

# Terms of Reference

## Request for Services

### ***Senior Expert for developing the Communication Campaign Plan on Digital Transformation in Montenegro***

#### **1. 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\*<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 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.

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 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.

The "in-country support mechanism" is ReSPA's instrument that enables ReSPA Members to apply and receive external expertise support. In the framework of the latter mentioned type of instrument, ReSPA is looking for an Expert to develop the Communication Campaign Plan on Digital Transformation in Montenegro and its Action Plan.

---

<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

## 2. Description of the Assignment

Digital transformation is a necessary precondition for further development of Montenegro in all areas of public administration and society and the backbone of economic growth. The fundamental commitment of the Government of Montenegro of providing conditions for the digital transformation is reflected in adopted *Strategy of Digital Transformation 2022-2026* and Strategy for Public Administration Reform 2022-2026 (PAR Strategy) in December 2021.

The Montenegro Digital Transformation Strategy is a response of the Government of Montenegro and the Ministry of Public Administration to numerous digital challenges imposed by everyday life. The Digital Transformation Strategy of Montenegro, adopted in December 2021, is a key component of fulfilling digital ambitions, as well as a means to improve public services and user experience, strengthen digital skills of society as a whole, reduce the digital divide, but also enable digital transformation through efficient management. The Strategy applies to all parts of Montenegrin society - state administration, local government and the wider public sector, the economy, academia, the scientific community, NGOs and civil society. Challenges in the digital transformation of Montenegro are addressed through two strategic goals with the seven operational goals covering priority areas or groups of activities defined in order to achieve the desired progress. The first strategic goal focuses on improving the overall capacity for digital transformation, and the *second goal relates to strengthening the digital awareness of Montenegrin society* and the digital competitiveness of the ICT sector.

Ministry of Public Administration is strategically tasked at improving the capacities and capabilities in the public administration for the digital transformation of Montenegro, but also at increasing the digital awareness of Montenegrin society.

Raising public awareness of the importance and benefits that technology and technologically supported solutions represent is an indispensable element in the process of digital transformation. Montenegro identified the need to strengthen this element of the digital society, understanding that without the knowledge and knowledge sharing it is not possible to implement or use the solutions of a digitally transformed society.

As mentioned, the second strategic goal of Digital Transformation Strategy, recognizes the importance of awareness of both citizens and the economy of the digital developments. Since digital transformation is a long-term process that requires broad mobilization of people and all types of organizations, this goal when transmitted into operational objectives deals with systematic conceptualization and planning of arguments, developing communication channels and identifying of the key messages and their bearers in the form of a comprehensive communication campaign. Communication campaign will enable a more targeted and coordinated increase in the understanding of citizens and legal entities about the individual and collective benefits of digitalization. Such campaign need specifically to promote an accessible and safe digital society for women and girls.

In developing and implementation of communication campaign on digital transformation it is essential that different entities communicate synchronous messages and highlight the same benefits through different channels in different ways. Digital Transformation Strategy defines

indicators that monitor the percentage of citizens and businesses that are informed/aware of the availability and use of electronic services.

Ministry of Public Administration seeks the technical assistance for raising awareness of citizens and the economy about the importance of digital development by developing the *Communication Campaign Plan on digital transformation with the annual Action Plan* (“Communication campaign in digital transformation field for citizens and the economy with the accompanying annual communication plan“-tentative title) with indicators for monitoring of the performance effects. It is needed to define the umbrella communication campaign, which will include the implementation and monitoring of all awareness raising activities defined by the Digital Transformation Strategy through various promotional activities and communication channels.

The Communication Campaign Plan will include activities and timelines, defined way of work, proposed management approach and identified stakeholders, proposed consultation process and operational framework for the communication campaign. The process of developing the Communication Campaign Plan will include agreed consultations with relevant stakeholders groups identified by the Ministry. In order to facilitate this process Ministry of Public Administration will establish Working group which will be comprised of representatives of all key institutions for digital transformation. Adjustments to the Plan will be done upon comments from Ministry and the Working group.

As Ministry of Public Administration needs additional expertise and technical assistance ReSPA is seeking **Senior Expert for developing Communication Campaign Plan** for the digital transformation in Montenegro. The expert should work closely with the Working group and appointed responsible officials of the Ministry.

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

In order to perform this task, the expert/s should organize and conduct the following activities:

1. Get familiar with the Strategy of Digital Transformation 2022-2026 (up to 1 working day),
2. Prepare and attend initial meetings with relevant stakeholders groups (up to 2 working days),
3. Draft document on Communication Campaign Plan with the annual Action Plan as per agreed Framework with Ministry and the Working group (up to 10 working days),
4. Present the draft of the Communication Campaign Plan with the annual Action Plan to the Ministry, the Working Group and relevant stakeholders, and make adjustments to the Final Plan in accordance with relevant received inputs (up to 2 working days),
5. Drafting the final report in English on the implementation of the assignment for ReSPA indicating key challenges, lessons learnt and relevant recommendations for future work of ReSPA and beneficiary institution in this area (up to 1 working day).

The expert shall closely cooperate with the responsible officials in the Ministry and the Working Group. The Ministry will provide the expert with all necessary information, logistic support when needed and will organise the presentation of the Draft of the Plan. The overall finalization of the Communication Campaign Plan with the annual Action Plan is under the responsibility of MPA.

The engaged expert shall also liaise with ReSPA Programme Manager in charge of the assignment and will take into consideration the instructions received beforehand.

***The assignment foresees up to sixteen (16) working days*** for preparations, attending the envisaged meetings, making the draft and the final document of the Communication Campaign Plan and annual Action Plan and drafting the final report for ReSPA.

## 4. Necessary Qualifications

**Senior Expert for developing Communication Campaign Plan** shall possess the following profile:

### Qualifications and skills:

- At least a Master degree in Public Administration, Communications, Law, Political Science, Digital technology/marketing or other related fields.

### General professional experience:

- At least 7 years of experience in Public Relations, Communication and Awareness Raising Campaigns and assignment/positions.

### Specific professional experience:

- At least 5 years of experience in preparation of promotional plans and awareness raising campaigns and/or in positions related to public relations, communication and awareness raising.
- Demonstrated knowledge and experience in the field of digitalization and public administration reform
- Proficient in English written and spoken
- Knowledge of Montenegrin language shall be considered an asset
- Knowledge of digital technologies and promotion in the field of digital transformation shall be considered an asset.
- Familiarity with the Montenegrin public administration shall be considered an asset.

### Skills:

- Excellent written and oral communication skills
- Ability to write clear and coherent guidance documents
- Excellent communication skills
- Ability to work in team
- Training and moderation skills

- Proficient in Microsoft Office package
- Ability to work with people of different nationalities, religions and cultural backgrounds
- High presentation skills

## 5. Timing and Location

The assignment foresees work from home/office and on the site for meetings in Podgorica, Montenegro. The assignment will be performed, tentatively, from **1 November - 15 December 2022**.

## 6. Remunerations

The assignment foresees **up to sixteen (16) working days**.

The payment will be done in one instalment upon completion of the assignment. The final product will be subject to approval from the Ministry of Public Administration as the beneficiary institution and 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/s shall agree before the signature of the Service Contract on the rate of the daily fee.

## 7. Reporting and Final Documentation

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

### Outputs:

- The consolidated draft version of the Communication Campaign Plan and annual Action Plan,
- Presence list of attendees in the meetings (if any),
- Final report in English on the implementation of the assignment indicating key challenges, lessons learnt and relevant recommendations for future work of ReSPA and beneficiary institution in this area.

### Documents required for payment:

- Invoice (original and signed);
- Timesheets (original and signed);
- Final report in English (see third bullet-point above), not later than 10 working days after the completion of the Assignment. The report will be subject of approval by ReSPA as contracting authority.