**Terms of Reference**

**For the Delivery of AI Training Services for Public Sector Employees**

**1. Background**

Digitalization is increasingly becoming the backbone of any and all functional restructuring in the public sector, an objective driver of change management and a precondition for transformative development. Going digital, being a horizontal measure, is also accelerating the attainment of Sustainable Development Goals (in further text: SDG). While it directly falls under SDG 16, e-Governance is contributing to building stronger institutions – effective, accountable and transparent – at all levels.

The Government of Serbia (GoS), elected in June 2017, has prioritized the digital transformation of the national economy and state administration. The Prime Minister's Keynote Address at the Parliament stressed digitalization and education as the most important catalysts of innovations, competitiveness and growth for Serbia in the coming years. It also stressed the need for a rapid digitalization of public administration and provision of integrated, secure and citizen-focused electronic services. This political support materialized in August 2017, when the new Government formed the Office for IT and e-Government (OITeG) and appointed the Prime Minister as head of the Council for Innovative Entrepreneurship and Information Technologies (IT Council).

In addition, the Government of Serbia has requested assistance from the World Bank in supporting the reform efforts, through a loan. To this effect, the World Bank has initiated the Enabling Digital Governance Project (EDGE). The Project, expected to be launched in April 2019, aims at contributing to development of the digitalization in Serbia, through implementation of the following components:

*Component 1: Foundations for Digital Service Delivery*

The objective of this component is to establish the necessary cross-cutting foundations to support the use of ICTs in the provision of public services to citizens, and businesses, including inter alia, regulations, standards, and digital infrastructure.

*Component 2. Citizen-Centric Digital Services*

The objective of this component is to support the three dimensions of project objectives—access, quality, and efficiency of e-services: (a) integrate change management and citizen engagement activities into this digital transformation process; (b) strengthen the institutional capacity of the OITeG and other key stakeholders for leading and coordinating intergovernmental activities in an agile, user-centric way; and (c) streamline the implementation arrangements through a partnership between OITeG and PPS of the Prime Minister’s office.

*Component 3. Digital Skills Development and Project Management*

This component focuses on the integration of change management, communication, and citizen feedback into Component 2.

For the purposes of effectively managing and coordinating EDGE and future Projects with International Financial Institutions (IFI) financing, the Project Implementation Unit (PIU) has been founded at the OITeG.

**2. Objective**

The objective of this engagement is to deliver a pilot AI learning program to Serbian public officials through localized, high-quality online training developed and delivered by the selected provider. This training aims to improve AI literacy among civil servants and foster informed decision-making in the context of digital transformation.

**3. Scope of Work and Tasks**

The selected service provider will be responsible for the following:

1. **Learning Delivery**

* Provide access to two online courses for up to 200 Serbian public officials, covering at minimum the following learning goals:
  + Course 1: The training should introduce non-technical public servants to the basics of artificial intelligence, helping them understand what AI is, how it affects their work, and how to approach its use with confidence and responsibility.
  + Course 2: The training should offer a deeper understanding of how AI systems function, including ethical and governance considerations, enabling participants to assess use cases and apply AI strategically and responsibly in public administration.
* Courses must be fully translated into Serbian (Cyrillic) and delivered through a digital platform (accessible via desktop and mobile).

1. **Engagement Monitoring**
   * Track and analyze participant engagement data, including course registrations, completion rates, user feedback, and post-course survey responses.
2. **Evaluation Report**
   * Produce and submit an evaluation report outlining key insights and lessons learned from the pilot, including recommendations for scaling the training.
3. **Stakeholder Reflection**
   * Facilitate a reflection and learning session with key stakeholders following the pilot implementation to discuss findings, outcomes, and future training needs.

**4. Timeline**

The training program will commence upon contract signature and is expected to be completed within **three months**. Final timelines will be jointly agreed by both parties in the implementation plan.

**5. Consultant’s Responsibilities**

The provider shall:

* Prepare and localize course materials in Serbian (Cyrillic).
* Manage participant enrolment and user support.
* Monitor engagement and collecting feedback.
* Submit engagement analytics and final evaluation report.
* Participate in post-pilot reflection and feedback sessions.

**6. Consultant’s Qualifications**

The selected service provider (individual consultant, firm, or organization) should demonstrate the following qualifications:

* **Proven experience** in designing and delivering online training programs, particularly on digital transformation, artificial intelligence, or emerging technologies;
* **Familiarity with public sector environments**, ideally including work with civil servants or institutions in transitional or developing countries;
* **Ability to translate and localize** technical content into Serbian (Cyrillic), ensuring clarity, accessibility, and cultural relevance for non-technical learners;
* **Experience in monitoring and evaluation**, including the ability to track participant engagement and produce actionable feedback and reports;
* **Availability of a secure and user-friendly learning platform** or demonstrated capacity to deliver content via third-party learning management systems;

Optional but desirable:

* Previous delivery of similar trainings to public officials in the Western Balkans or EU context;
* Capacity to scale and expand the training offer in future phases based on demand and feedback.

**7. Reporting and Evaluation**

The provider will report to the designated Project Officer at OITeG and will provide:

* Access and engagement statistics;
* Survey feedback summaries;
* A comprehensive final evaluation report which includes the pilot evaluation report and the post-pilot reflection, stakeholder discussions and recommendations for possible future training phases presented in written form.