



# Terms of Reference

## Request for Services

*Expert to develop the Programme of the Extended Meeting of the e-Government Working Group and be engaged as lead moderator at the meeting*

### 1. Introduction

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\*1 is a beneficiary. ReSPA's purpose is to help governments in the region to 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 units in Member countries. ReSPA also works in partnership with the European Union, specifically Directorate General for Neighborhood and Enlargement Negotiations (DG NEAR), other regional actors such as OECD/SIGMA and Regional Cooperation Council (RCC). Since its inception, ReSPA, as an international organization and a key regional endeavor in Public Administration Reform, has contributed to capacity-building and networking activities through in-country 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 representatives of institutions in charge of PAR, Public Financial Management (PFM) and government policy planning and the European Integration (EI) co-ordination 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.

### 2. Background and purpose

---

\*This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence.

Following the developments in the public administrations in the Western Balkans region in the area of e-Government during 2021 and 2022, the Extended Meeting of the e-Government Working Group will aim at addressing some of the topics recognized to be of common interest for senior public officials, members of ReSPA e-Government Working Group (E GOV WG).

The chosen topics belong to the wide spectrum of areas and topics within digital transformation in the domain of public administration. ReSPA tends to go deeper into highlighting the themes that have been introduced in the previous E GOV WG meetings (2019, 2020, 2021) and E GOV Seasonal School on Digital Transformation (2019, 2020 and 2021) as well as to expand the bulk of the topics having in mind specific approaches in the digital transformation emerged as the consequence of the societal and economic changes reflected in the work of public administrations. One of the characteristic approach related to digital transformation, accentuated in the post Covid 19 era, relates to resilience of the public institutions. The question is posed how the digital transformation can contribute to strengthen the foundations for the long-term resilience of public institutions to crises and disruptive changes in the societies and economies.

As part of the ReSPA Programme of Work (PoW) a 2-days Extended E Government Working Group Meeting (Extended Meeting) is planned to be organized. The overarching theme is “Strengthening the resilience of public institutions in the context of digital transformation”. The purpose of this activity is to improve knowledge and professional skills of participants working in the areas that tackle Digital Transformation at policy and practice level and to provide them with opportunity to network with colleagues from the region.

With these Terms of Reference, ReSPA aim at identifying and engaging an experienced expert who will, based on the initial framework of topics, develop the Programme of the Extended Meeting of the E Government Working Group and be engaged as a lead moderator at the meeting which is envisaged to be organized on 1-2 December in Belgrade, Serbia.

### **3. Description of the assignment**

The overarching theme of the Extended Meeting “Strengthening the resilience of public institutions in the context of digital transformation” is expected to provide insight into strengthening the resilience of institutions by alignment of the crucial areas in which public institutions should invest their human and material resources to enhance the resilience. The two chosen areas are inclusive governance and enhanced trust in public institutions.

Both inclusive governance and enhancing trust in public institutions serving the resilience of public institutions can be analyzed and presented from different nonexclusive angles. The topics of Human Centered Design, emerging technologies in public administration and using emerging technologies in cyber security were presented in the context of accelerated digital transformation in public settings (Seasonal School for Digital Transformation 2019, 2020 and 2021).

In order to broaden the scope of these three topics, addressing them as *the factors of strengthening the resilience of public institutions* the civil servants, from the E Government Working Group will be provided with the opportunity to learn and discuss with the educators and researchers from EU and WB region the different aspects of these three topics such as:

- User centric approach/human center design of public services within the evolution of E Government (anticipation of Government 5.0, responsiveness to societal concerns and effective delivering of public services and governments interacting with citizens through life events)
- Using strategic foresight in public services (anticipating needs of public services users, trends in foresight)
- Improving the cyber security – management of cyber security risks
- Building the strategic approaches for the deployment of AI in public administration (AI and cyber security, building the strategic approaches for the deployment of AI in public administration, key enablers for AI and ethical standards)

Inclusive public administration as one component contains the participation of end users in designing the digitized public services. Design thinking methodology encompasses the whole process of creating the services to fit the needs of end users either based on their isolated specific needs or on the life events. Strategic foresight in public sector is a model and process that helps identify future scenarios and their potential impact on the functioning of public institutions. Combining strategic foresight and skills in designing services based on human centered design can be used to develop and analyze future scenarios. Such integrated tool provides the possibility to assess what is happening, what is possible and what could be reasonable for developing strategies and services that would address complex social issues reflected in users 'needs.

Public institutions are victims of the cyberattacks with the damages that can have long term consequences in destroying data accrued in public administration requiring the financial resources and time to fix the damage. Management of cyber risks is important part of comprehensive cyber security management in public institutions. Artificial Intelligence can be used as the tool for upgrading the data and systems protection and its application should be planned strategically with provision of key enablers to underpin its systematic application.

ReSPA is further contributing to the efforts undertaken by the administrations of the region in improving design of services and addressing issues of cyber security and introduction of AI intending to upscale the knowledge of mid-level professionals from ReSPA E GOV Working Group Members whose works tackles the e government structures and digitalization of public services.

#### **4. Tasks and responsibilities**

The main tasks of the engaged expert will be the followings, indicatively:

- 1) Develop the content of the Programme (specific topics and sessions of the Programme) – **1 working day**;
- 2) Identification of additional potential experts/lecturers to deliver the sessions according to specified topics of the Programme, agreeing on the format of the presentations – **3 working days**
- 3) Participation at the Extended Meeting and co-moderation of the event **2 working days**;

- 4) Preparation of the Final Report on the implementation/performance and finalization of the assignment indicating key challenges, lessons learnt and relevant recommendations for future work of ReSPA in this area – **0,5 working day**;

The abovementioned tasks and responsibilities represent the milestones of the assignment, but the expert, may propose slight changes/adaptations, upon agreement with the ReSPA Programme Manager in charge.

## 5. Necessary Qualifications of the expert/s

The expert needs to have **a diverse but compatible knowledge about the topics that will be presented and experience in moderating the** capacity building events. More specifically, the expert shall possess the following profile:

### Qualifications and skills:

- At least BSc degree in Public Administration, or other related fields;- MSc will be considered an added value

### General professional experience:

- At least 10 years of experience working in/with Public Administration;

### Specific professional experience:

- At least 5 years of experience in dealing with digital transformation in public administration and similar topics;
- Specific experience in dealing with Human Centered Design and Design Thinking Methodology, AI and Cyber security issues etc.
- Familiarity with the Western Balkans framework / state of play on digital transformation,

### Skills:

- Excellent written and oral communication skills in English;
- Ability to write clear and coherent guidance documents;
- Excellent communication skills, including the ability to convey complex concepts and recommendations in a clear and persuasive style tailored to match different audiences;
- Ability to work in team;
- Training and moderation skills;
- Proficient in Microsoft Office package;
- Ability to prepare and deliver well-structures Power point presentations;

- Ability to work with people of different nationalities, religions and cultural backgrounds.

Note: The expert/s shall not be civil/public servant in any of the Western Balkans administrations in the moment he/she applies.

## 6. Timing and Location

The assignment foresees work from home/office and on the site (Belgrade, Serbia). The assignment will be performed, tentatively, during 14 November – 15 December 2022.

## 7. Remunerations

The assignment foresees up to **6, 5 (six and a half) working days** for the expert.

The payment will be done in one instalment upon completion each of the phases of the assignment. The final products 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. ReSPA and the expert shall agree before the signature of the Service Contract on the rate of the daily fee.

## 8. Reporting and Final Documentation

The expert will be requested to deliver the following documents before the payment is conducted (in line with the two different phases described above):

### ***Outputs:***

- Agenda of the Programme developed by the expert;
- Presentations that the expert prepared and then hold during the programme days (PPT, curricula, exercises);

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

- Invoice (original and signed);
- Timesheets (original and signed);
- Final report in English, no later than 10 days after the completion of the Assignment. The report will be subject of approval by ReSPA as contracting authority<sup>2</sup>;

---

<sup>2</sup> The Final Report will be required for the execution of the payment.