**TERMS OF REFERENCE**

**for**

**Senior Advisor for Digital Skills Development**

1. **Background Information**

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 Public Policy Secretariat (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.

Additionally, for the purpose of shaping out digital skills development, the OITEG determined a need for dedicated staff, which shall support coordination of the aforementioned projects and tasks.

1. **Objective**

The goal of this engagement is to enhance the capabilities of the OITEG to independently deliver tailored citizen-centric digital skills development programs that bridging digital divide among youth and senior citizens, and also between rural and urban areas.

The Consultant will work closely with an Associate director within the OITEG, in charge for the IT Standardization.

1. **Scope of Work**

The duties of the Senior Advisor for Digital Skills Development should consist of, but are not limited to:

* Provide expert advice on the design and implementation of citizen-centric digital skills development programs.
* Support the development of program frameworks aligned with international best practices and national priorities.
* Coordinate programs design and delivery with public institutions, local governments, training providers, CSOs, and international partners.
* Design a structure and strengthen OITeG’s institutional capacity to deliver inclusive digital skills initiatives.
* Identify digital skills gaps among target groups, including youth, public servants, seniors, and rural populations.
* Support the development and use of tools for needs assessment and baseline measurement.
* Assist in the preparation of training materials, curricula, and outreach strategies.
* Provide implementation support for pilot and national-scale programs.
* Conceptualize a capacity building program to be funded under future projects funded by international financial institutions and donors (i.e., Serbia’s Ecosystem for Resilient, Verifiable, and Inclusive Services – SERVIS).
* Ensure tailored approaches that promote digital inclusion and equitable access.
* Develop monitoring and evaluation indicators and tools to track progress and impact.
* Monitor and analyze international indexes and surveys on digital competences
* Draft documents, policy briefs, and action plans related to digital skills.
* Support communication efforts and awareness campaigns on digital inclusion.
* Represent OITeG in national and international events and expert forums.
1. **Deliverables**

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| ***No.*** | ***Deliverable Title*** | ***Due Date*** |
| 1 | Review of digital skills policy, programs and projects* Comprehensive analysis of strategic documents, reports, and relevant studies to establish a clear understanding of digital skills development in both international and national contexts.
 | 1 (one) month upon contract signing |
| 2 | Needs Assessment Report* An analytical report identifying digital skills gaps across target populations – youth, seniors, rural populations, and public servants based on available data and OITEG inputs
 | 2 (two) months upon contract signing |
| 3 | Stakeholder Engagement and Coordination Plan* A structured plan identifying key stakeholders at national and local levels, with a strategy for their involvement, roles, and responsibilities. Includes mechanisms for coordination with local governments, CSOs, training providers, and international partners.
 | 3 (three) months upon contract signing |
| 4 | Adult learning principals and regulatory standards * Definition of key principles of adult learning and outline of the regulatory standards governing the design, delivery, and evaluation of adult education programs.
 | 4 (four) months upon contract signing |
| 5 | Digital Skills Program Framework* Based on the outputs of concluded two events of Digital Caravan a framework proposal should outline models for digital skills delivery adapted to different population groups, including delivery methods (in-person, blended, digital), scalability options, and inclusion principles.
 | 5 (five) months upon contract signing |
| 6 | Monitoring and Evaluation (M&E) Toolkit* Development of a set of indicators, tools, and methodologies to monitor progress and evaluate the impact of digital skills programs, using both quantitative and qualitative metrics.
 | 6 (six) months upon contract signing |
| 7 | Training and Communication Materials Package* Based on the outputs of concluded additional three events of Digital Caravan provide revision of the Digital Skills Program Framework and deliver proposals for development of tailored materials such as training guides, visual aids, awareness brochures, and outreach content for public campaigns in order to support effective communication, learning delivery, and public engagement.
 | 7 (seven) months upon contract signing |

1. **Reporting requirements**

The Consultant will work under the overall supervision of the OITEG Associate Director, in charge for the IT Standardization.

1. **Length of assignment**

The Consultant shall provide part-time services, for seven (7) months under lump sum Contract paid upon acceptance of deliverables. The expected time effort for the assignment is up to total of 120 working days (960 hours).

1. **Terms of Payment**

The contract, in the form of the Standard World Bank Time-Based Contract for Small Assignments covering all fees costs and expenses, will be entered into between the Consultant and the OiTEG. Each monthly timesheet must be approved by the Project Coordinator.

1. **Facilities to be provided to the Consultant**

OITEG will provide the Consultant with suitable office space and office equipment (PC, telephone, internet connection, etc.) and access to office services as required.

1. **Confidentiality**

The Consultant undertakes to maintain confidentiality on all information that is not in the public domain and shall not be involved in another assignment that represents a conflict of interest to the prevailing assignment.

1. **Qualifications**

In order to be selected, the Consultant must possess, at the minimum, the following qualifications:

* At least a bachelor’s degree in economics, business administration, social sciences or other related fields. A Master’s degree will be considered an asset.
* Experience in working within or for the government/public institutions;
* Previous experience with international donors;
* Experience working on stakeholder engagement on large-scale public-sector reforms, which include government and non-governmental stakeholders.
* Experience in working on digital initiatives for digital citizen engagement and/or IT training;
* Experience in working on government digital initiatives whereas the participation in work groups would be considered as an asset;
* Proficiency in using computers and office software;
* Proven track record in reporting on the completed and ongoing initiatives regarding the digital skills development, for the public or private sector;
* Strong interpersonal, networking and team building skills;
* Excellent knowledge of written and spoken Serbian and English;
* Research work and expertise in domain of digital literacy and public policy would be considered as an asset.
1. **Selection of the Consultant**

A Consultant will be selected in accordance with the Open Competitive Selection of Individual Consultants as set out in the WB Procurement Regulations for IPF Borrowers (July 2016, Revised November 2017 and August 2018).

The evaluation criteria for this assignment are:

• Specific Experience relevant to the Assignment (60) Points)

• Qualifications and Competence relevant to the Assignment (40) Points).

1. **Conflict of Interest**

The engaged Consultant must not be involved in any other related activity to this Project.