Recruitment for Chemonics International
Kosovo e-Governance Activity (KeG)

Scope of Work

Position Title: IT Core Competencies Development vs Outsourcing Analysis Expert
                           (Short-Term CCN)
Position Type: Cooperating Country National-CCN (Kosovo citizen or lawfully
                           admitted permanent resident)
Period of Assignment: (June – September 30, 2024) (up to 65 days of LOE)
Reports to: Objective Two Lead
Location: Pristina, Kosovo

BACKGROUND

The USAID Kosovo e-Governance Activity (USAID KeG) aims to improve the Government of Kosovo's (GoK) digital service delivery and management of digital government systems by clarifying institutional roles and processes, strengthening institutional capacity to deliver services, and engaging civil society and the private sector. The activity will accelerate transformation into an agile digital government, which ensures that Kosovans receive high quality, efficient and accessible government services. The Activity focuses on the following three program objectives:

Objective 1: Institutional roles and governance processes are clear, actionable, and implemented.

Objective 2: Key institutions have the technical expertise and program management skills to develop, manage, and deliver digital government platforms and services.

Objective 3: External feedback and oversight mechanisms on digital priorities and service delivery are established and used.

The Agency for Information Society (AIS) currently lacks staff and competencies among its existing workforce to carry out the mission it has been entrusted by the Kosovo eGovernment Strategy 2023-2027. This deficiency encompasses both core competencies and the skills required to manage outsourced projects or contractors effectively.

Historically, outsourcing of skills at AIS has been integrated into project packages, such as combining outsourcing skills with system development procurement, leading to subsequent outsourcing of skills for system maintenance to contractors. Consequently, AIS's approach to outsourcing has been more reactive, driven by necessity rather than a strategic decision-making process. Towards this effort, in addition to the current tasks, USAID KeG has commissioned separate work (Activity 2.1.3) to determine the "Feasibility of Developing In-House vs. Outsourcing" of core IT capacities for two specific case studies with two institutions and to develop an evaluation procedure that should guide AIS in choosing the most suitable execution from the cost perspective. These studies look into the problem from the cost efficiency perspective, analyzing precise cost

data related to IT spending. The data and the results of these studies will be made available to the current activities. The two current activities, Activity 2.2.1 and 1.3.5, look at the same question from the systems and human capacity building perspectives. Activity 2.2.1 takes a comprehensive approach to core capacity development, while Activity 1.3.5 focuses on identifying systems and services that can be outsourced to local private sector companies with the necessary technical capacity.

SPECIFIC TASKS AND RESPONSIBILITIES

The USAID KeG is seeking a short-term expert to work on analyzing the development of core IT competencies vs outsourcing skills and support AIS to determine a documented rationale on this as well as draft a training plan for developing core areas for in-house staff.

Tasks and responsibilities: The expert will work to complete the following activity and tasks:

Support AIS to identify core areas where it needs to build its human capacity and to identify what services and capacities should be contracted out (partially or fully) to local tech companies.	
Task 1	Support AIS to determine criteria for systems most suitable for in-house development vs contracting out.
Task 2	Support AIS to determine what core areas they need to have permanent/in-house staff and for what core areas they can contract out.
Task 3	Update the cost-based Evaluation Procedure on building in-house capacities vs. outsourcing, developed prior by KeG activity 2.1.3, to include also Technical Systems (1.3.5) and Human Capacity (2.2.1) considerations.
Task 4	Support AIS to develop training plan for in-house staff for core areas.
Task 5	Prepare and conduct a presentation of the Analysis, the Evaluation Procedure and the Training Plan for high-level officials from counterparts and other stakeholders.
Task 6	Prepare and submit for approval the Final Report that includes: the purpose of the consultancy, work undertaken, progress made, issues and/or problems encountered, expected follow-on interventions, as well as actions to be performed by counterparts, and list of stakeholders met.

These tasks start with strategic priorities and technical considerations faced by AIS and consider technical systems and human capacities to meet those priorities.

Task 1 will help AIS assess their existing systems and services from the technical standpoint. Based on this assessment, AIS will be able to determine criteria for outsourcing their systems and electronic services in the future based on the priorities and limitations AIS faces.

Task 2 under this Scope of Work will help AIS determine core areas that necessitate in-house expertise and the areas suitable for potential outsourcing. The analysis will provide rationale from the skills capacity development perspective on which and why select core areas need permanent in-house staff and what are the areas that can be strategically outsourced to local private companies.

Task 3 will merge different approaches and considerations, namely, the cost-based (previously developed by KeG), technical systems and human capacity development approaches, into one

comprehensive guideline on how to make a determination which systems and skills areas should be developed in-house vs areas that should outsourced.

Subsequently, **Task 4** will support AIS to design a customized Training Plan to enhance the skills and competencies of AIS's internal staff in roles within the core areas for in-house development identified in Task 1 and decided upon in Task 3.

Task 5 entails a presentation of the results of Tasks 1-4 for high level officials from counterparts and other stakeholders.

The Short-Term Technical Advisor (STTA) will undertake the following tasks:

Task 1: Support AIS in assessing criteria for systems and electronic services most suitable for in-house development vs outsourcing.
- Perform an analysis to identify core systems and services that will be managed in house and those that can be contracted out:
    - Assess AIS IT systems, electronic services, resources, and constraints currently and feasibly attainable into the future to determine strategic orientation of AIS.
    - Ensure that the analysis is aligned with AIS and GoK strategic goals, and system performance, reliability, and security needs.
    - Evaluate most used technical stacks and services suitable for long-term development within AIS.
    - Conduct a risk assessment to identify potential operational and strategic risks, considering data governance and compliance.
    - Develop a decision-making methodology that categorizes systems/services for in-house development or outsourcing using technical metrics such as systems' strategic importance, technical complexity, AIS technical capabilities, allocation of technical resources and plans for the future, and other technical metrics. Use a decision matrix with a weighted scoring system for each criteria.
    - Categorize systems and services in three categories: managed in-house, mixed in-house with outsourced parts, and fully outsourced to the private sector.
    - Incorporate the information gathered and the outputs of this task into Task 3.

- Prepare the report and provide recommendations for systems in-house development vs outsourcing decisions, supported by analysis and stakeholder inputs. The comprehensive report will document the findings of the analysis, identify the core systems and services to be kept and developed in-house, and help make decisions on areas for which systems and services can be outsourced.

Task 2: Support AIS to determine what core areas they need to have permanent/in-house staff and for what core areas they can contract out.
- Perform an analysis to identify core areas that require in-house expertise and areas that can be contracted out:
    - Consult with AIS management and key staff to gather their perspective on what are the core IT areas for what they must have in-house capacity and what can be outsourced.
    - Perform the skills gap analysis in AIS: review the necessary AIS competencies to carry its expected functions vs. the roles and positions in the current AIS structure.
    - Identify and agree on potential outsourcing core skills areas based on their strategic importance, operational dependencies, feasibility, cost effectiveness, output of

professionals from local universities and training providers, availability of skills in the private sector, and implications of these decisions for AIS.

- o Present the findings, rationale, and recommendations to AIS management for discussion and validation.
- Prepare the report and provide recommendations for strategic staffing and skills outsourcing decisions, supported by analysis and stakeholder inputs. The comprehensive report will document the findings of the analysis, identify the core skills areas to be kept and developed in-house, and help make decisions on areas for which skills can be outsourced.

Task 3: Update the Evaluation Procedure on building in-house capacities vs. outsourcing, developed prior by KeG, to include Technical and Human Capacity considerations.

KeG has commissioned work (Activity 2.1.3) to conduct "Two feasibility studies on developing in-house vs outsourcing capacities for two institutions", that includes a deliverable documenting the procedure used during the execution of feasibility studies in the form of a potential guideline for AIS. This evaluation procedure guideline is intended to guide AIS to choose and execute the most suitable approach from the cost efficiency perspective. For the current SoW however, STTA will use outputs of Task 1 and Task 2 above to update the earlier cost-based procedure into a comprehensive guideline on making in-house vs outsourcing decisions that includes now also Technical and Human Capacity considerations.

Task 4: Support AIS to develop training plan for in-house staff for core areas

- Build upon the results of Task 1-3 above, identify the specific skills and competencies in core areas that need development; Consider existing AIS staff and the one to be hired as per the AIS ongoing restructuring plan.
- Explore and evaluate various training options, taking into account budget, duration, and effectiveness;
- Select appropriate training methods, blending formal training and education options out of institution, with on-the-job training, coaching, and mentoring;
- Formulate a phased training plan that balances immediate needs with longer-term goals. The plan must outline clear learning objectives, prerequisites, resources, timeline, and anticipated outcomes;
- Revise and finalize the training plan, incorporating feedback received from AIS and other stakeholders.
- Assist AIS to prepare necessary budget for the implementation of the training plan for the next GoK's budget planning cycle.

These four tasks (Task1-4) collectively aim to address the human and technical capacities development at AIS by strategically assessing and determining which core areas and skills must be kept and developed in-house and in which core areas and skills can be outsourced, by presenting a comprehensive guideline to make an informed determination from cost effectiveness as well as technical and human development capacities perspective, and by drafting a training plan for development of in-house staff capacities in the core areas, thus ultimately improving the agency's capacity to achieve its mission and objectives by:

- maintaining focus in developing clearly defined core areas and skills, increasing in-house capacity in these areas;
- outsourcing readily available skills and systems development, allowing the agency to use competent outside providers and avoid competing with the private sector.

Task 5: Prepare and conduct a presentation of the Analysis (Task1 and Task2), the Evaluation Procedure (Task3) and the Training Plan (Task4) for high level officials from counterparts and other stakeholders.

Task 6: Prepare and submit for approval the Final Report that includes: the purpose of the consultancy, work undertaken, progress made, issues and/or problems encountered, expected follow-on interventions, as well as actions to be performed by counterparts, list of stakeholders met.

DELIVERABLES

Deliverable #1: Systems/Services In-House Development vs. Outsourcing Analysis Report **(LoE 14 days)**

- Analysis of in-house systems/services development vs outsourcing:
    - Will identify AIS main technologies, systems and services, both in use and planned.
    - Disaggregate which systems and areas currently in use have been developed in-house, mixed in-house with outsourcing, or fully outsourced.
    - Gather insights from AIS on the process and key policy, technical, cost, capacity or other criteria used to determine development of systems in-house vs outsourcing.
    - Assess the actual AIS and other legal instruments in place regulating the systems development and outsourcing.
- Deliver a comprehensive report including the analysis and recommendations for systems and services in-house development vs outsourcing decisions. The report should contain sections on the following:
    - Executive Summary: A brief overview of the analysis, key findings, and recommendations.
    - Introduction: Background information on the AIS, systems and services used, actual and planned.
    - Methodology: Description of the approach and methods used to conduct the analysis, including data collection and stakeholder engagement.
    - Analysis of core system needs: Identification of the core systems and services required for the AIS to achieve its strategic objectives.
    - Recommendations for In-House Systems Development: Identification of areas where in-house system development is necessary.
    - Recommendations for Strategic Outsourcing: Identification of areas where strategic outsourcing is suitable, including the types of systems and services that can be outsourced, and the benefits and risks associated with outsourcing.
    - Implementation Considerations: Discussion of the implementation considerations, including timelines, budget, and resource requirements, for both in-house systems development and strategic outsourcing initiatives.
    - Conclusion: Summary of the key findings and recommendations, and the implications for the AIS.
    - Appendices: Additional information, such as data tables, graphs, and charts, that support the analysis and recommendations.

Deliverable #2: Core Skills In-House Development vs. Outsourcing Analysis Report **(LoE 14 days)**

- Collaborate with AIS to conduct an analysis to identify core competencies and functions that require permanent in-house staff versus those suitable for strategic outsourcing. The

analysis will help AIS make a determination which will have long-term impact in its staffing, organizational structure, training and budgeting. The analysis must consider:

- o the ongoing plan to reorganize and expand the AIS with new functions, organizational units and staff;
- o the strategic role and orientation of the AIS vis-a-vis eGovernment strategy, the AIS expected capacities to fulfill the implementation of relevant GoK policies;
- o the actual and future availability of IT professionals, including the output of IT professionals of the in-country education system;
- o the gap between actual AIS staff competencies compared to competencies required for the roles in the AIS structure, including its planned expansion;
- o the gap between competencies offered by universities and training providers and the competencies required for the roles in the in the AIS structure, including its planned expansion;
- o the gap between private sector staff capacities and the competencies required for the roles in the AIS structure, including its planned expansion.
- o Capacity and capability: assessment of AIS's current capacity and capability to develop in-house skills and services vs. outsourcing;
- o Cost-benefit analysis: comparison of costs, including benefits and incentives for in-house staff development vs. skills outsourcing;
- o Risk assessment: evaluation of risks associated with in-house development vs. outsourcing;
- o Timeline: considerations on the urgency and timeframe for implementation and delivery of in-house skills vs. outsourcing;
- o HR and contractual considerations: feasibility to scale up/down in-house skills on short term needs or project basis;
- o Innovation and knowledge transfer: evaluation of the potential for innovation and knowledge transfer through in-house development versus outsourcing.

- Deliver a comprehensive report including the analysis and recommendations for in-house staff development and skills outsourcing areas including rationale and implementation considerations. The report should contain sections on the following:
  - o Executive Summary: A brief overview of the analysis, key findings, and recommendations.
  - o Introduction: Background information on the AIS, its current structure and plans for expansion, and the purpose of the analysis.
  - o Methodology: Description of the approach and methods used to conduct the analysis, including data collection and stakeholder engagement.
  - o Analysis of Core Competencies: Identification of the core competencies required for the AIS to achieve its strategic objectives.
  - o Gap Analysis: Detailed analysis of the gaps between actual AIS staff competencies, competencies offered by universities and training providers, and private sector staff capacities, compared to the competencies required for the roles in the AIS structure.
  - o Recommendations for In-House Staff Development: Identification of areas where in-house staff development is necessary, including training programs, capacity building initiatives, and talent management strategies.
  - o Recommendations for Strategic Outsourcing: Identification of areas where strategic outsourcing is suitable, including the types of skills and services that can be outsourced, and the benefits and risks associated with outsourcing.
    - ▪ This section should comprehensively address the essential human resources required by AIS to outsource effectively, ensuring capabilities in drafting Terms of Reference (ToR), qualitative contract management and

- monitoring, long-term project sustainability, and maximizing value for money.
  - o Implementation Considerations: Discussion of the implementation considerations, including timelines, budget, and resource requirements, for both in-house staff development and strategic outsourcing initiatives.
  - o Conclusion: Summary of the key findings and recommendations, and the implications for the AIS's staffing, organizational structure, training, and budgeting.
  - o Appendices: Additional information, such as data tables, graphs, and charts, that support the analysis and recommendations.
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Deliverable #3: Updated Evaluation Procedure on Building In-House Systems/Services and Capacities vs. Outsourcing **(LoE 15 days)**

Adding to the cost factor analysis incorporated into the procedure developed earlier by KeG, STTA should:
- Develop criteria for systems/services outsourcing. The insights and data gathered through Deliverable #1 should provide clear and actionable guidelines for determining when systems/services should be developed in-house and when the development should be outsourced.
- Develop criteria for skills in-house development or outsourcing. The insights and data gathered through Deliverable #2 should provide clear and actionable guidelines for determining when skills should be developed in-house and when the skills should be outsourced.
- Develop a standardized evaluation procedure to guide AIS decision-making on whether to build in-house or outsource specific skills and services, which merges into previously developed cost-based evaluation procedure the technical systems/services and human capacity criteria.

The Evaluation Procedure should include a decision-making framework, such as a scoring matrix or a decision tree, to guide AIS decision-makers in evaluating the pros and cons of building in-house systems/services or capabilities versus outsourcing. The procedure should also include guidelines for documenting and justifying decisions, and for reviewing and updating the procedure as needed.

Deliverable #4: AIS Training Plan for Developing Internal Staff Capacities in Core In-House Areas **(LoE 15 days)**

- Based on the findings in Task 1, 2 and 3, design a customized Training Plan for developing capacities of AIS's internal staff within the identified core areas.

- The training plan must:
  - o be designed to address specific core skills development needs identified in the analysis;
  - o align with organizational goals and priorities;
  - o include clear objectives, methodologies, and resources required;
  - o provide an outline of the training programs, delivery methods, evaluation mechanisms and timelines.

Deliverable #5: Presentation of Key Findings and Results of Tasks 1-4 to government counterparts and stakeholders **(LoE 2 days)**

Deliverable #6: Final Report of no more than 5 pages that describes but not limited to the following **(LoE 5 days):**

- The purpose of the consultancy
- Work undertaken
- Progress made
- Issues and/or problems encountered
- Expected follow-on interventions, as well as actions to be performed by counterparts
- Stakeholders met.

DELIVERABLES SCHEDULE

The STTA shall submit the deliverables described above in accordance with the following Deliverables Schedule:

Deliverable No.	Deliverable Name	Due Date
1	Technical Systems/Services In-House Development vs. Outsourcing Analysis Report	Start date +30 days
2	Core Skills In-House Development vs. Outsourcing Analysis Report	Start date +30 days
3	Updated Evaluation Procedure on Building In-House Systems/Services and Capacities vs. Outsourcing	Start date +50 days
4	AIS Training Plan for Developing Internal Staff Capacities in Core In-House Areas	Start date +70 days
5	Presentation of Key Findings and Results of Tasks 1-4 to Stakeholders	September 30, 2024
6	Final Report	September 30, 2024

QUALIFICATIONS

1. **Education –**
   - A graduate degree in Information Technology, Computer Science, Business Administration, HR Management, Education Management, or a related field.
2. **Experience –**
   - At least five years of experience in IT or Project Management, HR, organizational development, consulting, or a similar role involving organizational restructuring, strategic planning and staffing.
   - Experience in designing or conducting skills gap analyses, in business or public sector; workforce planning, recruitment, skills development, outsourcing human capacities or related.
   - Experience in designing and implementing effective training plans for business or public sector, preferably for IT staff.
   - Experience in IT Systems development or an understanding of IT Project Management, Systems Development, or Systems Integration.

- Experience in Risk Management with the ability to identify, analyze, and mitigate risks in IT operations, particularly in the context of outsourcing versus in-house development.

3. **Functional Skills –**
   - Strong understanding of areas such as project management, project life-cycle management, IT systems development, systems management, infrastructure management, data management, security or related areas.
   - Strong understanding of training methodologies and techniques, learning and motivation theories, with a focus on working with adults and on the job skills development.
   - Ability to analyze and interpret organizational structures, competencies, competency frameworks, and related processes.
   - Strong consultancy, communication, and influencing skills to engage with AIS management and key staff effectively.
   - Analytical, conceptual, and problem-solving skills to assess the current state of human capacities in AIS and propose adequate recommendations.
   - Ability to develop decision matrices such as SWOT analysis effectively and be able to utilize them.
4. **Language Skills –** English and Albanian fluency, with excellent writing and presentation skills required. Serbian language skills desirable.
5. **Interpersonal Skills –** Proven ability to work professionally, constructively, and collaboratively, meet deadlines, communicate effectively, and deal with diverse partners (including high-level government officials, training sector providers, and international donors) in a challenging environment. Excellent analytical, communication, and stakeholder engagement skills.
6. **Self-Motivation and Guidance –** Strong individual initiative and ability to manage daily activities and achieve expected results with or without direct oversight.

LEVEL OF EFFORT AND TIMING

This assignment is estimated to require altogether up to **65 days** of LOE within Kosovo. This work is planned to occur during (June - September 30, 2024), based on a time schedule mutually agreed with the Objective 2 Lead at the start of the assignment, subject to further modification as mutually agreed.