

## Terms of Reference

*Expert to support the Montenegrin authorities to design and deliver a training and a Training of trainers on "Human-centric design - design focused on people" 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

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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.

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 Professional Development; (4) Service Delivery (digitalization and quality management).

## 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 to the need for 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 the 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 fulfil 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 *Human Centred Design of public e services*, i.e. for the topic 'Human-Centred Design,' (HCD), out of 215 respondents, 125 expressed their desire to attend the training, with 117 being more interested in advanced training and six showing interest in basic training.

ReSPA supported the creation of the module for basic Human Centred Design training in 2022. This module has been tested at the three training organised for mixed target groups of public officials, CSOs and interested citizens. Now the Ministry needs the technical assistance for continuing the provision of HCD training to be complemented with:

- ✓ design and delivery of advanced training,
- ✓ provision of Training of trainers,
- ✓ compilation of the training materials in “e module” training.

The Ministry aims at getting together up to 80 trainees to acquire a deeper understanding and practical skills in the area of *Human-centric design - design focused on people*. The training on Transformational leadership and change management will have interactive training sessions with this training as well. Besides, selected group of public officials and interested attendees who will fulfil the conditions for ToT component, will be trained on HCD combined with sessions needed for the future trainers. The Training for trainers will enhance and enlarge the pool of trainers of Digital Academy.

According to the training concept developed by the Ministry, participants in the training on *Human centric design - design focused on people* can expect to achieve several outcomes. In the first phase training (up to 30 participants), they will gain a foundational understanding of the principles and methodologies of human-centric design, including concepts like user research and usability testing. Through interactive exercises, they will develop practical skills in iterating design concepts

and creating user-friendly solutions. In the ToT training, up to 10 participants, will further deepen their knowledge of human-centric design, expanding their expertise in areas such as user journey mapping, prototyping and iterative design processes. By the end of the comprehensive set of training, participants will have acquired the necessary skills and knowledge to effectively employ empathy and user-centred thinking in their design processes resulting in the development of innovative and user-centric products, services and experiences. Regarding Training of trainers the skills on moderation and knowledge transfer in the subject area will be lectured and transferred to participants.

All materials should be delivered in a digital format.

In sum, the needed technical expertise and assistance will capture:

- A comprehensive two-phase training strategy, with the initial phase delivering foundational education. The instructional materials crafted during this phase will serve as a cornerstone for future training modules developed by the Digital Academy.
- Disseminating training content in a digital format. These educational resources will be the property of the Ministry of Public Administration and will serve as the basis for the design of forthcoming initiatives and for the preservation of institutional knowledge.
- Production of e module of the HCD Training which will be placed at the forthcoming Digital Academy platform that will afford easy access to training, thereby simplifying continuous learning and engagement. Additionally, comprehensive final assessments will be conducted to gauge the knowledge and progression of the trainees.
- The establishment of a database for e-learning documents generated over the course of the training initiatives will enable the dissemination of knowledge and the amplification of the training's influence beyond the initial cohort of participants.
- The development of instructional materials for the Digital Academy module will be realized as one of the ultimate achievements resulting from all the training endeavors.

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 for the expert to design and conduct training designated to *Human-centric design – design focused on people* 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. The design of materials for the designated topic (2 days)

Selection of recommended e-literature, the preparation of a final test. Securing platform where on-line training will be organized.

Preparation of presentations and exercises required for the First phase training

Following elements need to be taken into account:

General:

- This two-day 1<sup>st</sup> phase training will provide insights into Human-Centered Design (HCD) focusing on understanding and meeting the needs and preferences of end users, placing their experiences, behaviours and emotions at the centre of the design process to create effective and impactful solutions.
- Target audience: The course is intended for individuals working in public administration, civil society, business sectors or other relevant fields.
- Prerequisite knowledge and skills: No prior knowledge of HCD is required.

What will trainees learn:

- Introduction to Design Thinking and Human-centred Design (HCD):
- Understanding the principles and foundations of Design Thinking and HCD,
- Exploring the five phases of the Design Thinking process and their application in solving challenges,
- Rapid prototyping and iterative problem-solving techniques in Design Thinking.
- Practical Application of Design Thinking:
- Hands-on experience with essential Design Thinking tools and processes,
- Utilizing visual models such as Empathy Map, Personas and Ideation Sheets to facilitate idea generation and prototyping,
- Enhancing collaboration and teamwork through the application of Design Thinking approaches.
- Design Thinking for Complex Problem Solving:
- Applying Design Thinking tools and frameworks to address challenges in distributed work environments,
- Developing strategies to tackle complex problems using Design Thinking principles,

- Navigating through the complexities of problem-solving and decision-making in diverse and challenging contexts.

### 3. Consultations with Digital Academy representatives (1 day)

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 (1 day)

This task will include performing of final testing of the trainees. The language of the training will be Montenegrin.

### 5. Training of trainers in "Human-centric design - design focused on people" (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 the pre-test and of the final test. Securing platform where on-line 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 application of user-centred methodologies like user journey mapping, prototyping and iterative design processes to create innovative and user-centric solutions and to provide them with skills to transfer related knowledge.
- Target audience: The course is intended for individuals working in public administration, civil society, business sectors or other relevant fields.
- Prerequisite knowledge and skills: The course is tailored for participants who have attended First Phase HCD training and who have passed final testing.

What will trainees learn:

- Advanced Human-centred Design Methods:
- Deepening knowledge and expertise in user journey mapping, prototyping and iterative design processes,
- Exploring advanced techniques for effectively employing empathy and user-centred thinking in design processes,
- Developing skills to create innovative and user-centric products, services and experiences through HCD principles.

- Practical Application of Human-centred Design and Facilitation skills:
- Applying HCD methodologies to real world design challenges and projects,
- Enhancing proficiency in conducting user research, analysing user insights and translating them into design solutions,
- Further refining prototyping skills and iterative design processes to create refined and user-centric designs,
- How to facilitate and transfer knowledge in subject area.
- Leadership and Change Management for Human-centred Design:
- Developing leadership skills to effectively champion and advocate for human-centred design within organizations,
- Understanding the role of change management in implementing HCD practices and fostering a culture of user-centred innovation,
- Exploring strategies for effectively communicating the value of HCD, obtaining stakeholder buy in and driving organizational change.

#### 7. Consultations with Digital Academy representatives (1 day)

Consultations will 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. Established communication and several online meetings realized with Digital Academy representatives,
- Support to the selection of up to 10 trainees from the group attending the First Phase training, based on their performance and suitability for the training program provided.

#### 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 up to 10 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 Public Administration, Law, Political Science or other related fields;
- MA shall be considered an asset.

General professional experience:

- At least 10 years of experience working with Public Administration and proficiency in user research, user experience design and usability testing;

Specific professional experience:

- At least 7 years of experience in collaborating with cross-functional teams, including designers, developers and policymakers in Montenegro or the Western Balkans;
- Proven track record in successfully applying human-centred design principles in the context of Public Administration, Business or other sectors.

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 or B/S/C;
- Ability to analyse 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:

- Principles and foundations of Design Thinking and HCD,
- Exploring the five phases of the Design Thinking process and their application in solving challenges,
- Rapid prototyping and iterative problem-solving techniques in Design Thinking,
- Essential Design Thinking tools and processes,
- Visual models such as Empathy Map, Personas and Ideation Sheets,
- Collaboration and teamwork through the application of Design Thinking approaches.
- Design Thinking tools and frameworks addressing challenges in distributed work environments,
- Strategies to tackle complex problems using Design Thinking principles,
- Problem-solving and decision-making in diverse and challenging contexts.

***Documents required for payment***

- Invoice (signed original);
- Timesheets (signed original);
- Final brief report on the assignment