, has contributed to capacity-building and networking activities through in-country support mechanisms, peering and the production of regional research material.

The European Commission (EC) provides directly managed funds for the support of the ReSPA activities (research, training and networking programmes) in line with the EU accession process.

ReSPA works primarily through regional networks which operate at three levels: Ministerial, Senior Officials, and networks/working groups of experts and senior practitioners. There is one network – Programme Committee composed of the representatives of institutions in charge of PAR, Public Financial Management (PFM) and government policy planning and the European Integration (EI) coordination process and five Working groups: (1) Centre-of-Government Institutions; 2) Better Regulation; 3) Human Resource Management and Development; 4) E-Governance; and 5) Quality Management.

In-country mechanism is ReSPA activity that enables ReSPA members to apply for related expertise support. In the framework of the latter mentioned type of activity ReSPA is looking for Senior eGovernment Expert who would need to overview on situation in Montenegro concerning digital infrastructure, stakeholders involved and services in place, build or planned, prepare set of recommendations on methodology for realization of Catalogue of

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services, determine possible gaps and design shortcomings that may be obstacles for service delivery or further development of robust digital infrastructure, prepare simple implementation plan for selected services and set of recommendations and solutions that will improve ability for further service creation and optimization of whole digital ecosystem.

2. Description of the assignment

Ministry of Public Administration, Digital society and Media (MPA) is a state authority, established in December 2020. MPA is in charge of state administration, local self-government policies, e-government and cyber security and cooperation with NGOs. It participates in the preparation of regulations and policies related to e-administration, as well as other regulations related to the field of the information society. It monitors the implementation of the Strategy of Public Administration Reform and strategy related to digital transformation and information society.

In addition, MPA has been officially designated as the institution in charge of the reform of public administration and digital transformation of public administration.

The Ministry of Public Administration, Digital Society and media within the Government of Montenegro coordinates the process of development of the Digital Transformation Strategy (anticipated period 2022-2026 to be agreed). Besides, MPA is responsible for the cooperation with other ministries in creating an environment that will facilitate implementation of digitalization projects aimed at transforming public administration to become more open, transparent and accessible to citizens and the economy. Although Montenegro is relatively successful in this area, there are significant challenges and obstacles to this process, especially in terms of infrastructure improvements, development of new electronic services, coordination processes within public administration, further improvement of legal framework as well as mechanisms for involving all stakeholders who can contribute to the digital transformation process in Montenegro, especially in ICT and generally business sector.

Bearing in mind that the Government of Montenegro recognizes digitalization as one of the priorities in the development of Montenegrin society, respecting the processes that can effectively influence the improvement of quality and standard of living of Montenegrin citizens, the MPA as being formally in charge of the “digital domain”, has in 2020 started preparing the process to produce the Digital Transformation Strategy (Strategy) of Montenegro with operative outlook for 2022-2026 which will be proposed to the Government of Montenegro for adoption.

It should be emphasized that the goals of digital transformation as the overarching theme will be primarily defined by mentioned Strategy. They will comply with the goals and objectives of the new Public Administration Reform Strategy 2021-2025 in the area of e-Government, (service delivery) that is currently being drafted. Namely, these two strategies are concerned with comprehensive digitalization in the provision of public administration services, and will address the issues of the development of interoperability and of the identification of all relevant stakeholders in ICT and business sector and their cooperation in the area of e services delivery.

The key objectives regarding the digitalisation of public services as they have been defined in the Public Administration Reform Strategy 2016-2020 are still relevant but they will be

analyzed and redefined within the process of developing new strategy for the period 2021-2025.³

Senior eGovernment Expert being requested will assist the Ministry of Public Administration, Digital Society and Media (MPA) in developing the Digital Transformation Strategy for a longer period of time (to be agreed) with operative outlook for 4 years. The document needs to contain respective Action plan with indicators of progress.

The specific objective is to provide assistance in the process of drafting the Strategic document and Action Plan. For this purpose, Senior expert will also provide technical and organizational lead in co-ordination, facilitation of discussions between stakeholders, collections of inputs, analysis and recommendations for incorporating all relevant inputs provided by the MPA, MPA working group and other governmental bodies.

By “relevant inputs” are meant all information considered relevant either by MPA, other stakeholders or Expert as important or indispensable for producing the Strategy. They will consist of: updated legal documents, stakeholder analyses, sectoral analyses, specific documents from the area of e government and e services, produced prior to this action or during its preparations stage. All comments and opinions given to Expert within the process of outlining the Strategy will be considered inputs to be discussed and/or included.

The expert should lead the integration of the agreed recommendations as well as all key findings and identified critical issues from the documents that are being prepared by MPA or/and other governmental bodies such as: Digital maturity study, Analysis of legal and institutional framework for removing barriers for digital transformation and State of art of Infrastructure and proposal for organisational and technical improvements. Expert is going to include the results and recommendations coming out of the evaluation of the previous Strategy of Information Society as well as of analysis of the implementation of PAR strategy (part on service delivery improvement.). Where it is appropriate in the Framework or draft of the Strategy recommendations for digital transformation strategy from previous expert assistance provided through ReSPA In Country in 2020 will be used or inserted.

Senior expert will provide support in presenting the final draft to governmental bodies responsible for the development and adoption of the strategic document. The Expert will work in close cooperation with the representatives of MPA and appointed MPA Working group and project management structure. The key structure and content of the document should be agreed between Senior expert, MPA working group, and PM structure, and approved by MPA. The MPA will host and coordinate overall process of development of the Strategy. The MPA will, within legal procedure, propose the final proposal of the Strategy to the Government of Montenegro for adoption.

The expert will be leading the process of development of Strategy for Digital Transformation in technical aspect and in organisational aspect. In this process he/she is expected to support Ministry of Public Administration and the Government of Montenegro to put in place an effective provision of e-services and transformation of business processes in public administration in Montenegro regarding digitalization and e-government process.

³ Objectives 4.2.1 – Improved efficiency, effectiveness and satisfaction of citizens with the quality of administrative services provided, 4.2.2. Ensure interoperability of registers and availability of registry data for users and o 4.2.3. The eGovernment portal is a unique point of access to electronic services offered by high-level government bodies degree of customer experience and customer satisfaction.

It needs to be ensured that the Strategy encompasses the framework for removing barriers for digital transformation, state of art of Infrastructure and proposal for organisational and technical improvements. Also, expert is expected to recognize innovative solutions that should be embedded in the Strategy as well as to propose the development of digital management modelling to achieve a successful digital transformation process. Defined strategic goals need to enable faster and more efficient transformation of the economy, changes in the organization and the way of traditional business using digital technology and application of new business models, with the goal of improving organizational performance. In order to ensure participation of all, the Expert will facilitate the work of the MPA Working group at all stages of developing the strategic document. He/she will support the MPA or/and MPA working group in presenting the Strategy to different governmental bodies responsible for adoption of legal documents prior to its adoption when required.

It is important to stress that Expert will facilitate internal and external consultations with all stakeholders. The expert will work closely with project management structure and relevant contact persons in MPA, including members of the established MPA working group. Based on, by MPA or MPA Working group, agreed coordination in terms of topics, tasks and designated persons for communication, the Expert will communicate with the involved stakeholders about the findings and specific outcomes coming out of the process of developing the Strategy. The communication and collection of inputs based on it, will be primarily made with Ministry of Economy but will also refer to other interlocutors indicated by MPA and MPA Working group such as businesses, governmental, non-governmental institutions, external consultants and international donors who support digital transformation.

Senior expert's role is thus focused on leading the whole process of realization of the strategic framework and of drafting Strategy document with accompanying Action Plan, with relevant measurable indicators.

3. Tasks and responsibilities

The Expert shall conduct the following:

- 1) Define and present to MPA and MPA Working group Plan of development of Strategy (Plan) which will include: activities and timelines, defined way of work, proposed management approach, identified stakeholders, proposed consultation process and Framework of strategic document. Adjustments to the Plan need to be included upon comments from MPA and Working group (*5 working days*)
- 2) Propose initial meetings with identified stakeholders to discuss Framework of Strategy. Prepare agenda and facilitate meetings, collect initial inputs and comments and incorporate them into the Framework. Discuss the potential risks and agree on mitigations measures. (*2 working days*)
- 3) Present the adjusted Framework and progress in work to MPA. (*2 working days*)
- 4) Support MPA to present the Framework and progress in work at different media or other events as required. (*2 working days*)
- 5) Provide support in gathering additionally needed data as relevant inputs. (*2 working days*)
- 6) Identify and propose for integration into the draft of the Strategy all critical issues from the documents that are being prepared by MPA and other governmental bodies such as: Digital maturity study, Analysis of legal and institutional framework for removing barriers for digital transformation, State of art of Infrastructure and proposal

for organisational and technical improvements, results and recommendations coming out of the evaluation of the previous Strategy of Information Society as well as of analysis of the implementation of PAR strategy (part on service delivery improvement). *(3 working days)*

- 7) Prepare agenda and facilitate meetings with all stakeholders including Ministry of Economy as presented and agreed in the Plan, prepare minutes from these meetings and share them with participants, MPA and MPA Working group. *(4 working days)*
- 8) Facilitate the work of the MPA Working group established by the MPA for the entire time of developing the Strategy. *(3 working days)*
- 9) Together with MPA Working group and MPA project management persons draft the Strategy and Action Plan as per agreed Framework with MPA working group (with special part in the Strategy dedicated to development of precondition for ICT sector development with assessment of the impact on the economy -Ministry of Economy)", support in presenting first draft of the Strategy and Action plan to MPA, MPA Working group and stakeholders as previously agreed, collect all comments out of these presentations. *(14 working days)*
- 10) Together with MPA Working group and MPA project management persons incorporate comments and opinions into the final draft of the Strategy as agreed with MPA working group. *(1 working day)*
- 11) Provide support the MPA and MPA working group in presenting the Strategy to different governmental bodies responsible for adoption of legal documents prior to its formal adoption. *(2 working days)*
- 12) Preparation of the input for the report for ReSPA with recommendations for future regional activities. *(1 working day)*

The Expert shall take into considerations the comments and suggestions received from ReSPA staff if sought by MPA.

Total number of days is up to forty-one (41) working days.

4. Necessary Qualifications

The Expert shall possess the following profile:

Qualifications and skills:

- At least BsC degree in Human Resource Management, Social Sciences, Public Administration, or other related fields;

General professional experience:

- Minimum 10 years of professional experience in the field of digitalization and public administration reform;
- Minimum 10 years of professional experience at leading / managerial positions with responsibility for digitalization in developing and implementing reforms in public sector.

Specific professional experience:

- Knowledge and experience in the field of digitalization and public administration reform; knowledge of digital technologies,

Skills:

- Team work;
- Training skills and moderation skills;
- High presentation skills;
- Excellent written and oral communication skills in English;
- Ability to write clear and coherent analytical and strategic documents;
- Ability to work with people of different nationalities, religions and cultural backgrounds

5. Timing and Location

The assignment foresees work from home and on the site Montenegro (to be agreed with final beneficiary). The assignment will be realized during May – December 2021. The assignment will require up to up to forty-one (41) working days.

6. Remunerations

The assignment will require up to up to forty-one (41) working days. The payment will be done in two instalments:

- 1st instalment will be made after realization and validation of deliverables related to Tasks 1-8.
- 2nd instalment will be made after realization and validation of deliverables related to Tasks 9-12.

Note: No other costs will be covered apart from the expert cost per day. The expert cost per day comprises of expert's fee per day and a lump sum for covering related costs which include, travel, accommodation, local transport, meals and other incidentals. ReSPA reserves the right to change the timing and volume of the assignment and will timely inform assigned expert if such changes occur.

7. Reporting and Final Documentation

The Expert will be requested to deliver the following documents before the payment is conducted:

Outputs

- All the foreseen activities and outputs as described in the Tasks and responsibilities.

Documents required for payment

- invoices (original and signed);
- Timesheets (original and signed);
- Report.