

Terms of Reference

Request for Services

Expert for the design and realization of “strength finder” section of the Programme for Digital Academy in Montenegro

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*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 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. So far, three EC Grant Contracts (GCs) have been implemented by ReSPA during the period 2010-2015. The current EC grant 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-Government Institutions; 2) Better Regulation; 3) Human Resource Management and Development; 4) E-Governance; and 5) Quality Management.

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

Description of the Assignment

During 2021, the **Ministry of Public Administration, Digital Society and Media, of Montenegro (Ministry)** among other things, worked on the development of two important strategies - the Digital Transformation Strategy 2022-2026. and the new Public Administration Reform Strategy, 2022-2026. making continuity in the areas that have proven to be a development enabler for public administration.

Consultative process during the design of these strategies, which lasted for more than half a year resulted in the engagement of representatives of business, academia, NGOs, and other stakeholders. Latter mentioned process recognized significant shortage of digital skills in Public administration institutions as well as common need for further upgrade in soft skills area. The same conclusions were reached in several relevant analyses of deficient IT staff, conducted with the help of domestic and foreign experts, and supported through UNDP projects.

In parallel, with the support of UNDP, Ministry implements the project which has the aim to accelerate the digital transformation of public administration in Montenegro. The overall goal is to establish an efficient and sustainable integrated system of simplified electronic procedures for citizens and businesses, which will be achieved by developing and implementing at least 10 electronic services for citizens and businesses, and improve data protection and digital inclusion of public institutions by providing support for connecting public and private sector. Huge importance play user centrality in this important project.

With wish to overcome this situation, Ministry decided **to launch Digital Academy**, as a platform for education of public servants, students and vulnerable groups in Montenegro. In order to create an efficient, professional, responsible and citizen-oriented public administration, it is necessary to create a systematic and continuous process of professional training and development of officials in the field of digital and complementary (soft) skills, and enable their continuous development.

The expert support to the Ministry is needed for preparing the curriculum for online trainings² as well as to provide training about various aspects of good leadership and change management. Both training have aim at identifying and further upgrading of the individual and team strengths and the overall change management mechanism in the Public Administration ecosystem.

Regarding potential target audience Ministry will be inviting all levels of PA ecosystem to apply for the training, thus having the trainees (target audience) composed of decision makers coming from the PA institutions and civil servants (operational level). Moreover it is also planned to invite the CSO sector dealing with the digital transformation as well as the representatives of the Business associations dealing with the IT sector.

Such a heterogenic target audience, in this very two pilot training will set a path and empirical experience for this type of training aiming to become part of regular Digital

² Due to the COVID-19 pandemic is it preferred to conduct the online training. It is also expected by doing online trainings that bigger number of individuals will be engaged. In order to increase the sustainability of this activity, it is expected that recorded tutorial focusing on the topic in subject and its use / applicability in the PA ecosystem will be made.

Academy curricula and so reach much bigger number of the trainees in the course of 2022 and onward.

Finally, both training, developed tutorials and guidelines will constitute comprehensive Programme which will address integrating Leadership and Change management's aspects into capacity building activities and activities designated to strategic and organizational planning of the Ministry (within PA ecosystem).

This Programme is aimed to influence improvement of the Leadership and overall change management of the Ministry of Public Administration, Digital Society and Media. Recorded tutorial and final report referring to Digital Academy / MNE PA ecosystem will address integrating Leadership and Change management's aspects into capacity building activities and activities designated to strategic and organizational planning (within PA ecosystem). The trainees (target audience) will be composed of decision makers coming from the PA institutions and civil servants (operational level). Decision makers will be provided among other foreseen aspects also the Leadership perspective

With this document ReSPA is seeking for the expert to design and conduct at least two training on Leadership and Change management in the public administration setting. The training will be based on the broad needs assessment previously done by the same Expert within the targeted audience. Besides, the Expert will develop tutorials and guidelines that will constitute part of the Programme for Digital Academy, related on doing comprehensive training needs assessment within broad targeted audience comprising of public administration leaders, civil servants, representatives of CSOs and private sector dealing with ICT.

Tasks and responsibilities

The Expert will perform following tasks with specified time allocations:

- 1) Get basic familiarity with Strategic documents including foundations act of Digital Academy. Get familiar with any available skill gap analysis. (4 days)**
- 2) Provide two days online Leadership training for up to 40 participants with preparatory activities. (12 days)**

The activity will comprise of:

- a) Preparation of introductory presentation and interactive exercises in accordance with the agenda of the online training:
 - Employee experience
 - Employee engagement
 - Culture of transformation
 - Customer centricity
- b) Preparation of pre-course testing of participants with a focus on:
 - Strategic skills
 - Operational skills (Executing)
 - Advocacy and Influencing
 - Partnership / networking / reach out i.e. relationship Building

- c) Design of the presentation (1) designated to the following Core Objectives - what Makes A Leader and responding to the following questions:
 - Deepen strengths development knowledge and begin to identify how talents give followers a sense of hope, trust, compassion and stability.
 - Learn how leading through personal strengths will not only helps leaders set the example for others, but will also help them achieve their potential as a leader
- d) Do the online interviews with selected target audiences (instructions obtained from the Ministry).
- e) Design of the presentation and interactive session (2) designated to developing Leadership Potential and responding to the following questions:
 - Strengthen leadership potential within their direct sphere of influence as well as throughout their organization systems.
 - Enhance knowledge of individual talent themes as well as maximizing the talents and developing the strengths of team members
- f) Design of the presentation and interactive session (3) designated to the Defining Leadership Style and responding to the following questions:
 - Identify how individuals can create well rounded teams that maximize engagement.
 - Identify the relationship between an individual's strengths, their beliefs, and their philosophies.
- g) Realization of one online training lasting two days (each day up to 4 hours)

3) Provide single one day training on change management with preparatory and follow up activities (7 days).

These activities will comprise of:

- a) Preparation of one day presentation with provision of testing of participants (tests designated to strengths identification)
- b) Preparation of pre-course testing of participants with a focus on:
 - Strategic skills
 - Operational skills (Executing)
 - Advocacy and Influencing
 - Partnership / networking / reach out i.e. relationship Building
- c) Preparation of brief tutorial focusing on the topic in subject and its use / applicability in the PA ecosystem
- d) Design brief recommendations within final report referring to Digital Academy / MNE PA ecosystem how to integrate Leadership and Change management's aspects into capacity building activities and activities designated to strategic and organizational planning (within PA ecosystemrealizes of one online training lasting one day (up to 4 hours)

The total allocated time is up to 23 working days.

Additionally, ReSPA allows 1 additional day for the task of writing the Report with recommendations that also include specific recommendation related to possible regional replication.

In total the assignment foresees the expert engagement of up twenty four (24) working days.

Necessary Qualifications

The expert shall possess the following profile:

Qualifications and skills

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

General professional experience:

- 10 and more years of experience working with Public Administration and other sectors with the emphasis on organizational change and talent management

Specific professional experience:

- Prior strong experience in training delivery in empowering Public Administration institutions in effective use of team and individual strengths
- strategic communications and facilitative leadership
- Mentoring experience in domain of conflict resolution

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 guidance documents;
- Ability to work with people of different nationalities, religions and cultural backgrounds

Timing and Location

The assignment foresees work from home and provision of training in online modality **in the duration of 24 working days.**

The assignment will be realized during October and November 2022.

Remunerations

One contract will be concluded. The payment will be done in one instalment.

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 any additional cost.

ReSPA reserves the right to change the timing and volume of the assignment and will timely inform assigned experts if such changes occur.

Reporting and Final Documentation

Outputs

- Provision of official documents as per described assignment, and design and delivery of online trainings.

Documents required for payment from both experts:

- Invoice (signed original);
- Timesheets
- Report on the activity