



Terms of Reference

Request for Services

Background

Regional School of Public Administration (ReSPA) is an international organisation set-up as a joint initiative of the European Union (EU) and the Western Balkan (WB) countries working towards fostering and strengthening regional cooperation in public administration, human resources management and civil service reform among its members. It seeks to offer excellent innovative and creative training events, networking activities, comparative applied research, capacity building and expert services to ensure that the shared values of respect, tolerance, collaboration and integration are reaffirmed and implemented throughout the public administrations in the Western Balkan region (further on: region). ReSPA is located in Danilovgrad, Montenegro, and its work is focused on Albania, Bosnia and Herzegovina, Kosovo¹, Macedonia, Montenegro and Serbia.

- ReSPA is acting as a regional hub for relevant public administration reform (PAR) training and networking activities, ensuring full integration of regional lessons and specific national actions;
- ReSPA is contributing to identification and promotion of relevant good practices in public governance on PAR and European integration, and its accommodation into national administrations;
- ReSPA is becoming an effective regional dimension coordinator of the Governance for Growth pillar within the framework of the Southeast Europe (SEE) 2020 Strategy.

Urgent needs mechanism is ReSPA activity that enables ReSPA members and Kosovo* to apply for related expertise support.

Description of the Assignment

Development of e-government in general is one of the most important goals of Montenegrin government in the following period. Involvement of civil servants in this process is one of the most important key factors for its success. Previous period shows that civil servant, in general, does not have any information or knowledge about e-government, thinking that this topic is not their priority, but only belongs to IT experts within administration. This situation can be improved organizing awareness training for civil servants in Montenegro, to share base knowledge about e-government and to encourage civil servant to have active participation in e-government implementation.

¹ * This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and ICJ Advisory opinion on the Kosovo Declaration of independence



To improve previously described situation, Ministry for information society (MIS), as a leader in e-government process in Montenegro, in cooperation with Human Recourse Management Authority (HRMA) as a responsible body for training of civil servants in Montenegro, plan to implement a project “Training for Introduction in e-Government” for civil servants in Montenegro. This training is part of “Three years’ program for trainings of civil servants in Montenegro”, where the above-mentioned training should be delivered to all civil servants in Montenegro, in a three years period.

Having in mind that there is no experience for this project, MIS and HRMA needs technical assistance – expert that will develop training materials for above mentioned training and provide training of trainers for selected candidates for trainers. Those selected candidates should be civil servants from Montenegro, whose task will be to provide “Training for Introduction in e-Government” to Montenegro’s civil servants in the future.

So, the purpose of the proposed project “Training of trainers for E-government in Montenegro” is to draft training materials and train trainers which will deliver “Training for Introduction in e-Government” to Montenegro’s civil servants in the next three years period.

Tasks and Responsibilities

Within the scope of the assignment, the Expert shall realize the following activities:

1. Drafting of training materials for the course “Introduction of e-government” which should include teacher book and Power Point presentation. At least, the following topics should be covered:
 - Definition of e-government
 - Key success factors
 - Key preconditions for e-government implementation
 - Benefits from e-government
 - The role of civil servants in e-government implementation
 - G2G, G2B, G2C and E-government services
 - Phases of development of e-government services
 - Definition of e-Gov 2.0 and e-Gov 3.0
 - Case Study
- 1.1. The topics should be explained on clear and easy way, understandable for civil servants with different:
 - ✓ level and type of education
 - ✓ age
 - ✓ working position
 - ✓ computer literacy
 - ✓ working experience
- 1.2. Teacher book should include all relevant information and knowledge, divided by topics and lessons with correlation to supporting slides in PowerPoint presentation.
- 1.3. Power Point presentation should be done following best practices for presentations and Power Point handouts will be used as notes for students.



2. Case study should be easy understandable and training-friendly successful case from ReSPA region, with high level of visibility and usage in the origin country and include all relevant information about project implementation (business processes changed, change management, used technologies, implementation, promotion activities, results, budget, return on investment).
3. Materials should ensure training with duration of 1 day (6 school lessons).
 - 3.1. Materials should be written in Montenegrin language and provided to beneficiary institution in .docx and .ppt format.
4. Training of trainers
 - 4.1. Training of trainers should be focused on transferring of expert knowledge on the topic and information about the techniques and methods of training delivery to the selected trainers (4).
 - 4.2. The expert should deliver training based of training materials to the trainers and discuss the material with them. During the training expert, should give instructions to the trainers where to put a focus during their presentation, where and how to initialize interaction with students, how to have a control during classes.
 - 4.3. The expert should deliver a pilot-training to selected group of civil servants, where selected trainers will be present as observers.
 - 4.4. Above mentioned trainings will be done on Montenegrin language.
 - 4.5. Selected trainers should deliver pilot-trainings to selected group of civil servants, where expert will monitor them and give them some comments and recommendations.
 - 4.6. Expert will draft evaluation methodology for the future trainings and explain to the selected trainers' key points about training evaluation and future development of the course.
5. Liaise directly with the ReSPA and take into consideration the instructions received before hand.

Necessary Qualifications

ReSPA is looking to engage one International Expert to be in charge of the overall implementation of the Analysis. The expert shall possess the following qualifications:

- University degree in Business Administration; preferably master degree (MBA) or Computer Science / Graduated IT Engineer;
- At least 15 years of experience in public service training , at least 15 years of experience in the field of e-government, experience in training in the field of e-government (curriculum development, producing training materials and training delivery);
- Excellent analytical and presentation skills as well as written and oral communication skills both in English and Montenegrin;
- Ability to work with people of different nationalities, religions and cultural backgrounds.



Timing and Location

The assignment will be both home based and in Montenegro and will start at 27 March 2017 and will finish at the end of April 2017.

Remuneration

The assignment foresees up to 15 working days.

Payment will be done in one installment, following the submission of the final report and its annexes.

Note: No additional payments are to be covered during the assignment (i.e. Per Diem, etc.).

Reporting and Final Documentation

The Expert will be requested to deliver the following documents:

- *Final report* (incl. Annexes) should include all the documents mentioned in the chapter Tasks and responsibilities.
- *Timesheets* (original and signed)
- *Invoices* (original and signed)
- *Boarding passes* (original)

The abovementioned documentation shall be delivered to the following contact person and address:

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