

Terms of Reference and the Specifications for the Development and Installation of the Western Balkans Knowledge Management Platform (KMP)

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 mission is to provide support to administrations in creation of transparent, accountable and professional public administration institutions that provide efficient services to benefit citizens and businesses across the region, and to facilitate their preparation for the future EU membership, taking into consideration the role that public administration reform has within fundamentals of the enlargement process.

Acting as regional knowledge hub, ReSPA facilitates regional cooperation and share of knowledge and practices within the region and between the region and the EU, by providing expertise, policy advice, networking, mobility and capacity building opportunities for civil servants and it maintains regional policy dialogue at the Ministerial level specifically dedicated to public administration reform.

Since its inception, ReSPA, as an international organization and a key regional endeavour in Public Administration Reform (PAR), has contributed to capacity-building and networking activities through on-demand support mechanisms, peering and the production of regional research materials.

ReSPA establishes close cooperation with Ministers, senior public servants and heads of units in its Members. 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), as well as agencies and civil society organizations.

The European Commission (EC) provides directly managed funds to support ReSPA activities in line with the EU accession process. Currently, ReSPA is implementing the 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 January 2023.

* 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. Objectives of the assignment

To further boost regional cooperation, share of knowledge and capacity development, ReSPA is planning to establish a **Knowledge Management Platform (KMP)** to serve as a regional knowledge hub on public administrations and public administration reforms with a goal to support the enhancement of capacities of administrations in the region by collecting, organizing, storing, and sharing knowledge resources on public administration, related to policies, best practices, events, projects, initiatives, documents, and reports, monitoring results on PAR performance, etc. In addition, KMP will serve as a hub for sharing information about relevant training opportunities and for enabling access to (pre-recorded and live) training courses and resources on PAR.

Knowledge management is a process of creating, sharing, and managing knowledge and information within organisations. It consists of identifying, storing, and organising knowledge resources which can be in different forms and formats, such as: data, documents, articles, presentations, video materials etc. The goal of knowledge management is to enable organisations to leverage their collective knowledge to improve decision making, problem solving, and do innovation.

A **Knowledge Management Platform** is a software solution which is designed to support knowledge management processes in organisations. It is based on an electronic system for capturing, organising, sharing, and accessing knowledge resources.

The specific objectives of the ReSPA's Knowledge Management Platform are:

- Storing comprehensive knowledge in the field of PAR;
- Promoting sharing of best practices, lessons learned and cases;
- Mapping policies, projects, and initiatives in the fields of PAR and good governance;
- Providing data and visualisations related to policies in the region;
- Providing overview of and comprehensive training opportunities, courses, and training resources;
- Presenting publications, research, and analysis;
- Sharing news and information about events at the level of individual administration and at the regional level;
- Supporting capacity building activities;
- Promoting PAR community of practice in the region
- Supporting networking in the region and with EU institutions.

The platform will be used to collect, organize, store, and share knowledge resources on public administration, related to policies, best practices, events, projects, initiatives, documents, and reports, monitoring results on PAR performance etc. It will serve as a hub for sharing information about relevant training opportunities and for enabling access to (pre-recorded and live) training courses and resources on PAR.

It will have a broad scope in the field of public administration and public administration reform in the region of the Western Balkans. It will primarily focus on ReSPA members and beneficiary: Albania, Bosnia and Herzegovina, Republic of North Macedonia, Montenegro and Serbia, and Kosovo. However, the knowledge assets shared on the platform will also include related information and data from EU level and from related EU institutions.

The target audience of the platform would mainly be the public administrations from the Western Balkans, but also the academia, civil society organisations and think-tanks from the region. In a wider sense, the target audience would also be the citizens from the region who are interested in the work of the public administration.

The knowledge assets will be organised to highlight the information and data at the level of individual administration, however, being a regional hub, the portal will also aggregate data from individual administrations and summarize them on a regional level.

3. Description of the assignment

ReSPA is seeking to engage the services of a company to design, develop and implement the Knowledge Management Platform which will facilitate:

- Storing of comprehensive knowledge in the field of PAR;
- Promotion of sharing of best practices, lessons learned and cases;
- Mapping of policies, projects, and initiatives in the fields of PAR and good governance;
- Provision of data and visualisations related to policies in the region;
- Provision of overview and access to comprehensive training opportunities, courses, and training resources;
- Presentation of publications, research, and analysis;
- Sharing of news and information about events at the level of individual administration and at the regional level;
- Supporting capacity building activities;
- Promotion of PAR community of practice in the region;
- Networking in the region and with EU institutions.

The requirements of the Knowledge Management Platform are drafted to the level of granularity and details expected to be adequate so that the Bidder can prepare its proposal. For that purpose, the requirements are divided into the following groups:

- General Requirements
- Functional Requirements
- Implementation Requirements
- Non-Functional Requirements

- Content Requirements
- Hosting Requirements

As appropriate, the structured and numbered requirements are accompanied by narrative lead-in paragraphs or explanatory comments.

3.1. General Requirements

- GEN-1. Knowledge Management Platform must be implemented as a multi-tier web application using existing Content Management System with open-source code (for example: WordPress, Drupal, Joomla or similar);
- GEN-2. All licenses of specific software (OS, COTS, DBMS, other software) necessary to operate the Knowledge Management Platform for unlimited number of end users, unlimited number of devices and for unlimited time must be included in the offer;
- GEN-3. The system has to be harmonized with relevant technical standards related to quality, interoperability, performances, or other system properties, including but not limited to:
- The system must support the most common Internet browsers, primarily their new versions: Google Chrome, Safari, Firefox, Edge etc.
 - The system must have a responsive design, adjusting its content automatically to the size of the screens of different standard devices (mobile phones, tablets etc.), including mobile phone screen in portrait orientation. The system must dynamically adapt to the different resolutions, ensuring identical website presentation across various browsers.
 - The system must be able to export data in various formats such as MS Office documents, pdf, XML, as well as other open data formats.
- GEN-4. With the UAT acceptance, the Client becomes the owner of the source code for all software modules generated in the process of system development. If the contractor uses licensed products from other (third party) producers for some of the component of the system (e.g. RDBMS etc.) the Client will not demand the delivery of the source code for such products. The following documents should be submitted to the Client:
- Source code of the system with comments;
 - Technical documentation of the system;
 - User documentation of the system;
 - Documentation required for database administration;
 - Database scheme with detailed description of tables, fields, procedures, triggers, queries. Additionally, SQL query generating the pre-defined database;

- Backup and Restore procedure and documentation (step-by-step instructions for performing backups, details on where backups are stored (on-site, off-site, cloud) as well as step-by-step instructions for restoring data from backups, including verification steps after restoration);
- GEN-5. During the period of the development of the system, business procedures and processes will be in the ownership of the Client, i.e. they will be the intellectual property of the Client. After the development period expires, and after the takeover test (UAT) is successfully done, the source code remains in the ownership of the Client. In that case, the Client has all the rights to use the source code and executive code. This right is in existence for an unlimited period of time, and there is no obligation to pay any fee;
- GEN-6. The Knowledge Management Platform will be hosted on hardware infrastructure provided by the contractor. In case ReSPA manages to provide their own hosting during the duration of the contract (including warranty and maintenance period), the contractor should migrate the platform to the hosting infrastructure that will be provided by ReSPA.

3.2. Functional Requirements

Design

- FUN-1. The overall design of the Knowledge Management Platform must be in line ReSPA's visual identity standards, including but not limited to colors, fonts and visual components, and the design must adhere to EU visibility guidelines.
- FUN-2. The Knowledge Management Platform must be designed using responsive web technologies and principles, so the content adapts to different screen sizes, ensuring seamless user experience on different devices, such as desktops, laptops, tables, and smartphones.

Multi-language support

- FUN-3. While English will be the primary language, the administrators of the platform must be able to manage other languages and provide translations of the content if needed. The platform must have multi-language support.

Content Management

- FUN-4. The Knowledge Management Platform should be implemented using Content Management System that will provide for the administrators of the platform easy management, creation, publishing, editing, and removing of content on the platform.
- FUN-5. The platform must support several user roles with their related access rights on the system.

- a. **Super Administrator** that must be able to configure platform settings, oversee overall performance of the platform and has full management access to the platform;
 - b. **Administrator** that must be able to manage user accounts and roles, create and edit content in every segment of the CMS, cooperate with respective counterparts to provide the needed content, approve the submitted content from the contributors coming from ReSPA members and beneficiaries and performs quality control and moderate the discussion groups;
 - c. **Contributor** that must be able to submit content relevant for the individual administrations;
 - d. **Community member (registered user)** that must be able to create threads in discussion groups and posts messages related to threads.
- FUN-6. The Knowledge Management Platform must provide visual interface for management of the content of the platform including but not limited to:
- About the Platform
 - Latest news
 - Upcoming events
 - Good practices
 - Projects and initiatives
 - Publications
 - Community of practice
 - Public Administrations in the Western Balkans – This should include adding/removing of ReSPA members and beneficiary, managing the information per administration, including main data, relevant institutions, legislative framework, and strategic framework. In addition, the Content management System (CMS) should allow for comprehensive management of the indicators on the PAR performance and the results per individual indicators (including on time-series level)
 - Public Administrations in the EU MSs - This should include adding/removing of EU member states, managing the information per country, including main data and relevant institutions
 - Access to expertise - This should include list of experts working in the area of public administration, containing their first and last name, specific area of expertise and mail address;
 - Learning corner – The CMS should allow for complete management of the information per training, also including adding of multimedia content and linking it to the training agenda points. When a sophisticated LMS is added in

the future, then the system should be embedded in the CMS, so the administrators can manage the full features of the LMS.

- Principles of Public Administration – This should include (pending the agreement with OECD/Sigma) overview of 32 public administration reform principles and 270 sub-principles and overview of indicators to measure implementation of reforms in Western Balkans public administrations.
- Newsletter – The administrators should be able to manage the newsletters and customize the delivery of the newsletters to the registered users.

Full details about the content that the platform must manage is provided in the Content Requirements section.

FUN-7. The Knowledge Management Platform should be integrated with ReSPA's web site so the required data can be fetched from the ReSPA's database. For this functionality APIs will be developed on the current ReSPA system based on the data requirements of the KMP.

FUN-8. The Knowledge Management Platform should be part of the ReSPA's domain, set as its sub-domain (e.g. kmp.respaweb.eu).

User registration and profile management

FUN-9. Users should be able to complete a registration process on the platform, so they can get access to the content that is not public to all visitors, such as the community of practice. The registration process should require from the users to enter their photo, name, function, organisation/institution, administration, and areas of interest, while the administrators should be able to approve or reject registration requests. During the registration process, the users should check that they have read the privacy policy of the platform, and check if they would approve for their personal information to be published on the Community of practice section.

FUN-10. The platform must allow for the users to login using their credentials from the registration process.

FUN-11. Users must be able to manage their profile information from a user profile module on the platform.

Search

FUN-12. Knowledge Management Platform should provide a central search functionality (located near the main navigation), so users can easily search for information and data.

FUN-13. The search should be accessible in two forms: as simple and advanced search.

FUN-14. The simple search should be used by entering free text in a single search input and the system should search for matching results on the complete platform.

FUN-15. The advanced search should allow for multiple search criteria to be defined so the users can find the most relevant results easier. The search criteria can include:

- Category (initially Policy Development and Coordination, European Integration and Accession Negotiations, Human Resources Management, Professional Development, Digitalization and Quality Management);
- Content type;
- Administration;
- Published date.

Newsletter

FUN-16. Knowledge Management Platform should provide a functionality to the administrators to create and edit newsletter content and to define the scheduling of newsletter sending. The newsletter will serve as a digital publication with summarized key information and news related to KMP, which will be sent to subscribers via email.

FUN-17. The users should be able to subscribe to the newsletter by providing their email address and should have options for unsubscribing or managing their subscription preferences.

Web accessibility

FUN-18. The Knowledge Management Platform should be developed by following the W3C Accessibility Guidelines (WCAG) 2.0, to ensure accessibility to users with disabilities.

Social tools

FUN-19. The Knowledge Management Platform should provide tools for integration with the main social media platforms, such as LinkedIn, Facebook, Instagram, YouTube, and Twitter, so users can share content on their social media accounts.

Analytics

FUN-20. The Knowledge Management Platform should be integrated with analytics tools, such as Google Analytics, to track statistics on user behavior and site traffic. The administrations should have access to these metrics.

3.3. Implementation Requirements

The Implementation Requirements section covers the following topics:

- General implementation requirements
- Business Analysis and Software Development requirements

- Installation, Testing, and Acceptance Test Planning requirements
- Training requirements
- Maintenance and Support Requirements

General Implementation Requirements

IMP-1. In order to ensure sustainability and appropriate maintenance of the system, the contractor must deliver full system documentation. The following supporting documents are required:

- Project documentation – providing detailed information about project goals, specification of user requirements and implementation plan;
- User documentation – describing in details the how to use the software from the perspective of the user;
- Technical documentation – providing detailed information related to upgrading and maintaining the system;
- Commercial documentation - all commercial software packages that will be eventually used, have to come with the documentation for installation, administration, management and other reference documents.

IMP-2. The contractor has to submit the following Project documentation for the platform:

- Software Design Document (SDD); and
- Software Requirements Specification (SRS) document.

IMP-3. The contractor has to submit the following User documentation for the platform:

- User manual for the Knowledge Management Platform (for all types of users), both inside the system and in printable format;

IMP-4. The contractor shall develop technical documentation in parallel with the platform development. Technical documentation is intended for future maintenance and upgrading of the platform. The following technical documentation for the software has to be submitted:

- Documentation that describes specification of the system (system description, conceptual design of the system, description of system architecture etc.);
- Database schemes (with comments provided);
- User interface;
- Report design;
- Documented system logic for all system components;
- Documented backup and restore procedures.

The technical documentation has to be detailed and prepared in such a way that upgrade is feasible without participation of analysts, designers and programmers that developed the system.

- IMP-5. All commercial software packages that are eventually used for development of the platform have to come with documentation for all their components which has to include the following:
- Instructions for system installation;
 - Instructions for administration and management;
 - Other reference documents.

Business Analysis and Software Development Requirements

- IMP-6. The contractor shall provide Software Design Document (SDD). This document needs to provide information about the architecture of the platform outlining all its parts and how they will work; It also needs to provide details about the methods that will be used and the approach that will be followed for each activity and resource during the development of the software. It should reference specific standards, methods, tools, actions, reuse strategy, and responsibility associated with the development and qualification of all requirements, including safety and security;
- IMP-7. As a result of the performed Business Analysis, the contractor shall provide Software Requirements Specification (SRS) document. This document describes what the platform is supposed to do, and how the system will perform each function. It explains the features of the platform, the interfaces of the platform, the constraints under which it must operate and how the platform will react to external stimuli. This document needs to be approved by the Client before the start of the development process.

Knowledge Management Platform Design

- IMP-8. The contractor must provide three different designs of the front page and the inner pages of the Knowledge Management Platform to the Client. The Client will review and choose the one that will be implemented on the platform;

Installation, Testing, and Acceptance Test Planning requirements

- IMP-9. The contractor shall create three different working environments:
- Development environment – environment where the modules of the platform and their functionalities are developed by the contractor's staff;
 - Testing environment – environment where the developed modules are deployed for user testing;

- Production environment – environment where the platform modules that passed the user testing are deployed. This is the real working environment of the platform;

The contractor should ensure that the testing environment and the production environment are the same;

IMP-10. Design of tests cases (cases that will be used to test the functionalities of the platform):

- The contractor shall design test cases (with the assistance of the Client) that cover all scenarios possible in using the platform in real life;
- Test cases shall be made on the basis of functional, non-functional, technical, performance and security specifications of the platform;

IMP-11. Testing Team shall be composed of future platform users;

IMP-12. After completion of each development cycle agreed with the Client, the contractor should install a version of the platform on the testing environment;

IMP-13. Testing team will execute the prepared test cases upon installation on each version of the platform on the testing environment to prove that it operates according to specification. All mistakes, inconsistencies and flaws have to be recorded in the minutes from testing with all relevant comments;

IMP-14. Correcting mistakes or anomalies in the system:

- On the basis of the minutes from testing, the contractor is obliged to correct the identified mistakes/anomalies within two weeks;
- An updated version of the source code has to be is compiled/processed when the mistakes and anomalies are corrected and a new version of the platform installed on the testing environment;
- The testing team should repeat the testing process.

When the above steps are done successfully and all test cases are executed without mistakes or anomalies the testing process is considered completed.

IMP-15. After the completion of the development process for the whole system, and verification of the functionalities of the platform on the testing environment, the contractor (with the assistance of the Client) will perform User Acceptance Test (UAT) on the platform following its installation and configuration on production environment.

User Acceptance Test (UAT) is the last stage in software testing. During UAT users will test the platform to make sure that the platform and its subsystems meet all functional and non-functional requirements mandated for Operational Acceptance, meaning that the platform is ready to be used in real life.

- IMP-16. If the above steps are completed successfully, UAT will be signed. Signature of UAT will mean that the platform is officially ready for the production and use in real life;

Training Requirements

- IMP-17. The contractor must organize at least one training session for each user type defined above.
- IMP-18. The contractor shall provide a preliminary Training Plan with detailed description of training to be carried out;
- IMP-19. The contractor shall provide training services in all aspects of the platform to enable Clients' staff to use, maintain, and develop the platform;
- IMP-20. The contractor shall train all persons nominated by the Client, to enable them to test, administer, operate, and use the system effectively;
- IMP-21. Technical training required to administer the platform must be provided. Technical training will include topics for KMP configuration and monitoring, database administration and server administration;
- IMP-22. The users should not have access to the production version of the system until they complete the appropriate training;
- IMP-23. All training materials must be packaged for electronically delivery and accessible for on-demand requests.

Warranty and Maintenance Requirements

- IMP-24. The contractor shall include a warranty period of six (6) months. The warranty period starts at the moment when the platform is officially deployed on the production environment and in use in real life;
- IMP-25. The contractor shall include off-site technical support and maintenance period for the platform of one (1) year. The maintenance period starts after the end of the warranty period.
- IMP-26. During the Warranty and Maintenance Period, contractor shall describe the proposed staffing plan, location and their internal fault reporting, fault escalation and feature request processes, as well as operational process of its support centers to meet the following minimum service level requirements.
- Make qualified personnel available to the Client during business hours for reporting of Non-Conformities or other issues with the platform.

3.4. Non-functional requirements specification

The Knowledge Management Platform should be:

- implemented in accordance with the suggested concept described in details in section 3.5;
- Installed on the hardware infrastructure that will be provided by contractor according to the guidelines in section 3.6;
- developed in accordance with technical standards and legal regulations;
- interoperable with other systems and open for connecting.

Requirements or quality attributes during the system development

The following has to be ensured during the KMP development:

- Testability of the platform is a property that ensures testing of every functional and non-functional requirement in platform's operation. In that sense, it is necessary to provide test/development environment;
- Extensibility of the platform is a possibility of implementing new modules/functionalities into the platform in an economically acceptable manner and with no adverse effects on existing functionalities;
- Flexibility of the platform or its modifiability is the ability of the platform to adjust to changes, e.g. regulations or business processes in an economically acceptable way;
- Reusability is a property that ensures that some of the modules can be reused. This primarily refers to platform modules.

Requirements or quality attributes during the operation of the system

Usability

Usability is the property of the platform that enables primary target groups of users to use it in a user – friendly manner. The usability of KMP shall comprise the following attributes:

- simple learning curve to work with the platform;
- efficiency and speed for trained users to achieve their goals using the platform;
- forestalling all potential errors a user may make using the platform, and the ability of the platform to recover efficiently in case of errors;
- User-friendly work with the platform.

The usability of the system shall be implemented through:

- Harmonization with business processes;
- Intuitive user interface design.

Harmonization with business processes is the key factor for usability, since it enables the user to interact with the platform in a manner that is natural for the work he/she performs. The platform follows the steps within a business process in a natural way and follows the users in their regular flow of activities. Screen forms must be designed in line with the rules and best practice for the simplicity of web applications usage. This refers to presence, appearance and behavior of standard elements, consistency, graphic design, error – processing, user help functions, etc.

The requirements related to usability are:

- Most common transactions have to be designed in such a way that they can be performed with the least number of interactions (mouse or keyboard clicks);
- Rules and behavior of user interface must be consistent through the entire platform, including windows, menus, and commands;
- All platform modules should have an intuitive user interface and consistent object concept (fields, drop – down lists, choice of options) so that users may use different pages/system screens in a simplified manner (e.g. display of available data, data-entry validity, error notifications);
- The platform has to offer default values in all the fields for data entry, where reasonable. Default values may be fixed in advance, defined by the user or determined based on the context;
- Validation: the use of valid data in the platform should provide for the rapid entry of data, less sensitive to errors. The users should be given the option of selecting appropriate elements from the list (the list shows appropriate code and description) or to insert the code directly. Once selected, an appropriate code and description is always visible to all data entries and query screens;
- The platform has to prevent data redundancy, i.e. it should ensure that all the data entered are unique.

Supportability

Supportability comprises different elements of support and maintenance to be provided during the platform implementation and platform exploitation in the warranty and maintenance period, these being:

- Elements of the operational support
 - o Installation, configuration and supervision of the platform;
 - o User training, separate for users in charge of the administration of the platform, and for users in charge of the exploitation of the platform.
 - o Support to the users who operate the platform.
- help-desk services
 - o by phone, e-mail, web pages, etc.

- elements of proactive maintenance and logging of the operational events of the platform:
 - o identification and providing information on emergency events in the operations of the platform;
 - o system maintenance, data base maintenance, application maintenance;
 - o request for proactive replacement of hardware and system software.
- elements of corrective maintenance
 - o error correction and repairs.
- elements of technological maintenance
 - o migration and updating of the platform to new versions of system software, database server and application server.
- documentation
 - o technical and user documentation (updated in line with the latest changes).

Reliability

KMP has to be reliable in order to perform its functions without interruptions during a specific time period within set conditions. Availability of the platform on an annual level must not be lower than 99%.

Performance

Performance of the platform is its property to perform its functions fast enough to be acceptable for the users. Performance may be measured by response time (in a normal and peak system load, with anticipated network resources) and the time required for a service to be performed. Response time of the platform must not be longer than 5 seconds in case of import and export of data.

Controllability

Controllability is the property of the platform related to its administration. Requirements related to controllability are the following:

- The platform should ensure that the administrator could follow information on intensity of usage, number of customers, usage of the resources, incidents etc.;
- The platform should regularly (daily, weekly, monthly) and automatically create a report on the operations in past;
- The platform should automatically create a report on extraordinary events;
- The platform should support the possibility to reconfigure hardware and software (detailed specification) without downtime.

Security

Security is the property of the platform to prevent access, viewing and change of data or applications by unauthorized persons. In technical terms, it is ensured by implementing a proper user's authentication and authorization system, defining rights and roles within a system, data encryption, implementation of security elements into the application, monitoring and recording all activities on the system itself, log management on data changes, etc.

Data contained in the platform must be protected in line with current legislation, particularly with Law on Personal Data Protection.

KMP has to contain a special module for global configuration of the KMP security core, which shall be available exclusively to specific groups of users (Administrators).

The platform has to support the usage of encrypted communication for exchange of data between clients and the central server.

The platform has to support electronic identification of the user, whose level of security depends on the level of access to the system. Electronic identification protocols have to be designed in a flexible manner.

The platform has to ensure settings for strong password policy and expiry of password. System parameter has to enable the System Administrator to configure the expiry of password policy. The platform has to ensure the settings of session's expiry, and in case of user's inactivity for a certain time period, automatic sign out is activated.

The platform has to ensure that certain users may only perform permitted operations and have the insight into certain cases and documents, in line with the roles assigned by the System Administrator.

Backup and Restore Procedures

The platform has to create security back-ups on a daily, weekly, and monthly level, outside the system's working hours, in a way that will not impact regular operation of the system.

Two main goals to be achieved through backup procedures are:

- The system has to enable recovery of database through stored security back-ups and the possibility of recovery of loss data);
- Minimizing the time needed for data restore, i.e. minimizing the downtime.

Scalability

Scalability is the property of the platform to serve the sudden increase in the number of users or to perform the increased number of transactions. The scalability of the platform and its stable operation should be ensured.

Scalability should provide for the possibility of:

- Performing an increased number of operations, providing greater number of services or the increase in the number of users. The initial estimated number of users of the KMP is 500;

- Administrative or organizational extension – the possibility of providing services to additional organizational units or organizations;
- Functional extension – possibility of providing additional services;
- Technological extension – possibility of extension to other devices or platforms (e.g. by providing service on wearable devices).

Interoperability

Interoperability refers to the property of the platform to implement transactions with other systems. The platform should be interoperable with other existing systems, in particular with the current existing ReSPA website. Openness of the system ensures that other systems can connect with KMP and modify the data or use its services.

3.5. Content Requirements

CON-1. Knowledge Management Platform should provide several content categories based on the type of content and in line with its objectives. The categories should be shown on the main horizontal navigation of the website, structured in a way to provide easy navigation, and finding of the relevant information on the platform;

Home Page

CON-2. The homepage should provide engaging content on what the Knowledge Management Platform offers. The content should be divided in sections showing summarized information and excerpt of the content in different locations on the webpage, with a link to the location where the full content is. The homepage should therefore have the following sections:

- About the platform** - Short summary of the aim and objectives of the platform;
- Latest news** - Selected number of latest news articles from ReSPA actions and initiatives as well as from the administrations of the WBs;
- Upcoming events** - Selected number of upcoming events organised by ReSPA or partner institutions, relevant for public administrations from WBs;
- Good practices** - Selected number of most popular articles/videos/testimonials on good practices;
- Projects and initiatives** - Selected number of relevant projects and initiatives in the region related to PAR, Good Governance, reform Agenda, EU integration, etc;
- Publications** - Visually appealing message of checking the publications database;
- Community of practice** - Visually appealing message of getting involved in the community of practice;

- h. **Public Administrations in the Western Balkans** - Visualization of all ReSPA members and beneficiary along with a message to find important information and data on their PAR performance and stage in the EU accession process;
- i. **Public Administrations in the EU MSs** – Visually appealing message to check the main information about the important public administration reform developments in the EU and information about public administrations in the EU Member States;
- j. **Access to expertise** - Visually appealing message to search for necessary expertise;
- k. **Learning Corner** - Visually appealing message to check the training opportunities both available on the platform (pre-recorded and live) and offered by renowned training providers/schools/institutes in WBs, EU and wider;
- l. **Principles of Public Administration** - an interactive listing of the public administration principles, sub-principles and indicators per Western Balkan administration (pending the agreement with OECD/SIGMA);
- m. **Newsletter** – Visually appealing message to check and to subscribe to a newsletter.

About the platform

CON-3. The about section will explain the main aim and objectives of the platform.

Latest News

CON-4. This section should show news articles on significant developments or events related to PAR in the region or even wider if it is applicable to the developments in the region;

CON-5. The news should be listed chronologically, with the newest being shown first by default. The listing will show the news' image, title, date, and brief summary;

CON-6. The users should be able to search news by free-text and date;

CON-7. The news details page will show the image, date, full article, and image gallery if entered. A "Latest news" section will be shown on the news details page where the newest 5 news articles will be listed.

Upcoming Events

CON-8. This section should present information on various events organized by ReSPA, events in the Western Balkans and beyond, such as conferences, workshops, promotions etc., which are relevant for the public administration reform in the region.

CON-9. The events should be shown in 2 different ways: Events listings and Events calendar.

- CON-10. The Events listings will list all events in a chronological format by default. A listing will show the following elements: image, title, short summary, date(s), tag for type (online/offline) and location. There should be filtering criteria for the events listings by free-text search, time period, type (online, onsite), location and organization, so users can easily search and find the events they are interested in.
- CON-11. When choosing an event listing, an event details page should be shown which will present comprehensive information on the event, including image, title, date(s), location, organizer, summary, agenda, short bio on the presenters/trainers, documentation etc.
- CON-12. The event details page should provide an add-to-calendar functionality with which the users will be able to easily incorporate event details into their personal calendars. The users will be able to choose the most common calendar formats such as Google Calendar, Apple Calendar, and Microsoft Outlook.
- CON-13. The event details page should provide social sharing integration to share the events on the most popular social media platforms.
- CON-14. The Events calendar will be an interactive calendar module which will present the events in a visually attractive calendar format. The users will be able to navigate the calendar by daily, weekly, or monthly view, and the events will be shown in their respective dates with their title and location. When hovering on an event on the calendar, additional information on title and location will be provided. Clicking on an event from the calendar will lead to the event details page.

Good Practices

- CON-15. This is a section where the ReSPA administrators and the community members should be able to publish articles of inspiring stories of implementation of certain developments, projects, initiatives, good practices or events related to public administration. The goal of this content is to share experiences which can be used in similar activities in the region.
- CON-16. The articles should be listed as cards with an image, title, short summary and date. The articles should be sorted chronologically with the newest articles appearing first.
- CON-17. There should be filtering criteria to search and filter articles by free text, ReSPA thematic areas, specific topic, publishing dates, location, and author.
- CON-18. The full article should be presented on a separate page. The page should contain image, title, publishing date, author, location, main article content, related documentation and about the author.
- CON-19. Multimedia content should be supported including images gallery, and embedded videos from popular video hosting platforms such as YouTube and Vimeo. The

information in the articles should be presented in a visually appealing and readable format.

CON-20. The users should be able to easily share the article on popular social media platforms.

CON-21. There should be a related posts section in the bottom, where the system will present suggested related good practices articles, based on the current post's content or topic.

Projects and initiatives

CON-22. This section should present relevant projects and initiatives on public administration reform in the region. Therefore, the menu will present two sub-categories for the users to choose: projects, and initiatives. The projects are temporary, focused efforts with specific objectives and deliverables, while the initiatives are broader strategic endeavours that typically encompass multiple projects and activities.

CON-23. The Projects page should list all projects which are supporting public administration reform in the region. The listing will include the following details on the projects: image, title, location, short summary, project value, donor, policy area, and time period.

CON-24. The projects can be searched by free text, time period, location, policy area, status, and donor.

CON-25. A full-details page of a project will present the project as an article with the following information: image, project title, time period, location, policy area, project objectives, status (planned/ongoing/closed), project value, donor, beneficiary, description, relevant documentation (including open data) and contact person information for both beneficiary and donor.

CON-26. The page should be able to support embedded visualizations related to the project, such as charts, graphs, maps or diagrams, and the administrators will be able to embed the visualizations in the form of embed codes or APIs for easy integration.

CON-27. The user should be able to generate custom reports on the projects, and the reports should be provided in visualised PDF or Excel. The user should define the criteria for the report, including location, donor, beneficiary, policy area, and status, and the report should list the projects based on the search results.

CON-28. The Initiatives page should list the initiatives on a ReSPA Member and beneficiary and regional level. The listing will include the following information per initiative: image, title, location, and short summary.

CON-29. The initiatives can be searched by free text, administration, policy area, status, and donor.

- CON-30. The full-details page of an initiative will present the initiative in an article format, containing image, title, location (if it is on regional level, then it is stated so), policy area, initiative leading organisation, initiative participants, status (planned/ongoing/closed), donor support, description, relevant documentation (including open data) and contact person information for all partners involved.
- CON-31. As in the projects page, the initiative page should support embedded visualisations.
- CON-32. As for the projects, the user should be able to generate custom reports on the initiatives, and the reports should be provided in visualised PDF or Excel. The user should define the criteria for the report, including location, donor, policy area, and status, and the report should list the projects based on the search results.

Publications

- CON-33. This section should hold various relevant publications on public administration, such as research documents, policy papers, analysis, studies, snapshots, knowledge bites, strategic documents, methodologies, etc. This repository will include publications from/for the region but will also include significant publications on EU level. The publications will be available for direct download from the platform, or a link will be provided which would lead to the web location of the source.
- CON-34. The publications will be listed chronologically, with the newest showing by default. The listing will include the following information on the publication: image, title, location, date of publication and short summary.
- CON-35. The users will be able to make advanced search of the documents by applying filter criteria of free text, policy area, location, and date of publication.
- CON-36. The full-details page of a publication will include the following information: image, title, location, policy area, date of publication, author, description, and download link (either for direct download or a link to the source). The page should also provide open data related to the publication for downloading, if there is data available.
- CON-37. There will be a related publications section in the bottom, listing a limited number of suggested publications based on the current publication's content or topic.

Community of practice

- CON-38. This section should be available only to registered users on the platform. It will be comprised of 3 sub-categories:
- **Community members** – This will be an extensive list of public administration officials from the Western Balkans and experts in the field of public administration, who are willing to be engaged in the community of

practitioners. They will be listed with their contact details to promote networking and experience sharing.

- **Discussion groups** – This module will be an interactive space where the community members will be able to start and engage in discussions in various topics of interest. The discussion groups will be used by the users to create discussion topics (threads) and participate in the existing topics by posting messages. The objective is to facilitate interactive experience sharing and problem solving among the community.
- **Blog space** – will aim to create a more engaging Platform. Along with using the various sections of the Platform to inform users about latest development and events, the blog space will “teach” users about topics that are relevant to reforming public administrations, EU affairs, etc. ReSPA PMs, experts and practitioners from the region will be authors of the blogs to be published in the Platform. The blog shall also contain the “about the author” option.

CON-39. **Community members** module will list all registered community members in alphabetic order by default. The members will be listed with their photo (if provided), name, organisation, e-mail address, and administration.

CON-40. The users will be able to search within the list of community members by name, organisation, field of interest and administration. The listing should be sorted by first name, last name, and administration.

CON-41. A full-details page of a community member will contain photo (if provided), name, organisation, administration, short biography, fields of interest, and contact details (e-mail address). The page will also include information on the community member’s discussion group memberships and activities on the discussion group module, which will be automatically generated from the system.

CON-42. **Discussion group** module will list all individual threads (discussion topics) opened by the community members, including ReSPA staff. A listing of a thread will contain the following information: photo of the user (the community member that opened the thread, if provided), title of the thread, the user category of the thread, and a counter of number of views and number of posts.

CON-43. The categories will initially be the 6 main areas: 1) Policy Development and Coordination, 2) European Integration and Accession Negotiations, 3) Human Resources Management, 4) Professional Development, 5) Digitalization and 6) Quality Management, but the administrators should be able to manage the categories so they can add, edit, or remove categories.

CON-44. The threads will be listed chronologically by default, with the newest threads showing first. The threads should be sorted by most recent, most popular or by category.

- CON-45. The user will be able to search the threads with the following criteria: free-text search, title of the thread, community member (that opened the thread) and category.
- CON-46. A community member will be able to create a thread by filling out a simple form, entering the title and short summary of the thread, and selecting the category.
- CON-47. A community member can enroll to a category, which would subscribe him/her to the notification system which will send e-mail notifications for new threads and posts within this category. Notifications will be sent to the author of the thread for all messages posted there, and to the users that received replies on their messages. The users will be able to customize their notifications preferences in the system. There should also be an indication for new notifications on the user profile icon, while browsing the platform.
- CON-48. When a single thread is opened it will present the whole discussion made within this thread chronologically, including the posts and replies of the community members. A “like” button will be available on each post so users can positively highlight the messages.
- CON-49. Users should be able to edit or delete their own threads and posts.
- CON-50. The main administrators of the system will act as discussion group moderators, including:
- Approving or rejecting registration of users on the platform
 - Warning and banning users who post inappropriate content
 - Removing individual threads and messages.

Public Administrations in the Western Balkans

- CON-51. This section should present summarized information and data on the administrations which are ReSPA members and beneficiary. It will present general information on the ReSPA members and beneficiary, and information related to public administration, such as: relevant institutions, legislative framework, strategic framework, and summarized factsheets. Besides this, it will provide appealing visualisations of the performance of the administrations in public administration reform .
- CON-52. The option for ReSPA members and beneficiary in the main menu will open a dropdown menu with the individual administrations which are members and beneficiary, as well as a PAR dashboard where users will be able to generate visualisations on PAR performance.
- CON-53. If clicked on the “Public administrations of the WBs” main button in the menu, it will open a page where the administrations will be listed in visualised cards under the 2 main categories: members and beneficiary. The cards should be visually different for the members and for the beneficiary.

CON-54. The individual page will have the same structure for all administrations. It will include:

- Main data – It will show an appealing visualisation, along with some key data, including capital city, population size, area, GDP, number of civil servants, status on PAR readiness according to the latest EC reports, and status in the EU accession process.
- Relevant institutions – It will list all relevant institutions related to PAR with the institution's title, website, address and contact details. The user will be able to make a simple search in the list by free text.
- Legislative framework – It will list relevant legislative acts with title and links where the documents can be accessed/downloaded. The user will be able to make a simple search in the list by free text.
- Strategic framework – It will list relevant strategic documents with title and links where the documents can be accessed/downloaded. The user will be able to make a simple search in the list by free text.
- Factsheets – It will list one-pager documents which will provide summarized information and data for the individual ReSPA members and beneficiary as a PDF document ready for download.
- ReSPA Liaison officer – It will state name and contact details of LOs.
- GB Members – It will state name and contact of GB members.

CON-55. The PAR dashboard will be designed as a visualisations generator where the users will be able to get visualised information on the PAR performance of the administrations in the region. A full dashboard can be created and customized by the users by generating number of visualisations as needed and using a drag-and-drop functionality for repositioning and resizing visualisations.

CON-56. The data for the visualisations will be entered by the administrators per individual indicators. Therefore, the administrators should be able to manage indicators and results for the indicators per administration. Time series of results should be supported as well. As suggestion, the indicators from the Principles of Public Administration defined by SIGMA should be used, along with the results from the monitoring missions conducted by SIGMA (upon agreement with SIGMA).

CON-57. To create a visualisation, the user should select the area (category), indicator(s) within the category and administrations the user wants to compare the results for. The user should be able to define the chart type that should be generated, such as bar chart, line chart, pie chart or map.

CON-58. The users will have the option to export individual visualisations in PDF, image, or CSV format (open data format), and to export the complete dashboard in PDF and image format.

CON-59. The created dashboard should be able to be saved by the logged user so it can be generated again and should be automatically saved for the guest (not logged) user and should be applied with the next visit of the page.

Public Administrations in the EU Member States

CON-60. This section should present key information on the EU institutions and provide summarized information for individual EU member states. Therefore, this menu item will list two sub-categories: EU institutions and EU member states.

CON-61. The EU institutions page should include:

- Main data – It will show an appealing visualisation of the European Union, along with some key data, including population, area, GDP, number of member states.
- Relevant institutions – It will list all relevant EU institutions related to public administration with the institution's title, website, address and contact details. The user will be able to make a simple search in the list by free text.
- Legislative framework – It will list relevant EU legislation acts relevant for EU accession and PAR with title and links where the documents can be accessed/downloaded. The user will be able to make a simple search in the list by free text.
- Strategic framework and initiatives – It will list relevant EU strategic documents relevant for EU accession and PAR with title and links where the documents can be accessed/downloaded. The user will be able to make a simple search in the list by free text.

CON-62. The EU member states page will list all member states in an alphabetic order, each shown as visualised cards.

CON-63. The individual EU member state page will have the same structure for all countries. It will include:

- Main data – It will show an appealing visualisation of the country's flag and map, along with some key data, including capital city, population size, area, GDP, and number of civil servants.
- Relevant institutions – It will list relevant institutions related to PAR in the country with the institution's title, website, address and contact details. The user will be able to make a simple search in the list by free text.

Access to expertise

CON-64. This section should provide a comprehensive list of experts in different fields related to public administration reform, so that the public administration officials can contact them if needed.

- CON-65. The page should list all experts in alphabetic order by default with their photo (if available), name, area of expertise and contact details (phone and e-mail address).
- CON-66. The users will have the option to search experts by name and area of expertise. The results can be sorted by first name and last name.

Learning corner

- CON-67. This section of the platform should be a centralized hub for presenting and accessing training opportunities in the field of public administration. It will be one of the most important sections on the platform which will support the capacity building activities on PAR in the region.
- CON-68. The section should be designed to organize and provide information about trainings provided by other relevant organisations and actual (pre-recorder and live) trainings organized by ReSPA to the users in a systematic way.
- CON-69. This section will include both training courses and training resources developed by ReSPA and courses and resources which are fully accessible on external locations (e.g. a Ministry/public administration authority website from an administration in the region or renowned organization in the EU).
- CON-70. The section will provide various types of e-trainings and information about onsite trainings, including:
- Video-based training – It provides a learning experience with pre-recorded video. It is presented as a combination of camera recording, animation, graphics, presentations, text, and audio.
 - Webinars – Interactive online sessions conducted by presenter(s) and followed by participants who can interact directly with the presenter via audio/video, chat, polls and Q&A sessions. The website should be able to integrate webinars from webinar platforms that provide embeddable codes or widgets, so the webinar can be directly shown on the KMP instead of opting users to enter the webinar on an external application or website.
 - E-learning modules – Self-paced learning experience that includes text, audio, video, animations, and other visual elements. They are usually structured by topics which form a complete training course. The modules can be associated with quizzes and interactive exercises for enriching the user experience. The e-learning modules should be hosted on external platforms that host e-learning modules.
 - Onsite trainings – Overview of face-to-face training sessions conducted at a physical location at a given time, containing information about training title, dates, location, fees, content, and application link.

CON-71. The training segment will be based on an advanced search system that can provide easier finding of relevant trainings by providing comprehensive search criteria. The following search criteria should be available for the users:

- Free text
- Type of training - video-based training, webinars, e-learning modules, onsite trainings
- Time span – the user should be able to select a time span including a start and end date. The time span will not be relevant for video-based training and e-learning modules.
- Location – the user should select either online, or a specific physical location by entering text
- Category – the user should select the category or the area of the training in line with the initially defined categories.

CON-72. All trainings in the search results will be listed as cards, with the newest training showing first. A training card will include an image, title, type of training, category, short summary (one sentence), location and dates.

CON-73. The trainings page will include the following information:

- Image
- Title
- Type of training (video-based training, webinar, e-learning module, onsite training)
- Category
- Location (online if it is video-based, webinar or e-learning module)
- Date(s) (not applicable for e-training)
- Training provider
- Training fee (if applicable)
- Description, including training overview, training objectives, and target audience
- Agenda - designed and visualised in a standardised way for all trainings. There should be a possibility to link agenda points with the respective recorded video sections or the specific e-learning modules.
- Training materials (electronic documents)
- Contact details for the training
- Related trainings (based on the category and topic of the current training).

CON-74. If training is organised by an external source and the core e-training and additional resources can be found on an external location, then the training should provide a link to the external source.

Principles of Public Administration

CON-75. This section of the platform should display an interactive listing of the public administration principles, sub-principles and indicators per Western Balkan administration (pending the agreement with OECD/SIGMA).

Newsletter

CON-76. This section of the platform should display visually appealing message to check and to subscribe to a newsletter.

3.6. Hosting Requirements

HOS-1. The contractor should provide hosting for the Knowledge Management Platform for the whole period of the contract, including the warranty and maintenance period;

HOS-2. The Knowledge Management Platform should be hosted on a (virtual) server with at least 2 CPU Cores, 2GB RAM, 100GB SSD Disk space and unlimited monthly traffic.

HOS-3. In case ReSPA manages to provide their own hosting during the duration of the contract (including warranty and maintenance period), the contractor should migrate the platform to the hosting infrastructure that will be provided by ReSPA.

4. Tasks and Responsibilities

The company shall, indicatively, perform the following tasks:

Phase	Deliverable	Duration
Analysis & Design	Software Design Document (SDD) Software Requirements Specification (SRS)	4 weeks
Development	Gathering and Reviewing Content Knowledge Management Platform	14 weeks
Testing	Test Cases Document Test Execution Report(s) User Acceptance Test (UAT)	3 weeks
Training and Implementation	User Manual Training Plan Source code and Technical Documentation	3 weeks
Warranty		6 months
Maintenance		12 months

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

5. Necessary qualifications of the required company and team of experts

The company needs to have **diverse but compatible experience in working for or with the public sector or international organizations**, preferably, on positions/assignments and tasks related to the establishment of knowledge management platforms/hubs/systems. More specifically, the company shall possess the following profile:

Economic and financial capacity

- The average annual turnover of the company of the last three (3) closed financial years must be at least 60.000 EUR;

Professional capacity

- The company has at least 3 experts in the fields related to this tender (development, installation/maintenance, customization or CMS) out of which at least 1 is business analyst and 2 are software experts.
- The company must submit a signed Statement of Commitment by each expert indicating that the expert agrees to work on this project for that company. In case the expert is prevented to work on the project during the implementation, the company must provide expert with similar or better experience. Any change within the proposed team of experts after award of the contract needs to be approved by ReSPA;

The proposed business analyst should have the following minimum qualifications and skills:

- Bachelor's Degree in Computer Science, Information Technology or Engineering or alternatively, 5 years of working experience in addition to the number of years of professional experience required under the minimum requirement for general professional experience;
- At least 3 years of professional experience working as business analyst on software development projects gathering requirements and writing software requirements specifications
- Professional experience in at least 2 projects with implementation of Content Management Systems.

The proposed software experts should have the following minimum qualifications and skills:

- Bachelor's Degree in Computer Science, Information Technology or Engineering or alternatively, 5 years of working experience in addition to the number of years of

professional experience required under the minimum requirement for general professional experience;

- At least 3 years of professional experience working as software experts in development and implementation of web based information systems;
- Professional experience in at least 2 projects with implementation of Content Management Systems.

Previous relevant experience

- The company has successfully completed at least three (3) individual contracts in the field of software development within the five (5) year period prior to the closing date of submission of the tenders;
- The company has successfully completed at least one (1) individual contract of at least 10.000 EUR in the field of implementation and customization of Content Management System, including customization, development, and project management.

6. Approach and Methodology

Proposals must include the approach and methodology to be employed by the applicant (s). It should also include:

- Describe proposed technical approach,
- Describe relevant previous experience of the company in the field (List of similar projects made in the past with possible links)
- Describe professional/organizational capacities (including the key project team members and relevant experts that will directly work on design, development, or content creation).
- The company must describe how it will address requirements listed in this RFP and provide a detailed description of the activities, reporting, and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.

7. Timing and Location

The assignment foresees work from the home, office and online meetings. The assignment is expected to be performed tentatively from **January – June 2024**.

8. Remunerations

The assignment amounts up to 20.000 EUR for development and installation of the Knowledge Management Platform (corresponding to tasks listed under Section 3 of these Terms of reference).

The payment will be done in three instalments upon completion of the deliverables. The first payment of 20% will be after successful competition of Phase 1. The second payment of 70% will be after successful competition of Phase 4. The final payment of 10% will be after the end of the warranty period.

The payment for the maintenance of the platform with a duration of one (1) year will be done in two instalments. The first payment of 50% of the maintenance costs will be paid after six (6) months from the start of the maintenance period. The second payment of 50% of the maintenance costs will be paid at the end of the maintenance period.

The final outputs of each phase will be subject to approval from ReSPA before the execution of the payment.

9. Reporting and Final Documentation

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

Outputs

- Software Design Document (SDD) – at the end of Phase 1
- Software Requirements Specification (SRS) – at the end of Phase 1
- Test Cases Document – at the end of Phase 4
- Test Execution Report – at the end of Phase 4
- Source code – at the end of Phase 4
- User Manual – at the end of Phase 4
- Technical Documentation – at the end of Phase 4
- User Acceptance Test (UAT) – at the end of Phase 4, 5 and 6
- Knowledge Management Platform – at the end of Phase 4, 5 and 6

Documents required for payment

- Invoice (signed original);
- All outputs per phases as stated above.