Terms of Reference

Expert to support the Montenegrin authorities to design and deliver a training and a Training of trainers on "Transformational leadership and change management" as technical assistance for upgrading the Digital Academy, Ministry of Public Administration, Montenegro

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 help 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. Currently, ReSPA is implementing its fifth EC Grant Contract "Support to the Regional School of Public Administration for implementing PAR Agenda and facilitating EU accession process in the WBs" which is active as of 1 January 2023.

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

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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. Problem statement and description of the assignment

The Digital Transformation Strategy of Montenegro acknowledges the lack of digital skills as a significant barrier to digital development, for poor position of youth in the labour market, improper use and quality of existing e-services and slower digital development in specific sectors. Although there is a significant number of ICT graduates from universities each year, the ICT sector identifies a shortage of trained professionals as a key problem for development. Additionally, there is a brain drain of ICT graduates. These findings indicate the need to revitalize the educational system to provide a stronger foundation for acquiring and applying digital skills for future use of digital technologies as well as the need for a variety of ICT training for better preparing future professionals in digital development.

At the level of public administration, the knowledge and skills within public administration are essential prerequisites for successful modernization and digitalization of the public sector. Every employee should possess basic digital skills, along with specialized skills relevant to their specific job roles and requirements. In this regard, the Public Administration Reform Strategy 2022-2026 identifies the need for the creation of basic training programs through several modules, enabling the acquisition of fundamental knowledge in computer usage, word processing, spreadsheets, presentations, internet use, safe technology practices and online collaboration.

Additionally, the Mid-Term Work Program of the Government of Montenegro for 2022-2024, along with the Work Program for 2023, recognizes digital transformation as one of the five key priorities and within that broad framework identifies the need for planning and implementing the activities aimed at strengthening the digital skills of Montenegrin society.

As response to the above-stated challenges, the Ministry of Public Administration (Ministry) has established Digital Academy, an online platform for education and networking among all relevant stakeholders involved in building digital and leadership skills for public officials, students and strategically important vulnerable groups. It should be noted that the Digital Academy is also recognized as one of the key reform measures in the Program of Economic Reforms 2023-2025.

The essence of the Digital Academy lies in creating fast-track programs to enhance competencies and skills for the digital transformation of Montenegro as well as strengthening digital awareness in Montenegrin society and the digital competitiveness of the ICT sector. The Digital Academy is aimed at supporting the increase of ICT-related knowledge and skills, as well as the development of soft skills. The training topics offered by the Digital Academy directly address these issues by providing public administration officials and related target audiences in Montenegro with the skills and knowledge necessary for digital transformation and effective leadership. Therefore, the Digital Academy of Montenegro plays a vital role in bridging the skill and knowledge gap in digital transformation of Montenegro. By offering specific trainings designed to address these gaps, the Academy supports the administration in Montenegro, other interested parties (e.g. CSO sector, Academia, Business sector citizens) and can be offered to the wider audiences in the Western Balkans region.

In order to continue its growth in 2023 and onwards and to fulfill its mandate, Digital Academy has conducted online training needs assessment identifying several topics of importance for related target audiences. Among the priority topics is the training: *"Transformational leadership and change management"* out of 215 respondents, 168 expressed their desire to attend the training, with 157 being more interested in advanced training and nine showing interest in basic training.

In 2022 ReSPA supported the preparation of the curriculum for online Leadership training and change management.

The Ministry needs the technical assistance for continuing the provision of *"Transformational leadership and change management"* to be complemented with:

✓ design and delivery of more advanced training,
✓ provision of Training of trainers (ToT),
✓ compilation of the training materials in "e module" training.

The training on *Transformational leadership and change management* will equip participants with valuable skills and knowledge to drive successful organizational transformations. In the First phase training (up to 30 participants), participants will gain a fundamental understanding of the principles and characteristics of transformational leadership as well as the key concepts of change management. They will develop foundational skills in inspiring and motivating teams as well as effective communication and stakeholder engagement during times of transition.

In the ToT training (up to 10 participants), participants will build upon their knowledge, developing advanced skills in areas such as managing resistance to change, ensuring smooth implementation and fostering sustainability. By the end of the training, participants will possess the necessary tools and insights to lead and navigate organizational changes, fostering a culture of innovation and effectively managing transformations within their respective roles and organizations. They will also receive training on moderation and knowledge transfer in the subject area (trainers of trainers). It is needed to ensure that trainees actively engage in discussions, knowledge sharing and networking, fostering a collaborative learning environment throughout the training sessions,

All materials should be delivered in a digital format.

In sum, the future Digital Academy platform will provide easy access to training materials for up to 80 trainees, facilitating ongoing learning and engagement, incorporating "Human centric design - design focused on people principles" training and *Transformational leadership and change management* training . Additionally, pre-testing (for second phase i.e. ToT) and final testing (for all phases) will be conducted to assess the knowledge and progress of the trainees, guided by the principles of Transformational leadership and change management.

The establishment of a database for e-learning documents prepared during the training will enable knowledge dissemination and multiplication of the training impact beyond the initial participant group with creation of materials for the Module of the Digital Academy (as one of the ultimate outcome of all the trainings).

The expert's responsibility will be to deliver the material in a digital format. All the materials delivered will be owned by the Ministry of Public Administration and will be used for the design of future activities and institutional memory purposes.

Experts will also provide suggestions for the webinar content, including topics, examples and exercises and their input may influence the final agenda of the webinar. The materials should be delivered in a digital format.

The provision of this and other training designated for the Digital Academy programme will lead to an augmentation of human resources and enhance the sustainability of the Digital Academy program. The Ministry of Public Administration will conduct a meticulous review of the materials prepared by the instructors, thereby ensuring the provision of top-quality digital resources for the module.

With this ToR ReSPA is seeking an expert to design and conduct training designated to *Transformational leadership and change management* for targeted audience as well as Training for trainers for selected attendees and produce e module of the training for the Digital Academy, the platform established by the Ministry of Public Administration of Montenegro.

3. Tasks and responsibilities

Based on the main elements above, the Expert sought with this ToR shall, indicatively, perform the following tasks:

1. First Phase training -Transformational leadership and change management (2 days)
The design of materials for the designated topic preferably in Montenegrin which will be uploaded to the Digital Academy platform. Selection of recommended e-literature, the preparation of final test. Securing platform where on-line training will be organized.
Preparation of presentations and exercises required for the First phase training
Following information need to be taken into account training taking into account:
General:
- This first phase training encompasses essential leadership principles, team leadership and motivation strategies as well as change management techniques to equip participants with comprehensive skills and knowledge for effective leadership in the context of digitalization, team dynamics and driving successful organizational transformations.
- Target audience: The course is designed for employees in public administration, civil or business sectors representatives. Willingness to be considered for the second phase of the training i.e. Training of Trainers.

- Prerequisite knowledge and skills: No prior knowledge in the subject area is required.

What will trainees learn:

- Leadership Essentials:
- Context of digitalization and e-leadership,
- Balkan context of leadership,
- Situational and inspirational leadership,
- Leadership in everyday business activities.
- Team Leadership and Motivation:
- Maximizing team member motivation and performance,
- Managing team dynamics,
- Identifying and leveraging personal leadership style and strengths,
- Developing key competencies in leaders and team members.

    Change Management:
- Understanding personal and team approaches to change,
- Change management planning,
- Levels of change (strategic, operational).
- Active involvement in creating and driving change.

NOTICE: Experts will also provide suggestions for the webinar content, including topics, examples and exercises and their input may influence the final agenda of the webinar. The materials should be delivered in a digital format.

3. Consultations with Digital Academy representatives (1 day)

Consultations with Digital Academy representatives and providing advices to Digital Academy representatives in the process of selection of up to 30 trainees based on their performance and suitability for the training program.

4. Conducting two half day e-training *Transformational leadership and change management* (1 day)

Conducting two half day e-training and performing final testing of the trainees. The language of the training will be Montenegrin.

5. Training of trainers in *Transformational leadership and change management* (2 days)

The design of materials for the designated topic preferably in Montenegrin which will be uploaded to the Digital Academy platform. Selection of recommended e-literature, the preparation of a final test. Securing platform where on-line ToT training will be organized

Preparation of presentations and exercises required for the training

For this task following elements need to be taken into account:

    General:
- Two-day Training of Trainers aims to familiarize participants with the process of development of advanced skills in managing resistance to change, ensuring smooth

implementation and fostering sustainability, equipping participants with the necessary tools and insights to effectively lead and navigate organizational changes, fostering a culture of innovation and managing transformations within their roles and organizations and to provide them with skills to transfer related knowledge.

- Target audience: The course is designed for employees in public administration, civil or business sectors.
- Prerequisite knowledge and skills: The course is tailored for participants have attended First Phase Transformational leadership and change management training and wo have passed final testing.

What will trainees learn:

- Influential Leadership for Organizational Change:
- Managing resistance to change effectively,
- Ensuring smooth implementation of change initiatives,
- Strategies for fostering sustainability in organizational transformations,
- Building a culture of innovation and change within teams and organizations,
- Developing advanced skills in leading and navigating complex organizational changes,
- Strategies for engaging and motivating stakeholders throughout the change process,
- Overcoming obstacles and challenges in change management.
- Cultivating resilience and adaptability in the face of organizational transformations.
- Sustaining Transformational Change:
- Building tools and frameworks for sustaining change efforts beyond initial implementation,
- Strategies for embedding change into the organizational culture,
- Nurturing innovation and continuous improvement in the context of transformations,
- Effective communication and stakeholder engagement for sustaining change momentum,
- Effective moderation and transfer of know-how.

NOTICE: Experts will also provide suggestions for the webinar content, including topics, examples and exercises and their input may influence the final agenda of the webinar. The materials should be delivered in a digital format

7. Consultations with Digital Academy representatives (1 day)

Consultations with Digital Academy representatives involve providing advice in the selection process of up to 10 trainees from the group attending the First Phase training, based on their performance and suitability for the training program.

8. Conducting two half day ToT and performing final testing of the trainees (1 day)

Conducting two half day ToT and performing final testing of the trainees. The language of the training will be Montenegrin.

NOTICE: Experts will also provide suggestions for the webinar content, including topics, examples and exercises and their input may influence the final agenda of the webinar. The materials should be delivered in a digital format.

The abovementioned tasks and responsibilities represent the milestones of the assignment to be delivered **within the time framework of 8(eight) working days** but the expert may propose slight changes/adaptations upon agreement with the ReSPA Programme Manager in charge as well as the Ministry of Public Administration.

4. Necessary qualifications of the required expert

The expert must have diverse but compatible experience working for or within the public sector. More specifically, the expert shall possess the following profile:

Qualifications and skills:
- BSc degree in Social Sciences, Public Administration, Organizational Sciences or in other related fields or equivalent formal and informal education,
- MA shall be considered an asset.

General professional experience:

- At least 7 years of experience working in or with public administration and proven track record of successfully leading teams and driving organizational change;

Specific professional experience:

- At least 5 years of demonstrated expertise in designing and implementing leadership development programs (or capacity building) in the Western Balkans or in the EU;
- Proven experience in coaching and mentoring leaders at different levels within organizations.

Skills:
- Team work;
- Excellent computer skills (MS Word, Excel and PowerPoint);
- Training skills and moderation skills;
- High presentation skills;
- Excellent written and oral communication skills in English and Montenegrin ;

- Ability to analyze complex information and convey clear messages;
- Ability to write clear and coherent guidance documents;
- Ability to work with people of different nationalities, religions and cultural backgrounds.

5. Timing and Location

The assignment foresees work from the home/office and on-site in Ministry of Public Administration (Podgorica, Montenegro). Digital Academy will provide quality assurance and intensive support to logistics. The assignment is expected to be performed tentatively during **September – November 2023.**

6. Remunerations

The assignment foresees engagement of up to 8 **(eight) expert days in the amount of up to 4.000 EUR.**

The payment will be done in one instalment 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 apart from 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:

Outputs

1. Design of video teasers (up to 30 seconds video announcement of the webinar),
2. Digital documents (not exhaustive list) prepared (documentation is preferable to be in Montenegrin language, however, in the absence of Montenegrin versions of the documents, English versions are also acceptable):
   - Main principles/trends in the subject area, inspirational practices in the region (if applicable),
   - inspirational practices worldwide (1-2 or more),
   - links and descriptions of professional networks and associations (if applicable to the field – directly or indirectly),

- events related to the topic at the national, regional, and international levels such as conferences / workshops/ webinars (if applicable),
- any scientific papers on the subject and/or analytical studies in the field,
- final tests,
- Securing e-learning platform (e.g. Zoom, MS teams, etc.).

Power point presentations and interactive exercises designated to:
- Managing resistance to change effectively,
- Ensuring smooth implementation of change initiatives,
- Strategies for fostering sustainability in organizational transformations,
- Building a culture of innovation and change within teams and organizations,
- Developing advanced skills in leading and navigating complex organizational changes,
- Strategies for engaging and motivating stakeholders throughout the change process,
- Overcoming obstacles and challenges in change management,
- Cultivating resilience and adaptability in the face of organizational transformations.
- Building tools and frameworks for sustaining change efforts beyond initial implementation,
- Strategies for embedding change into the organizational culture,
- Nurturing innovation and continuous improvement in the context of transformations,
- Effective communication and stakeholder engagement for sustaining change momentum,
- Effective moderation and transfer of know-how

Documents required for payment
- Invoice (signed original);
- Timesheets (signed original);
- Final brief report on the assignment