# Terms of Reference
# Expert in Web Design
## (located in Belgrade, Serbia)

## Introduction

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 Western Balkan region develop better public administration, public services and overall governance systems for their citizens and businesses, and prepare them for membership in the European Union (EU). Since its inception, ReSPA has contributed to the development of human resources and administrative capacities through training programmes and innovative cooperation mechanisms such as the exchange of good practices, peer reviews and development of know-how.

European Commission (EC) provides directly managed funds for support of ReSPA activities (research, training and networking programmes) in line with the EU accession process. The current EC grant supports the main objective of ReSPA work in 2016-2017: Improving regional cooperation in the field of PAR and EU integration, and strengthening administrative capacities in the beneficiaries. This objective is being achieved through the following three pillars of ReSPA Programme of Work for 2016-2017:

(1) European Integration Pillar: Increased capacity of public administration in the ReSPA Members necessary for successful conducting of the European Integration process;

(2) Public Administration Reform Pillar: Facilitated and enhanced cooperation and exchange of experience in Public Administration Reform and European Integration activities in ReSPA Members;

(3) Governance for Growth Pillar: Ensured effective coordination of the implementation of the Governance for Growth pillar of the SEE 2020 Strategy.

Following consultations and expressed interest of the ReSPA Members, it has been decided that ReSPA should organize activities to contribute towards Better Regulation in the Western Balkan countries. In order to do so, ReSPA is supporting efforts in the field of Better Regulation in Serbia by supporting the work of the Public Policy Secretariat. In particular, ReSPA will support the redesign and upgrade of the website for the Public Policy Secretariat (PPS).

---

[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

## Purpose

The purpose of this Assignment is to support the Public Policy Secretariat of the Republic of Serbia to redesign and upgrade its website, in order to implement and improve existing Regulatory Impact Assessment (RIA) application and database, and to make it publicly available.

## Background

The Public Policy Secretariat (PPS) of the Republic of Serbia is designated as the public administration body in charge of policy coordination at the national level, and is in charge of development of the national planning system in Serbia. Bearing in mind the ongoing public administration reform process, the role and competencies of the PPS will be increased after the planned enactment of the Law on Planning System of the Republic of Serbia. In addition to that, PPS's scope of activities shall be significantly broadened in terms of improving the existing Regulatory Impact Assessment (RIA) process, introducing of metodology for Policy Impact Assessment (PIA), preparing of public policy documents, reporting to the Government on implementation of public policy documents, establishing of the IT system for planning and budgeting at the national level, as well as supporting to local self-governments in Serbia in the process of preparation of their planning documents. Goals of these activities are: better quality of regulations, improved legislative process, more transparent work of public administration, and enabled public participation. All the above mentioned requires a redesign of the existing IT platform, with proper IT solutions for some new services to be delivered by the PPS to the relevant stakeholders at the national and local level. In that regard, redesign and upgrade of the existing website of the PPS is of utmost importance for successful implementation of the above activities.

The Expert shall redesign and upgrade Public Policy Secretariat's website and make appropriate changes to the existing functions of the website, aiming to increase its functionality and usability for specific users at the national and local level. Also, one of the aims is to enable linking of the PPS' website with websites of other relevant institutions from Western Balkan countries in the area of public policy management and regulatory reform.

## Objective and Scope of the Assignment

Objective and scope of the Assignment are explained in detail in Annex 1 (Website Requirements).

## Tasks and Responsibilities

The Expert is expected to perform the following tasks:
- To review, redesign, and upgrade the PPS's website;
- To adapt RIA application and database based on Website requirements from Annex 1;

- To prepare the report on completed activities to be submitted to ReSPA in English language (up to 3 pages).

Within the above framework, the Expert is expected to liaise with appointed person from the PPS, and the ReSPA Programme Manager in charge for management of this Activity, and to take into consideration the instructions received beforehand.

## Necessary Qualifications

The Expert shall possess the following qualifications and experience:

- Excellent knowledge of PHP, MySQL, CMS
- Minimum 5 years of experience in designing and developing websites
- Excellent written and oral communication skills in English and Serbian language
- Professional experience in a Western Balkan country (at least two years, in the past five years);
- Ability to work with people of different nationalities, religions and cultural backgrounds;
- Excellent organisational skills, proven communication and presentation skills, and ability to work in an environment requiring liaison and collaboration with multiple actors including government representatives, international organizations, and other stakeholders.

The Expert shall possess the following competencies and core values:

- Demonstrates professional competence to meet responsibilities and task requirements, and is conscientious and efficient in meeting commitments, observing deadlines and achieving results;
- Results orientation: plans and produces quality results to meet established goals, generates innovative and practical solutions to challenging situations;
- Communication: Excellent communication skills, including the ability to convey complex concepts and recommendations in a clear and persuasive style tailored to match different audiences;
- Team work: Ability to interact, establish and maintain effective working relations with a culturally diverse team;
- Client orientation: Ability to establish and maintain productive partnerships with regional and national partners and stakeholders, and pro-activeness in identifying the needs of beneficiaries and partners, as well as matching them to appropriate solutions.
- Demonstrates integrity and fairness by modelling ReSPA values and ethical standards;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

## Time-frame, Level of Effort, and Location

- The Assignment is to be completed between 1 September and 31 October 2017;
- The Level of Effort (LoE) is estimated at 12 (twelve) working days, as follows:

- 1 and 1/2 (one and a half) day for meetings with PPS staff and developing proposal;
- 8 (eight) days for redesign and upgrade of the website, and for implementation of the RIA application and database based on Website Requirements;
- 1/2 (half) day for presentation of the proposal to the PPS staff;
- 1 and 1/2 (one and a half) day for corrections based on feedback from PPS staff;
- 1/2 (half) day for preparation of the report for ReSPA.

The Assignment foresees work in Belgrade, Serbia. It is expected that the Expert will be based in Belgrade, Serbia and therefore travel costs are not envisaged.


## Deliverables and Final Documentation

The following deliverables shall be produced and transferred to ReSPA during the course of the Assignment:

- Revised and upgraded PPS website;
- Time Sheets for each month of engagement;
- Final report to ReSPA by 10 November 2017.


## Quality Control

The Expert should ensure an internal quality control during implementation of the Assignment. The quality control should ensure consistency and coherence between findings, conclusions and recommendations. It should also ensure that findings reported are duly substantiated and that conclusions are supported by relevant judgment criteria.

Regular control of the achieved results shall be carried out by the Public Policy Secretariat. The deliverables in each phase of the implementation of the Assignment shall be approved by the Public Policy Secretariat and ReSPA.

# ANNEX 1: WEBSITE REQUIREMENTS

## Site Navigation and Organization

The user interface should intuitively guide the visitor to the information they seek, including web accessibility. The site should include the following navigation strategies:

- Menu System as the primary navigation method of the site that is always displayed on each page
- A hierarchical menu content divided into related functional areas based on the PPS site map
- Each section must have a main page where visitors can navigate to the sub items under the sections, but still be able to get back to any of the other main section home pages
- Full site search, with administrator control
- Navigation, category, section, and link names and link design

Website must have:

- Option to choose between Serbian language (Latin and Cyrillic script) and English language;
- Option to increase/decrease font size
- Automatically generated sitemap
- Search option
- Archive

Website must be responsive for all devices and screen resolution, and meet W3C standards.

All content of the current website (http://www.rsjp.gov.rs ) must be transferred to the redesigned (new) website.

Existing RIA application and database must be implemented with the redesigned website. This includes backend and automatically created web pages. All existing data and settings must be transferred.

For better functionality, some changes on RIA application must be made:

- Add an option to download metadata about RIA in different readable formats on pages related to RIA (xls, csv, json). This data should be automatically created from database
- Improve RIA application and database by following next steps:
  - Link database "Opinions Public Policy Documents" with database "Public Policy Documents" and database "Files"
  - Upgrade and improve forms for data entry for "Opinions" and "Files"
  - Database improvement for "Public Policy Documents"
  - Enable export of all data in xls format from databases: "Files", "Opinions on RIA", "Laws", "Opinions on Public Policy Documents" and "Public Policy Documents"

# Automated Content Management

The website content must easily be able to manage dynamically by non-technical department staff in as simple a method as possible. The staff will be able to add, change and delete site content without manipulating any HTML or scripting code. Personnel should be able to access designated templates and easily update information in pre-designed formats, including the use of databases to hold and change dynamic information. This includes formatted text, hyper-links, digital pictures, as well as providing downloadable documents in Word, Excel, PDF, and other formats. Most documents will age and lose relevancy over time, and need to be routinely updated, removed or archived.

Sub-tasks and variations for manage templates:

- List templates identified by names and represented by small rough models of their layout
- Add template
- Edit template
- Undo changes
- Save template
- Delete template
- When new design templates are implemented or new page layout templates are created to replace existing templates, a method to replace the old templates with the new is needed. Solution must have option to replace template of several pages all at once. For instance, by replacing the template from a certain site-node with a specific template only and below or by marking the pages, in a model of the site tree structure, and replace with another template all at once.

Sub-tasks and variations for add/edit/delete content item

- Find content item. When a user edits or creates a page, there might be a break in the task, and the user will have to save the unpublished content item in order to resume the task the next day, or hand over the task to a colleague. Therefore, the users will need an easy way of locating content to resume editing. For example, there must be an option to list only unpublished pages and/or mark unpublished pages with appropriate icon or color
- CMS editor should be able to show the entire page and not only the box that is being edited
- Permissions should be set up so that only relevant pages are visible to and editable by a user
- Upload a media file and set meta data
- Add/change meta data to a content item such as: responsible person, creation date, valid from, valid to, keywords
- User should be able to see how the edited content will look on the page without publishing it
- Undo changes (roll back to earlier versions)

Manage site structure
- Create sub-site (first level pages in the page tree below the root)
- Drag and drop pages and sub-pages from one place in the tree to another
- Publish changes

Newsletter

*Backend*
- Users should have the possibility of creating new newsletter types (for example by categories) as well as changing the layout and name of an existing newsletter
- List newsletter types
- Delete newsletter type
- Import a list of new recipients
- Delete recipient from a certain newsletter
- Change email address of recipient

*Frontend*
- Subscribe to a newsletter (send subscription confirmation email to user)
- Confirm subscription (subscription email contains link that the user must follow to confirm the subscription)
- Delete subscription to a certain newsletter (send un-subscription confirmation email to user)

Search content
- Search for content with a search term
- Search index reads PDF, Microsoft Word and similar documents
- Phonetic searches
- Search for synonyms to the search term
- View search results overview

Print-outs
- All pages displayed at the system front-end must be printable on standard A4 paper
- All pages must have option to print to PDF and send to e-mail

Security management
- Assign or remove access rights for a user
- Create new user roles
- Assign roles to a user
- Assign permissions to role
- Get an overview of who has which rights and whether some rights have not been assigned to anyone
- Ability to filter log on user, action, time period or similar parameters
- Delete user

Protection against threats
- Unauthorized persons obtaining administrator rights through the Internet (hacking) - Administration can only be accessed from a whitelist of IP addresses
- SSL encryption on login page
- SQL Injection protection
- Cross-site-scripting protection
- Cross-site-request-forging protection

- Session hijacking (privileged users cannot change IP address within a session)
- Develop procedures for daily backup and recovery

Accessibility and Look-and-feel
- Web pages must be suited for screen readers, scaling to visually-impaired users, and utilizing the full screen size on small as well as large screens
- User interface should be familiar to most users
- It should be easy to navigate in the CMS backend
- The interface shall provide the user with enough information so that he can determine how a page will look when published (WYSIWYG)

Documentation
- Custom developed code must be documented sufficiently for a third party to develop it further
- Documentation must be machine readable and the customer must have permission to use and modify it, enabling the customer to improve the documentation or modify it to reflect the customer's specific rules and processes

Web Site Reporting
In order to maintain a quality site that continues to meet organization's needs, a quality web site reporting system that provides types and features of management reports, including traffic counts, origin or domain names sources of visitors, or other useful information regarding the website is required.

Search Engine Optimization
The SEO requirements examples below assume that there is a CMS:

- The title of each page should be unique to each page and not be longer than 70 characters.
- Each content author must have the ability to customize the META-DESCRIPTION and META-KEYWORDS in the CMS
- All page URLs, especially dynamically generated ones, must have friendly URL aliases so that they are picked up by search engines.
- The CMS must employ semantic HTML (h1, h2, p, etc.)
- The CMS should allow the content author to specify ALT text for all images