TERMS OF REFERENCE
for
Business analyst within the Joint Task Force for Digitalization of Administrative Procedures

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, 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, upon the restructuring of the Project in December 2023, the OITEG decided to establish a Joint Task Force (JTF) of dedicated staff, together with the PPS, that will exclusively focus on digitalizing the shortlisted set of administrative procedures.

b. Objective

The objective of this consultancy is to extend the capacities of the JTF in terms of operational support in delivering the activities necessary for the preparation and digitalization of the selected administrative procedures.

The Consultant will work closely with OITEG's and PPS's dedicated staff within the JTF and the PIU Manager.

c. Scope of Work

The duties of the Business analyst within the JTF should consist of, but are not limited to:

- Direct cooperation with the owners of administrative procedures (ministries, agencies and departments) and their representatives, coordinated with the OITEG team and management, in design and analysis of services derived from administrative procedures.
- Aiding the OITEG management in leading the activity of digitalizing administrative procedures.
- Analysis of status quo in management of particular administrative procedure.
- Provision of management process optimizations.
- Provisions of inputs to the integrator for defining the system solution.
- Operational testing of the solution.
- Provision of procedure associated training and workshops to the institutions representatives.
- Development of procedure associated operations manuals.

d. Expected outputs

- Support in description of an implementation of an administrative procedure on an IOP platform
- Postproduction optimization of digitalized administrative procedure

e. Place of work

Premises of the Office for Information Technologies and e-Government (OITEG), Katićeva 14, 11000 Belgrade, Serbia.

f. Reporting requirements

The Consultant will work under the overall supervision of the OITEG Associate Director, leading the development department within the OITEG, managing the JTF. The Consultant will work closely with other OITEG and PPS staff within the JTF, as well as with other consultants engaged within the JTF, nominated by the aforementioned OITEG Associate Director.

g. Deliverables

By the end of each month, the Consultant will produce regular monthly reports, which is the basis for the payment. The reports will be reviewed and cleared by the OITEG Associate Director responsible for the digitalization of administrative procedures.

h. Length of assignment

The Consultant shall provide full-time services for the life of the Project, i.e. until May 30, 2026, with a probationary period of three (6) months.

The Consultant shall not have other full or part-time assignment during the engagement under this Contract.

i. 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.

j. 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.

k. Qualifications

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

- Bachelor degree in organizational sciences, business administration, economics, public policy, IT or similar fields; an advanced degree would be considered as an asset;
- At least 3 years of relevant professional experience in the ICT sector;
- At least 2 projects in ICT business analysis;
- Previous experience in implementing a BPM solution is preferable;
- Prior professional experience with international, regional or bilateral World Bank and/or other donors-funded Projects would be considered an asset;
- Prior professional experience in Government or private sector –managing projects, progress reporting, execution of trainings etc. is preferable;
- Demonstrated ability to prepare and deliver training/coaching;
- Versed in using MS Office package;
- Fluency in Serbian and English, both spoken and written.

l. 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

m. Conflict of Interest

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