

TERMS OF REFERENCE
for
Communication and Citizen Feedback
Enabling Digital Governance in Serbia (P164824)

a. 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, eGovernance is contributing to building stronger institutions – effective, accountable and transparent – at all levels.

The EU accession path has provided strong motivation to advance the transformation of the Serbian public sector. The Government of Serbia (GoS) has prioritized the use of eGovernment tools to improve public service delivery. As part of transforming the Serbian public sector into a more modern, efficient, and citizen-centric administration, the GoS has introduced performance-oriented measures and is promoting the use of information technologies in public service delivery. Creating a more user-oriented administration remains a key Government priority.

The GoS, elected in June 2017, has heavily prioritized digital transformation of the national economy and state administration. The Prime Minister's Keynote Address before 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 has materialized in August 2017, when the new Government formed the Office for IT and eGovernment (OITeG) and appointed the Prime Minister as head of the Council for Innovative Entrepreneurship and Information Technologies (IT Council).

In addition, the GoS has requested assistance of 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, officially started in May 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. Transforming Services for Citizens, Business and Government

The objective of this component is to support re-engineering, digitalization, and piloting of selected administrative e-services. It will support improvements in back-office processes to reduce administrative burdens and increase efficiency of administrative service delivery to citizens and businesses.

Component 3. Digital Skills Development, Institutional Strengthening and Change Management

Activities under this component will focus on transforming the provision of administrative services to citizens and businesses, which will result in the change of the way public servants do their work as well as the way citizens and businesses interact with the administration. The key result of this component is enhanced capacity for project management and institutional coordination to achieve project results. This component will include strategic frameworks to help all stakeholders to understand, commit and successfully develop digital skills, implement change and, by promoting digital skills and changes, contribute to further institutional strengthening which will bring major benefits to citizens and business.

For the purposes of effectively managing and coordinating EDGE and future projects with IFI financing, the Project Implementation Unit (PIU) has been founded at the OITeG. PIU has an employee that will be directly in charge of leading the Communication and Citizen Feedback activities and will be first point of contact to the consultant firm.

A successful introduction (and implementation) of EDGE project and achievement of expected results calls for systematic communication with the general population and specific target groups.

Given the scope and sectoral diversity of the project, it is safe to presume that majority of project will, to certain extent, impact not only the way involved institution conduct their operations and manage changes, but also the core of the social norms around which society is organized, in particular those loyal to “paper based culture”, and deeply embedded traditions pertaining from the socialist legacy, accompanied with insufficient e-literacy of the citizenship. In that sense, implementation and thus, communication of the project will be faced with numerous obstacles and grassroots resistance arising from so called reform fatigue caused by absence of short-term visible positive outcomes. In addition, some of the envisaged reforms are likely to provoke expression of dissatisfaction of stakeholders which tend to be more vocal and visible in comparison with wider body of population which will enjoy clear benefits upon project goals completion. In that sense, clear and targeted communication, specially tailored to promote purpose, expected results and the benefits of this project, brings need to be put in motion in order to improve understanding, absorption and use of the eGovernment services. All components of the project need to be aligned communication-wise, properly introduced and continuously monitored in order to provide feedback from all stakeholders and target groups and enable informed decisions for enhancement of the reach, content and overall outcome of the communication campaign.

Implementing public sector management reforms can be complex and difficult. Lessons learned from the implementation of such reforms indicate that addressing communications properly is a key success factor. The application of new technologies and services for interaction with the citizens and the economy puts public administration in the center of the changes that can bring the most significant transformation of state administration. These changes can completely redefine the general functioning of the state apparatus, altering the connections and way of communication between process participants - providers and service users.

In order to proactively manage the change and communicate them with citizens and public servants, the OITeG would like to hire a firm that will lead the communication and collection of citizen feedback during the course of the project. OITeG will provide contact with relevant entities during the project.

As such, the project should adopt a problem-solving approach based on the principles of empowerment, communication, integration, and collaboration among various stakeholders

b. Objective

In order to strengthen citizens', businesses' and government's capabilities to reap the benefits of digitization and in order to provide support to the OITeG and other institutions involved in the process of implementation of the eGovernment agenda, the key objectives of the task are:

- a. Promotion of overall EDGE project goals and expected results as well as raising the awareness on the project benefits in regard to specific target groups (government institutions, government officials and staff, business and citizens)
- b. Promotion of importance and benefits on implementation of Serbian Law on Personal Data Protection
- c. Promotion of 30 new digitalized services for citizens and business – 10 annually in 3-year period of time
- d. Development and deployment of Citizen Engagement Tools for measurement of user satisfaction followed by annual reports on the user satisfaction results
- e. Strategic framework for promotion of digitalization of 20 key registries to its end users (government officials and staff, business and citizens)

- f. Promotion of Change Management and Digital Skills trainings for all selected target groups
- g. Promotion of the new State Disaster Recovery Data Center (DRDC) in Kragujevac as key project, which enables the basis for EDGE Project implementation, as well as communication of the goals, purpose and benefits of the DRDC

c. Scope of Work

In order to seamlessly implement the changes eGovernment initiatives bring and enhance absorption of e-services, Consultants firm will be required to conduct comprehensive and strong communication campaign, as well as raising awareness aimed toward providers of government services, end-users and all relevant stakeholders.

Consultant firm should undertake the following activities within four project phases, in total duration of four years.

Phase One: Developing Communication Strategic Framework

The objective of the Communication Strategic Framework is to develop a mechanism to continuously disseminate information about EDGE project to Serbian public and thus mobilize public support and understanding for the implementation of the project. The ultimate aim of the project is to see that hat Serbian citizens become “digital citizens” who have easier access to public services, and improved quality and efficiency of selected eGovernment services.

The Communication Strategic Framework should be aligned with overall OITeG Communication plan, goals and activities, which are not the direct subject of EDGE Project but have an influence on its successful implementation.

The Communication Strategic Framework should help maintain continuous, timely and quality all-out communication with all relevant, internal and external stakeholders.

It should be focused on and developed for the following target groups:

- 1) General public, with specific subgroups (i.e. older citizens, younger and more e-literate, IT skilled experts, rural and urban etc.)
- 2) Media (continuous collaboration with the media)
- 3) Top political and Executive leadership on the Government level
- 4) Functional and Technical Leadership, within the respective Government bodies
- 5) Government officials and staff

The Communication Strategic Framework is expected to present the strategic path laying out how the following elements should be implemented:

- 1) The Inception report which will include the analysis of the current eGovernment Communication services
- 2) Strategy for informing the public about the project and all the reform steps planned, keeping in mind length of project
- 3) Pathway to introduce internal communication in order to reach out to key stakeholder group (i.e. Government representatives, staff, institutions in charge) to neutralize resistance, obtain their understanding, and support
- 4) A way forward to explain the role and responsibilities of relevant institutions/stakeholders
- 5) Ways to influence support to government efforts in order to make Serbia more digital

Additional goals of Communication Strategic Framework should include:

- 1) Establishing strong and efficient system and toolbox for internal communication and management of scepticism, resistance among government officials (i.e. government entities may not be fully capable of adopting transparency thus providing resistance to the project)

- 2) Increase shared understanding of the impacts, improvements and challenges, whereby facilities and stakeholders can build consensus to find solutions and set goals to address challenges
- 3) Build trust among internal and external stakeholders/partners through open discussions throughout the project implementation

Phase Two: Developing Communication Action Plan

Based on the developed Communication Strategic Framework, a detailed Communication Action Plan should be developed, which will contain activities, initiatives and communication messages for each stage of the project, ensuring complete engagement of all relevant stakeholders. The communication plan should encompass media buying plan with associated costs as its essential part.

Communication Action Plan should also include internal and external communication and should be based on the following activities:

- 1) Plan – communication activities, staffing plan and equipment requirements, potential communication training needs, media plan: mix of channels, products, formats
- 2) Identify all target groups relevant for EDGE Project and design specific programs for each identified target group
- 3) Identify and develop appropriate communication and media mix for each target group
- 4) Identify and develop appropriate communications and media communication mix for all main objectives of EDGE Project and promoting its results
- 5) Development of appropriate communication dissemination channels and forms for each target group and each main objective of EDGE Project
- 6) Development of sustainable and realistic time plan of activities
- 7) Prepare detailed Public Awareness Campaign (PAC) design (i.e. visual identity, key messages, carriers, means and methods)
- 8) Identification and development of key performance indicators (KPIs)/metrics and/or other evaluation tools for measurement of Users and Citizen feedback, specifically in regard to promotion of 30 new digitalized services
- 9) Engage in periodical monitoring of the Communication Campaign results

Prior to the development of the PAC design, the following shall be done:

- 1) Determine the scope of the potential promotional activities and the current level of the Client and other institutions' knowledge, skills, number of staff and technical equipment available
- 2) Define the skills the Client and other institutions involved should acquire

Different key messages and contents should be designed for different target groups. Also, different ways of dissemination/communication should be considered for each target group:

- 1) Middle-management and staff from the functional side of the respective Government bodies (“user community” within the government bodies)
- 2) Middle management and staff from the technical side of the respective Government bodies
- 3) eGovernment user community outside Government

The Consultant firm will propose appropriate activities to facilitate adequate additional identification of specific target groups to which the key messages need to be addressed so that the communication objectives can equally and successfully reach all of them. These activities will cover, but will not have to be limited to, different social groups including gender, ethnic communities, urban and rural population, Government and non-governmental bodies, civil sector etc. The Consultant firm shall develop and implement specific programs i.e. approaches to public information dissemination in order to reach some of the identified specific target groups.

Activities within Communication Action Plan should be defined with adequate level of details, suggesting timeline, key milestones, interdependencies between the activities, needed resources,

baseline and target values for performance indicators as well as roles and responsibilities for conducting activities.

Phase III – Implementation of the Action Plans

Task: Implementation of Communication Action Plan

In this phase, the communication campaign should primarily be focused on the education of public regarding: the changes and implementation of EDGE project. The communication campaign should also help promote the investments made. This phase should result in full implementation of Communication Action Plan.

The implementation phase needs to take into consideration the needs of each target group. The following should be taken into account:

1. General public/citizens should be informed by radio, TV print media and all available digital channels regarding:

- Overall benefits and the activities implemented within the EDGE Project;
- Legal framework, rights and obligations related to eGovernment services, specifically 30 new digitalized services for citizens and business
- Benefits expected from implementation of digitalized eGovernment services such as: quicker process, lower costs, fewer forms, easy access, time saving, paper saving etc.
- Benefits and long term impacts of opening of the new Disaster Recovery Data Center (DRDC) in Kragujevac

While informing the public, a distinction should be made between the general messages about the system reforms and some other general issues in this field, directed at the general public/populace, and the messages/information addressed primarily to targeted individuals and groups who should be given specific and practical information about how the system works, their role in it, etc.

2. Media should be informed about:

- The content, benefits and importance of the EDGE Project
- EDGE Project objectives
- The activities implemented during the EDGE Project and results achieved
- Benefits from the EDGE Project for business, citizens and the Government
- Their role in promotional activities and the need for continued participation in and monitoring of the EDGE project support
- Benefits and long term impacts of opening DRDC in Kragujevac and promotion of good examples

3. Top political and Executive Leadership on the Government level, Functional and Technical Leadership within the respective Government bodies

- Capacity and resource building
- Communication of the Governmental bodies (ie. OITeG) with the public, dissemination of information to the citizens, receiving and using the feedback and maintaining communication upon the completion of the Project

4. Government officials and staff

Building and upgrading the communication and dissemination network for information between the Government officials – this includes:

- Designing and implementing external and internal communication strategies
- Preparation of options for the structure of communication departments within the relevant institutions, their programs of activities, links between institutions, etc.

5. Citizen feedback:

Within this phase, the Citizen (Users) Engagement Tools within OITeG to collect feedback will be developed and deployed in order to measure citizen (users) satisfaction with eGovernment Services and portal. The tools are also to provide the opportunity for users to suggest recommendations for further improvements. In addition, the Consultant firm will establish the monitoring framework for collection of data on citizen feedback during trainings.

Progress Reporting

In addition to activities covered under the three phases as described above, the Consultant firm must also submit quarterly progress reports (once every three months) detailing activities completed in the quarter being reported on with respect to activities planned in the Inception Report. Reasons for delay or slippage, if any, must also be covered along with reasons how the same would be addressed during the course of the project, whose total timeframe must remain the same.

On completion of all activities envisaged under the assignment, the consultant firm shall submit a Final Report that should contain a summarized description of activities the Consultant firm carried out over the assignment period and the results achieved during the development and implementation of the Communications Strategic Framework and Action Plan. It should contain the description of all activities the Consultant firm carried out over the reporting period and results achieved during the Communications Campaign implementation. The report should also include results (reports) – feedback on citizen (users) satisfaction, gathered from the citizen (users) engagement tool.

The Final Report and the quarterly progress reports must be submitted to the PIU within OITeG. The Final Report must be submitted one month prior to the completion of the contract.

Summary

- 1) **Phase I – Developing Communication Strategic Framework** – Defining overall strategic approach to use communication tools to strengthen capacities of both eGovernment services providers and end-users
- 2) **Phase II – Developing Communication Action Plan** – Developing detailed plan with set of activities for operationalization of the defined strategies, including timeline, key milestones, needed resources and capacities.
- 3) **Phase III – Implementation Communication Action Plan including development and deployment of Citizen (Users) Engagement Tools** – Execution of defined activities in the action plans, in accordance with the set timeline and resources
- 4) **Quarterly Progress Reports and the Final Report**

a. Deliverables and Timelines

No.	Deliverable	Deadline	Payment
1	Inception Report	2 months after contract signing	5%
1	Communication Strategic Framework (overall Communication Plan and activities of OITeG) – final version	6 months after contract signing	10%
2	Communication Action Plan – final version	9 months after contract signing	5%
3	Communication Implementation Plan – final version	11 months after contract signing	10%
4	Report on communication within first year of the project—for overall project activities including digitalized services in year 1 (period of 12 months after Communication Action Plan is approved)	21 months after contract signing	10%
5	Report on communication in the second year of the project -for overall project activities including digitalized services in year 2	33 months after contract signing	10%
6	Report on communication in third year of the project - for overall project activities including digitalized services in year 3	45 months after contract signing	10%
7	Development and deployment of citizen engagement tools: Deployment of tools for the 10 digitalized services – year 1 Deployment of tools for the second 10 digitalized services – year 2 Deployment of tools for the third 10 digitalized services – year 3	1 month after point 5 1 month after point 6 1 month after point 7	5% 5% 5%
8	Reports on citizen (users) satisfaction Surveys: 1 st report 2 nd report 3 rd report	3 months after point 5 3 months after point 6 2 months after point 7	5% 5% 5%
9	Final report	47 months after contract signing	10%

All deliverables must be submitted in English and Serbian. The report(s) should be submitted, in hardcopy and in electronic format.

The OITeG is obliged to provide feedback to draft report within 2 weeks from delivery of draft report and/or documents.

All deliverables will be quality reviewed and approved by PIU within OITeG in consultation with the World Bank.

All deliverables developed under the contract belong to OITeG and OITeG has the right to transfer the ownership to national partners.

Progress reports will be submitted and discussed at least once per quarter during regular meetings. If there is a need, OITeG may ask for additional meetings.

b. Qualifications

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

Part I: Requirements:

- a) The Consulting firm must be a legal entity.
- b) The Consulting firm must have at least 30 employees with experience in the field relevant to be provided within the scope of the service in last three years respectively (2016, 2017 and 2018). This requirement is to be proved by submitting the working contracts of employees.
- c) The Consultant firm must have proven track record in Communications and Media and must prove its capability by listing its experience in previous five years (2014-2018) related to:
 - Proven Experience in Communications in Public Sector – minimum 3 projects
 - Implementation of projects aimed at promoting efforts of Government and funded by international donors – minimum 3 projects
 - Experience in market surveys/feedback collection: qualitative and quantitative research – minimum 2 projects
- d) Proven experience in training and development of various educational formats – minimum 1 project.
- e) Regional presence and understanding of economic landscape in Western Balkans is preferable.
- f) Licensed educational program is preferable.
- g) Experience in development of on-line software/products and service in the domain of analytics/social listening tools is preferable.

As a proof, the Consultant firm shall prepare a table listing following information: name of the relevant assignments, short scope of work, year of contract's implementation, country/region, contact reference (name, e-mail, phone number).

Part II: Team requirements

The Consultant firm must provide the team of six Key Experts, which will perform listed assignments and will possess following qualifications:

Team Leader

The Consultant firm would designate a Project Manager / Team Leader to be fully responsible for the development and realization of all activities foreseen under this Contract, in timely and quality manner, in line with good business practices and highest industry standards. Team Leader will be primary contact, will coordinate the team and ensure the quality outputs.

- 1) Faculty degree in the field of Social Sciences, Public Relations and/or Marketing Communication
- 2) Minimum twenty (20) years of general work experience
- 3) At least fifteen (15) years of experience in media and/or, communications; experience and knowledge or landscape in the region of West Balkan would be an asset
- 4) Proven track record in implementation of projects – campaign strategies and implementation related to promoting Government efforts / Public Sector – at list three projects in the last five years

- 5) Previous experience with international donors would be considered as an asset
- 6) Proven track record in delivering training in the field of communications – at list three (3) training sessions conducted within the last five (5) years
- 7) Excellent English and Serbian written and presentation skills
- 8) Comprehensive knowledge of Serbian Media landscape

Key Expert Public Relations

The Consultant firm would designate PR (Public Relations) Expert to monitor and implement communication campaign, assure high quality standards. He/she will be responsible for developing communication plans, materials, providing strategic guidelines and act as one point of contact for all communication related activities and collaboration with other key experts.

- 1) Faculty degree in the field of Social Sciences and/or Public Relations
- 2) Minimum twelve (12) years of general work experience.
- 3) Practical experience of minimum ten (10) years in the field of marketing, PR and communications; experience and knowledge or landscape in the region of West Balkan would be an asset.
- 4) Proven track record in work on campaigns funded by international donors
- 5) At list three communication strategies and/or campaigns developed, for the purpose of Public sector projects
- 6) Excellent communication, organization and teamwork skills
- 7) Excellent English and Serbian written and presentation skills
- 8) Knowledge of Serbian media landscape

Key Expert Media

The Consultant firm would designate Media Expert to act a key media liaison, to prepare all media-oriented materials and to provide timely and adequate responses to all media inquiries or to react proactively in order to keep media representatives informed on the project pace. Key Media Expert would coordinate media buying activities. Media Expert will need to collaborate with other experts.

- 1) Faculty degree in the field of Social Sciences and/or Public Relations
- 2) Minimum twelve (12) years of general work experience
- 3) Practical experience of minimum ten (10) years in field of media and/or communications
- 4) Knowledge of Serbian media landscape as a must
- 5) Proven track record in media related events and projects, at least three (3) within last five years
- 6) Excellent communication, organization and teamwork skills
- 7) Excellent English and Serbian written and presentation skills

Key Expert Digital and Citizen Feedback

The Consultant firm would designate Digital and Citizen Feedback Expert to oversee all digital communication activities, primarily having in mind the nature of Contract and rising need for new and emerging forms of communications. Digital Expert would coordinate community management, digital campaigns and digital part of media buying activities and collaboration with other key experts.

- 1) Faculty degree in the field of Social Sciences, and/or Marketing Communication
- 2) Minimum five (5) years of general work experience
- 3) Practical experience of minimum five (5) years in the field of digital communications
- 4) Experience in digital campaigns in public sector for at least three projects within last five (5) years
- 5) Experience in work with international donors
- 6) Proven experience with collecting and analyzing “big data” in the domain of public opinion for at list two projects, one within public sector

- 7) Knowledge of eGovernment/digital technologies/IT
- 8) Excellent communication, organization and teamwork skills
- 9) Excellent English and Serbian written and presentation skills

Key Expert Creative

The Consultant firm would designate Creative Expert who will be responsible for all creative directives and guidelines, including art direction, copywriting, overseeing of the production and collaboration with other key experts. His/her responsibility will be the final outputs in creative domain (i.e. visual identity, slogans, brochures, etc.).

- 1) Faculty degree in the field of Social Sciences, Public Relations and/or Marketing Communication
- 2) Minimum ten (10) years of general work experience
- 2) Practical experience of minimum eight (8) years in the field of creative and video production
- 3) Previous experience in media would be considered an asset
- 4) Experience in screen writing, video editing, production and animation
- 5) Experience in working with at least three (3) public reforms related jobs
- 6) Excellent communication, organization and teamwork skills
- 7) Excellent English and Serbian written and presentation skills

Key Expert Strategist

The Consultant firm would designate Strategic Supervisor to design and direct production of communication strategy. He/she will be responsible for research, data insights, analysis, stakeholder mapping and will coordinate citizen feedback.

- 1) Faculty degree in the field of Social Sciences, Public Relations, Marketing Communication and/or Legal
- 2) Minimum twelve (12) years of general work experience
- 3) Practical experience of minimum ten (10) years in the field of communications (PR, journalism, executive, internal)
- 4) Strong understanding of strategic communication and change management principles
- 5) Exceptional stakeholder management skills – ability to build effective working relationships and confidently liaise with stakeholders would be considered an asset
- 6) Strong strategic approach to communication activities and complex issues, with focus to strategic planning of national level campaigns
- 7) Experience in working with Governmental bodies and /or public reforms related projects
- 8) Excellent communication, organization and teamwork skills
- 9) Excellent English and Serbian written and presentation skills

Part III: Technology, Methodology and Work Plan

- 1) The Consultant firm must provide the social media listening tool;
- 2) The Consultant firm must provide Google Certificate or similar certificate;
- 3) General Data Protection Regulations: Since the Consultant firm will work with and all eGovernment applications and will deal with personal data, it is of utmost importance that EU General Data Protection Regulation (GDPR) and relevant local laws are strictly followed. With EU GDPR (EU 2016/679, approved on 14.04.2016 by European Parliament and enforced on 25.05.2018), the most important basic principles of personal data processing are defined. This Part specifies privacy-related requirements for data Controllers and data Processors, which are a mandatory part of every legal entity, since they are holding the responsibility and accountability of personal data processing. To that effect, the Consultant firm, as a legal entity, must fulfill three (3) criteria to prove compliance with the GDPR requirements:

1. to provide written evidence of the fulfillment of all criteria laid down in GDPR Chapter 3 “Rights of the data subject”, in all Articles, starting with Article 12 and finishing with Article 23 (including Article 23)
2. to provide written evidence of the fulfillment of all criteria laid down in GDPR Chapter 4 “Controller and Processor”, Section 1, in Article 30 “Records of processing activities”
3. As evidence of compliance with the criteria set out in GDPR Chapter 4 “Controller and Processor”, Section 2, in Article 32 “Security of processing”, the Consultant firm must provide an accredited certification for “ISO 27001:2013 along with recommendations for personal data protection.”
- 4) The Consultant firm must provide detailed Methodology for implementation of the service as well as detailed team structure that will prove capabilities and expertise to deliver required scope in defined timeline. It is expected that relevant CVs of non-key experts will be presented with detailed breakdown of relevant roles and responsibilities within the team structure.
- 5) The Consultant firm must provide detailed Work Plan for implementation of the service.

c. Selection of the Consultant firm

The Consultant firm will be selected in accordance with QCBS (Quality-and Cost-Based Selection) method set out in the World Bank’s Procurement Regulations for IPF Borrowers (July 2016, revised November 2017 and August 2018).

Evaluation of the Proposals will be done in accordance with following criteria:

#	Criteria	Weight
1	Experience of the Consultant firm relevant to the assignment	5
2	Key Experts’ qualifications and competence for the assignment a) Key Expert: Team Leader [points 10] b) Key Expert: Public Relations [points 5] c) Key Expert: Media [points 5] d) Key Expert: Digital and Citizen Feedback [points 5] e) Key Expert: Creative [points 5] f) Key Expert: Strategist [points 5]	35
3	Adequacy and quality of the proposed Technology, Methodology and Work Plan in responding to the Terms of Reference	60
The Key Experts’ qualifications shall be evaluated according to the following sub-criteria and their belonging weights:		
a)	General qualifications (general education and experience)	20
b)	Adequacy for the Assignment (relevant experience in the industry and in similar assignments with focus to public sector, previous experience with international donors)	60
c)	Relevant experience (working level fluency in local language / knowledge of local culture, etc.)	20

The minimum passing score is 75 points.

Each of the criteria and sub-criteria shall be evaluated according to the following point scale:

Points range	Label
0-40	Unsatisfactory
41-60	Satisfactory
61-80	Very good
81-100	Excellent

The score per each of the criteria and sub-criteria is calculated in the following manner: score = (0-100 points) *weight.

QCBS uses a competitive process among short-listed firms that takes into account the quality of the proposal and the cost of the services in the selection of the successful firm.

The OITeG will publish Request for Expression of Interest and upon evaluation of received EoI, five to eight best evaluated firms will receive Request for Proposal. Those firms will be called to submit technical-and financial proposals.

d. Timeframe and duration

Contract duration: 48 months.

e. Terms of Payment

The Contract will be the Standard World Bank Lump Sum Contract. The payments for services will be based on the deliverables / reports approved by the Project Manager and Project Director. The Contract costs will include remuneration and reimbursable costs referring to the assignment.

f. Conflict of Interest

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