

## Procurement Notice

*Assignment name: **Senior Expert in e-Government (Expert 1) and Senior Expert in e-Government (Expert 2)***

### **Activity number: 19200 In Country Support for Bosnia and Herzegovina**

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\*<sup>1</sup> 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

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<sup>1</sup> \* 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

### **Section 3. Submission of CVs and supporting documentation**

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](mailto:procurement@respaweb.eu) by **26 April 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:

***19200 Senior Expert in e-Government (Expert 1) – In-Country Support for BiH***

***or***

***19200 Senior Expert in e-Government (Expert 2) – In-Country Support for BiH***

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](mailto:o.damjanovic@respaweb.eu), by **21 April 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](http://www.respaweb.eu)) by **22 April 2021**.

## Terms of Reference

### Senior Expert in e-Government (Expert 1) and

### Senior Expert in e-Government (Expert 2)

*“Best practice and knowledge transfer for Key service delivery enablers in B&H”*

#### 1. Background

The Regional School of Public Administration (ReSPA) is the inter-governmental organisation 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 cooperation 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 organisations. 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. So far, three EC Grant Contracts (GCs) have been implemented by ReSPA during the period 2010-2015. The current EC grant CN 2019/ 405 139 supports the implementation of the activities required for contribution to the achievement of the three strategic objectives during the period 2019-2021.

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-

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<sup>2</sup> \* 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

Government Institutions; 2) Better Regulation; 3) Human Resource Management and Development; 4) E-Government and 5) Quality Management.

ReSPA supports its members through its mechanisms of support, and one of them is the in-country support mechanism. This mechanism addresses the specific needs of ReSPA Members, supporting public administration reforms in the areas covered by the ReSPA Programme of Work.

These Terms of Reference (ToR) refers to the request submitted to ReSPA by the Public Administration Reform Coordinators Office of Council of Ministers of Bosnia and Herzegovina. (PARCO) that requested the support in the knowledge transfer regarding key service delivery enablers in Bosnia and Herzegovina.

## 2. Description of the assignment

The Public Administration Reform in BiH Coordinator's Office (PARCO) in Sarajevo, BiH, is a driving force of the public administration reform in BiH, and its most important role is to coordinate reform activities between Council of Ministers, entity governments and government of Brčko District, closely cooperating with the Delegation of European Commission in BiH.

In close coordination and cooperation with representatives from other administrative levels in B&H, PARCO Office has developed latest PAR strategy framework, and governments on all the level, Council of Ministers of BiH (CoM BiH), Federation of BiH (FBiH), Brcko District of BiH (BDBiH), and earlier and Republika Srpska (RS) S in 2020) have adopted the Strategic framework for Public Administration Reform with its Action plan for period 2018-2022. Based on previous and this strategic document, the PARCOe coordinates, directs and follows the public administration reform, in order to make its improved organizational structure, capable to implement the entire process of European integrations of BiH.

Since 2006, with adoption of the first PAR Strategy and corresponding Action Plan, B&H is strategically streamlined to achieve better organized and better functioning Public administration. Despite efforts of all levels of government and the results achieved so far, there are tendencies to slow down the reform process. Organized around key strategic pillars, PAR strategy initially included IT area with understanding that introducing the modern Information technologies in public administration with necessary institutional changes and by building IT human capacities will improve the overall picture of public administration. It was considered that 12+8 key eservices for business and citizens will significantly improve the perception of interaction with public administration institutions. Based on that strategic document responsible institutions and agencies implemented many projects and activities aimed to fulfil all the strategic goals.

Manny flaws and inconsistencies recognized in previous period were tried to be improved in new Strategic Framework for PAR 2018-2022, which was adopted by governments from all administrative levels in B&H<sup>3</sup>, ("it is high time for the BiH governments to start designing and

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<sup>3</sup> Action Plan for implementation of Public Administration Reform Strategy Framework 2017-2022 is accepted by Thematic working group for Service delivery on a technical level and Joint working group in June 2020. The Federation of B&H entity government adopted the Action plan on 8th of October 2020, and Republica Srpska

delivering citizen and business oriented services, starting with the adoption of the envisioned strategy and respective action plans.”)<sup>4</sup>, user centricity was introduced, with user feedback mechanism enabling the establishment of services more oriented towards real user needs.

Corresponding Action plan for Strategic Framework of PAR 2018-2022 was adopted on the BiH level on 16 December which meant final adoption by all government administrative levels in B&H.

In new PAR strategic document focus in Service delivery area is set up around better accessibility of administrative services, where is necessary to establish key digital service delivery enablers based on common EU standards.

Regarding Key Service Delivery Enablers, in the previous period there were some pilot activities, such as e Payment services, but many activities are newly introduced in the existing PAR Action Plan. Since these activities are very complex and request clear position and conceptual understanding from all included stakeholders, it is of the biggest importance to introduce proper know-how and to present best practice methodology for later implementation of all the necessary activities.

During the development of Action plan for PAR 2018-2022, representatives from Thematic working group on Service Delivery, clearly stated that before actual start of the implementation of the activities related to Key Service Delivery Enablers, *there should be thorough consultations between the institutions, that would be supported and moderated by experts experienced in introducing of these systems in other country.* Such approach at an early, pre-implementation phase, would prevent all the inconsistencies in projects implemented later, would provide better coordination from the beginning and would bring more recognizable results.

Since all the administrative levels representatives (Council of Ministers of BiH, governments of both entities and Brcko District of BiH) through PAR process, agreed about the need that immediate “preconditions” activities take place, *it is crucial to provide synchronised approach in the pre-implementation phase of action required here and such an approach would prevent silos effects. At the same time, such synchronised approach will set up stage for more coordinated implementation and coherent results.*

If governments on different administrative levels in BiH start with implementation of Key Service Delivery Enables as preconditions, without clear knowledge of each other’s action in this same field, selection of standards, accepted concept, etc. the implemented projects will never result in good quality e-services, with consequence that interoperability will be of a high cost, or improbable and impossible at all.

These preconditions are at the same time defined in Action Plan of the BiH Public Administration Reform Strategic Framework (AP PARSF) 2018-2022 at levels of activities in Service delivery area. The corresponding Measure and activities are defined in AP in the following way:

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entity government adopted AP on 19th November 2020 and BiH Council of Ministers adopted it on 16th December 2020.

<sup>4</sup> <https://www.respaweb.eu/11/library#quality-in-pa-and-services-7> Respa Comparative Study on Service Delivery p. 96;

“Measure 4.2. Improvement of service accessibility through different communication channels

Activity 4.2.4.1 Fulfil the necessary preconditions and establish e service building blocks.

1. Establishment of service catalogue;
2. Establish and strengthening of the Shared Service centres at each administrative level in B&H;
3. Establishing of the following services:
  - a. e Payment;
  - b. CA (Certification authorities);
  - c. GSB-Government service bus (Including the upgrade of service bus with Meta-register);
  - d. e Mailbox;
  - e. e Government cloud (data classification);”

The requested experts shall present best practice cases from countries where all the above mentioned systems are successfully introduced. They will transfer knowledge and general understanding from these cases to the staff from B&H institutions (from all administrative levels), and in consultation with regional institutions (like ReSPA and SIGMA) about best practice examples in the region, experts will recommend the best steps ahead. Several consultation events should be held with other stakeholders (NGO, IT companies etc.) for establishing the broader awareness for introducing of these systems. At the end of expert's engagement, they will deliver a roadmap containing all the necessary steps ahead to introduce all the listed preconditions as service delivery enablers.

Expertise provided needs to follows structure defined in Action plan consisting of 3 topics:

- ✓ Service catalogue;
- ✓ Shared service centres;
- ✓ Supporting e services blocks group.

All the deliverables and results need to maintain necessary linkage between topics when it is reasonable to do so.

The required experts' will throughout provision of their support will keep the focus on how the measures and actions are defined in the Action Plan of PARSEF,, and particularly the *key service delivery enablers to be at later stage implemented in more coordinated and more similar structure manner by all levels of governance and administration in BiH*. The complex administrative nature in B&H requires that technical building blocks needs to be interoperable and have proven usage records in other countries.

At the beginning of expert engagement, PARCO will invite representatives and officials from key institutions to participate in consultation and work with experts. They will represent *Working group for this action* and will work closely with experts to produce the best quality results. This group will primarily be consisted from following institution officials: PARCO, Ministry of transport and communication B&H; IDDEEA; Service for maintenance and development of electronic business and "e-government" of Secretariat General, Council of Ministers B&H; Ministry of Transport and Communication FB&H; Sector for IT of Secretariat General FB&H Government; Ministry of Justice FB&H; Ministry of Scientific and Technological Development, Higher Education and Information Society of RS; Ministry of Administration and Local Self-Government RS; Sector for IT of Secretariat General RS Government; Office of PAR Coordinator BD B&H; Department for Informatics BD B&H. At later stage if determined necessary experts in coordination with PARCO can broaden the scope of included and consulted institutions. Within the consultation meetings of experts this list will be extended.

This needed action of establishing the preconditions will be an introductory phase of implementation of service delivery building blocks. Based on strong commitment of all the parties included, PARCO in coordination with all stake-holders from various administrative levels in B&H proposed these precondition activities for IPA III financing. Since representatives of EU Delegation in B&H were providing strong support for developing and adopting of SFPAR, they were also briefed about this specific situation in Service delivery part and necessity for precondition activity as service delivery enablers.

Within the engagement of experts in this assignment it is envisaged that both experts will work and cooperate with representatives from following institutions in BiH: PARCO, Ministry of transport and communication B&H; IDDEEA; Service for maintenance and development of electronic business and "e-government" Secretariat General, Council of Ministers B&H; Ministry of Transport and Communication FB&H; Sector for IT Secretariat General FB&H Government; Ministry of Justice FB&H; Ministry of Scientific and Technological Development, Higher Education and Information Society RS; Ministry of Administration and Local Self-Government RS; Sector for IT Secretariat General RS Government; Office of PAR Coordinator BD B&H; Department for Informatics BD B&H. Expert can if needed also consult regional institutions like ReSPA or other institutions from country or region, and institutions like SIGMA, OECD and similar.

**With this document, ReSPA is seeking for two Senior experts who would provide transfer of knowledge about successful introduction of Key Service Delivery Enablers as prerequisites for delivering of e public services in BiH.**

### **3. Tasks and responsibilities**

At the beginning of expert engagement, PARCO will invite representatives and officials from key institutions to participate in consultation and work with experts. They will represent Working group for this action and will work closely with experts to produce the best quality results

PARCO will coordinate and communicate with representatives from B&H institutions and will assure close coordination and cooperation with entity PAR coordinators. PARCO will actively participate by coordinating all the parties involved and those representing B&H institutions.

When necessary this can include communication, official invitation, hosting the online events, and consultations, all in order to establish a proper know-how transfer to B&H institutions.

In case of necessity for on-site events it will provide meeting room up to 12 persons and will be responsible for events schedule and invitations.

The two Senior Experts will work in collaborative manner and each will perform the tasks listed below in a sequence that enables using of the findings from each other work uninterruptedly. Expert 2 will lead regarding assignments as follows:

-approval of the combined findings in Situation Analysis and approval of the draft and final draft of the Situation Analysis;

-draft of the Comparative analysis and its presentation;

-drafting the Roadmap;

-presentation of Roadmap (including the presentation of the findings from Situation Analysis and Comparative analysis).

**The total number of days needed for the engagement of two Senior experts for this assignment is up to 55 working days<sup>5</sup> (plus up to 2 working days for preparation of the report for ReSPA with recommendations for potential future regional activities).**

**Expert 1 will be engaged for the duration up to 16 working days.**

**Expert 2 will be engaged for the duration up to 39 working days.**

**1) Senior Expert 1 (16 days total):**

**1.1.Situational analysis (11 working days)**

**Desk research-developing Situational analysis** - 7 working days (institutional, organizational, infrastructure and legislative) of all administrative levels in B&H in the context of planned Key Enablers for Service Delivery. This analysis should contain “as-is” chapter with all the relevant aspects included, and gap or to-be part, with recommendations based on findings in the country and conclusions from Best-practice analysis.

**Situational analysis – infrastructural aspect** – 4 working days

The expert will analyse the existing infrastructural aspect to prepare input into Situational analysis as the “as is” chapter for all topics combined: Service catalogue topic, Shared service centers topic and Supporting e services blocks topic.- 1 day.

The expert will combine findings with those of Expert 2 for drafting “to be” chapter. i.e. recommendations regarding:Service catalogue topic, Shared service centers topic and Supporting e services blocks topic -3 days.

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<sup>5</sup> ReSPA can allocate one additional day to the total number of the requested working days in order to allow the Expert to consolidate the pre-approved evaluation form(s) and report for institution and report for ReSPA on the outcomes.



The methodology for developing Situation analysis will comprise of desk research (approx. 7 days) and direct contacts, i.e., semi structured interviews with relevant institutions across BiH as indicated by PARCO or/and as per personal preferences.(approx. 4 days).

The draft of the Situation analysis is to be approved by Expert 2 before presentation.

### **1.2. Two Online workshops (2 working days)**

#### **Up to two online workshops to present the findings from Situation analysis.**

Online workshops will be used for the presentation of the draft of Situation Analysis to the Working group. Expert will collect comments and incorporate those agreed at the workshops. Upon this presentation and consultations the Expert will draft final Situation analysis and hand it over to Expert 2 for approval. After the approval obtained, Expert 1 will submit final draft to PARCO.

### **1.3. Two online workshops (3 working days) together with Expert 2**

At least two online workshops-consultations with the findings from Situation Analysis will be presented to relevant stakeholders. Expert 1 will present final draft of the Situation analysis alongside Expert 2 who will present findings from Comparative analysis. Online workshops will be held with:

- one workshop (of two days duration) for the presentation to B&H Institutions representatives
- one workshop of (one day duration) for the presentation for NGO/IT industry and IT associations representatives –one day.

PARCO will recommend the participants of both workshops, while both experts can add other interested parties.

The aim of these workshops will be to provide the information about the Situation analysis, as well as to get feedback and comments for the Comparative study.

## **2. Senior Expert 2 ( 39 days)**

### **2.1. Comparative Best practice analysis Desk research - (17 working days)**

This document will present at least two best practices recognized as successful by relevant benchmarks for each precondition topic in two regional countries, and at least two EU states excellent practices in related field, with successful practice in adopting current and trending EU standards.

### **2.2. Input for Situation analysis - recommendations regarding infrastructural aspect (8 working days)**

The Expert will provide specific inputs for “to be” i.e recommendations chapter in the Situation analysis regarding only main legislation and main organisational aspects while the recommendations regarding infrastructural aspect in relation to Service Catalogue topic and

Shared service centers topic, will be based on the collection of the information obtained while drafting the Comparative analysis. .

The methodology for collection of information will be through direct contacts, i.e semi structured interviews or consultative talks with institutions across BiH.

The Expert 2 will approve combined findings with Expert 1. and approve final draft of Situation Analysis.

### **2.3.Two online workshops (3 working days) together with Expert 1**

At least two online workshops-consultations will be held, and Lead Expert 2 will present findings from Comparative analysis. Findings will be presented and all the feedbacks and inputs collected. Online workshop will be held as:

- one workshop (of two days duration) for the presentation to B&H Institutions representatives
- one workshop (of one day duration) for the presentation for NGO/IT industry and IT associations representatives

The aim of these workshops will be to get feedback and comments for drafting final Comparative study that will be submitted for acceptance to PARCO (work of Expert 2) and to provide the information about the Situation analysis (work of Expert 1).

### **2.4. Roadmap preparation and consultations (9 working days)**

Based on the consultations held at online meeting (2.3) and comments on the both analyses collected, the Expert 2 will prepare Roadmap and consult operational level of stakeholders in BiH indicated by the Working group. Expert can consult the relevant professionals or institutions from the region.

### **2.5 High level meeting – drafting Agenda and presentations of Roadmap (2 working days)**

Expert will draft Agenda for High level event that will be organised by PARCO. The Expert will present main findings from analyses and Roadmap with expected results and benefits to higher level officials who will be invited to this event by PARCO.

## **4. Necessary Qualifications**

The Experts shall possess the following qualifications:

### **Expert 1:**

#### **Qualifications and skills:**

- At least Master of Science in Computer Sciences, Law, Economy, Social Sciences, Business Administration, Public Administration or Software developer/IT administrator (certificate in the area);

#### **General professional experience:**

- At least five years of the active engagement as a Software developer/IT administrator;
- Specific professional experience:  
Analysis of sectoral laws, policies and practice.
- Skills:
  - Teamwork;
  - Ability to write clear and coherent analytical documents and to present the findings;
  - Fluency in the Bosnian/Croatian/Serbian Language as well as English Language;
  - Ability to work with people of different nationalities, religions and cultural backgrounds.

## **Expert 2**

### Qualifications and skills:

- PhD of Science in Computer Sciences, Social Sciences, Business Administration, Public Administration or Software developer/IT administrator (certificate in the area);

### 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 developing in the context of reform processes in public sector;

### Specific professional experience:

- Experience and knowledge of EU digital policies and projects and work of international organizations;
- Experience in analysis of (robust) digital infrastructure;
- Experience in introducing and management of cloud technology, big data and general new technologies;
- Experience in transformation of organisational culture and relationships with citizens in service delivery process;

### Specific professional experience:

- IT development for Public Administration

### Skills:

- Team work;
- Training skills and moderation skills;
- High presentation skills;
- Fluency in the Bosnian/Croatian/Serbian Language as well as English Language;
- Ability to write clear and coherent analytical documents and to present them;
- Ability to work with people of different nationalities, religions and cultural backgrounds

## 5. Timing and Location

- The assignment foresees work from home and on location, Sarajevo, Bosnia and Herzegovina. Due to the pandemic situation “in person” (face to face) meetings/workshops could be held online or in hybrid model. The assignment will be performed from **May to August 2021**.

## 6. Remunerations

The assignment foresees **up to 16 (sixteen)** working days for the Expert 1, plus up to one (1) working day for reporting, i.e in total up to seventeen (17) working days.

The assignment foresees **up to 39 (thirty-nine)** working days for the Expert 2., plus up to one (1) working day for reporting, i.e. in total up to forty (40) working days.

The payment will be done in two (2) instalments.

- The first instalment will be transferred on completion of the activity 1.1 and 1.2. for Expert 1, with approved Situation analysis (13 days); and on completion of activity 2.1., 2.2. and 2.3. with finalised Comparative study accepted by PARCO, for Expert 2. (25 days)
- The second instalment will be transferred on completion of the activities 1.3 for Expert 1 (3 days), and on completion of activity ,2.4. and 2.5 for Expert 2 (14 days);

Note: No other costs will be covered apart from the expert cost per day.

## 7. Reporting and Final Documentation

The Expert 1 and Expert 2 will be requested to deliver the following documents before the payments are conducted:

### **Outputs**

- Proofs of approved Situation Analysis, accepted Comparative Analysis and the Roadmap as presented at the High Level final event.

***Documents required for payments:***

- Invoice (signed original);
- Timesheets (signed original);
- Report approved by the host institution and ReSPA.