

*Terms of Reference*

*Expert for supporting the further development of the Learning  
Management System of the National Academy of Public Administration of  
Serbia*

## **1. Background**

The Regional School of Public Administration (ReSPA) is an 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, Montenegro, North Macedonia and Serbia, while Kosovo\* is a beneficiary. ReSPA's purpose is to support governments in the region develop better public administration, public services and overall governance systems for their citizens and businesses and prepare for membership in the European Union.

ReSPA establishes close cooperation with Ministers, senior public servants and heads of units in Member countries. ReSPA also works in partnership with the European Union, specifically Directorate General for Neighbourhood and Enlargement Negotiations (DG NEAR), other regional actors such as OECD/SIGMA and Regional Cooperation Council (RCC), as well as agencies and civil society organizations. 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 on-demand support mechanisms, peering and the production of regional research materials.

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 senior civil servants representing the ministries responsible for the Public Administration, ministries of Finance, and institutions in charge of the European Integration process coordination of the ReSPA Members and four regional thematic groups: (1) Policy planning, better regulation and coordination of Centre of Government, (2) European integration and accession negotiations; (3) Human Resources Management and Professional Development; (4) Service Delivery (digitalization and quality management).

The "On-demand support mechanism" is ReSPA's instrument that enables ReSPA Members to apply for and receive external expertise support. In the framework of the latter-mentioned type of instrument, ReSPA is looking for the expert in supporting the development of the additional LMS modules, including recommendations for the development of software solutions with concrete specifications.

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\* 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.

## 2. Description of the assignment

As a central training institution, NAPA is responsible for wide target groups including civil servants on central and local levels and employees in all public administration bodies in Serbia. Serving as a central capacity building and training institution, NAPA functions with the aim to position itself as a modern and efficient institution that works on building the foundations of modern and efficient public administration. Since its establishment, NAPA used modern instruments and tools in its work and started developing the Learning Management System platform for online and offline learning available to all employees in the public administration, with the support of ReSPA. NAPA saw online training as the only sustainable solution in training a large target group and therefore developed its own LMS that enables flexibility of time and space, individualized learning of participants, diverse educational material, interactivity in communication, possibilities of measuring the effects of learning and reduced costs during the implementation of training. From the beginning, it was clear that regardless of the relatively high costs for the development of e-training, in the long run, creating such a platform will reduce the overall costs of organizing training at the National Academy. Currently, more than 20,000 civil servants are registered on the LMS, who have access to webinars, online self-paced courses, short video materials, and numerous other training materials, which they can access at any time according to their needs.

Considering that LMS is a modern software instrument, it is necessary to constantly improve it to be able to keep up with IT trends and requirements and make new types of learning available to users. **Therefore, NAPA aims to develop a screening analysis of user requests and work processes with recommendations for the development of software solutions with concrete specifications**, in regard to developing additional LMS modules in the second phase. Additional LMS modules would concern 1. digitalization of the internal competition process, 2. digitalization of the process of creating all training programs, and 3. software solution for interactive and dynamic overview and user access to the entire NAPA training offer. The creation of these additional modules would complete the process of linking the LMS with the key functions of professional training performed in NAPA. On the other hand, it is a very significant fact that in this way key data on NAPA trainers, as well as data on training participants which currently cannot be collected, would be consolidated in the LMS. Connecting data from existing and new modules would enable a superior system of planning, implementation, and communication with users, as well as a basis for the future use of artificial intelligence models.

The purpose of this activity is to provide expertise for the development of screening analysis of user requests, existing and supplementary work processes in regard to developing additional LMS modules, as well as recommendations for the development of software solutions with concrete specifications. The screening should give a clear picture of additional modules that NAPA has a need for as a part of LMS to complete the process of linking the LMS with the key functions of professional training performed in NAPA. Connecting essential data from existing and new modules would enable a superior system of planning, implementation, and communication with users through LMS, as well as a basis for the future use of artificial intelligence models. Additional LMS modules would concern 1. digitalization of the internal competition process, 2. digitalization of the process of creating all training programs, and 3. software solution for interactive and dynamic overview and user access to the entire NAPA training offer.

With this ToR, ReSPA is seeking for Expert who would support NAPA in conducting the below-stated activities. The expert will be supported by NAPA staff members in conducting this assignment.

### 3. Tasks and responsibilities

The assignment will include the tasks and responsibilities stated below for a duration of up to **20 (twenty) days**:

- Conduct analysis of the current processes in LMS: (10 days)
  - Checklist and documentation flow
  - Publication of training
  - Package of documents Before training
  - Document Package Prior to classroom training
  - Data for the contract and data on the implementers
  - Test import
  - Training Expectations
  - Package of documents For participants
  - Confirmation of registered participants
  - Package of documents - For coordinators
  - Package of documents - For the implementer
  - Post-training material placement
  - Record of attendance and successful testing of participants after classical training
  - Creation of a report on the attendance and success of testing participants after the webinar
  - Package of documents - For finances
  - Package of documents - For users
  - Webinar recording
  - Overcoming problems during participants' testing
  - Overcoming session start link timeout issues
- Produce a document describing all LMS processes and make a proposal for improvement/automation of the processes. (2 day)
- Prepare a proposal for the development of new modules with the aim of digitizing the process of implementation and recording of training that has not been digitalised. Additional LMS modules would concern 1. digitalization of the internal competition process, 2. digitalization of the process of creating all training programs, and 3. software solution for interactive and dynamic overview and user access to the entire NAPA training offer. The document should specify and describe in detail the processes of implementation and records of training that have not been digitized and the technical specifications for these processes. (6 days)
- Conduct analysis of NAPA Operating Procedure Standards in the implementation and recording of training and prepare a document containing a proposal for the improvement of the NAPA Operating Procedure Standards in the implementation and recording of training and proposals for the use of tools for easy maintenance of these procedures. (2 days)

Before the assignment starts to be implemented, NAPA shall confirm how many and which processes will be screened. All of the activities foreseen to be implemented by the Expert will be supported by the National Academy for Public Administration (especially the IT Unit/Office) to successfully complete the project. NAPA will provide office space, an existing database, and input for all segments of the assignment. The NAPA team will work together with the Expert on this assignment and will provide all necessary information.

The Expert shall liaise directly with ReSPA and take into consideration the instructions received beforehand. The final product will be subject to approval from both NAPA and ReSPA before the payment is executed.

## 4. Necessary Qualifications

The Expert shall possess the following profile:

### Qualifications and skills:

- At least BSc Degree in Information Technology, ICT, Computer Science, Information Science or equivalent;

### General professional experience:

- At least 10 years of experience working in the private or public sector.

### Specific professional experience:

- At least 5 (five) years of experience in developing complex IT systems and integration of IT solutions.
- At least 3 (three) years of experience database design, business process modelling, system analysis, and object modelling.

### Skills:

- Written and oral communication skills in English;
- Ability to write clear and coherent guidance documents;
- Ability to prepare and deliver well-structured presentations;
- Ability to work with people of different nationalities, religions, and cultural backgrounds.

## 5. Timing and Location

The assignment foresees preparation work from home/office and implementation in the field. The assignment is expected to be tentatively performed from **July to October 2023**.

## 6. Remunerations

The assignment foresees engagement of up to **20 (twenty) expert days** in the amount of **up to 9.000 EUR**.

The payment will be done in one installment upon completion of the assignment. The final outputs will be subject to approval from ReSPA before the execution of the payment.

**Note:** No other costs will be covered besides the expert cost per day. The expert cost per day comprises of expert's fee per day and (if needed) a lump sum for covering related costs which include, travel, accommodation, local transport, meals, and other incidentals.

## 7. Reporting and Final Documentation

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

### ***Output***

- Document describing all LMS processes with a proposal for their improvement/automation
- Proposal for the development of new modules
- Proposal for the improvement of the NAPA Operating Procedure Standards

### ***Documents required for payment***

- Invoice (signed original);
- Timesheets (signed original);
- Final report in the English language on the conducted assignment, main achievements, steps and outputs.