

DIGITAL ASSESSMENT IMPLEMENTER

LOCATION: Ukraine and Kosovo
DATE POSTED: March 18, 2024
APPLICATION DEADLINE: April 8, 2024
JOB TYPE: Consultancy

Eurasia Foundation's (EF) Transparency and Accountability in Public Administration and Services (TAPAS) Activity requests proposals from qualified firms to conduct a digital readiness assessment in Kosovo. The assessment is expected to produce a product roadmap as well as technical and user requirements for a Diia-inspired mobile Super App for Kosovo's online public services platform. TAPAS is co-funded by the United States Agency for International Development (USAID) and UK Aid and is implemented by Eurasia Foundation.

BACKGROUND

Diia: TAPAS is an eight-year, \$53 million anti-corruption through eGovernance program in Ukraine. Funded by USAID and UK Aid, TAPAS unites the government and people of Ukraine to develop e-governance tools that improve government transparency, accountability, and public service delivery. Through the TAPAS Activity, USAID has supported the development of Diia, a smartphone [Super App](#) and [web portal](#) that provides customized and secure government service delivery to citizens, residents, and businesses. Ukraine's Ministry of Digital Transformation (MDT) leads the development and expansion of the Diia ecosystem to establish a new level of interaction between the state and citizens, one that is convenient, humane, and eliminates opportunities for corruption. In addition to the Diia Super App and web portal, the Diia ecosystem includes the [Diia.Digital Education Platform](#), Diia.Engine, [Diia.Business](#), [Diia.Open Data](#), and [Diia.City](#).

Diia relies on a robust set of interoperable registries, a rapid application framework, and an interoperability layer, which are core underlying components of digital government systems. Many of the software elements developed as part of the Diia ecosystem, [including the Super App](#), are being made open source, allowing other like-minded governments and entities to leverage these investments in Ukraine for their own digital government needs.

To facilitate cooperation and assess the readiness of these countries to adopt innovative digital solutions, two tools have been developed. The Platform Questionnaire captures information about the state of digital architecture, digital identity, data systems, internet connectivity, smartphone user rates, and other relevant factors. The Pre-Discovery Survey gathers primarily technical requirements data that may not be readily accessible from open sources (e.g., information about base registries, number of records, digital signatures, and others) that is needed to develop the partner government's desired innovative solution(s).

The success of Diia in Ukraine has prompted substantial international interest and attention, including from other governments seeking to transform how they deliver public services to residents and businesses. Several countries expressed interest in adopting innovative GovTech solutions and learning how they might draw applicable lessons from Ukraine's experience with Diia. EF TAPAS, in collaboration with MDT, is eager to share solutions and best practices from the Diia ecosystem and foster sustainable technology transfer with these countries.

New Initiative: In January 2023, USAID Administrator Samantha Power announced that USAID and the Government of Ukraine are partnering to model Ukraine's digital government approach, particularly the Diia app. Through the [EDGE Fund](#), USAID has allocated \$650,000 to the TAPAS Activity to explore whether partner countries can leverage the experience of Ukraine to help build sustainable digital government systems.

Kosovo's Digital Government Ecosystem

Kosovo's [National Development Strategy & Plan 2030 \(NDSP 2030\)](#) outlines a vision for the country as a developed nation with a stable economy integrated into international markets and organizations

with efficient institutions and administration, and its citizens enjoying well-being, security, and equality with a high standard of living for all age groups as well as the right quality and access to justice, health, and education. Supporting this vision are four priority horizontal agendas for those areas that require coordination across multiple sectors to achieve the strategy's goals for each sector. One of these cross-cutting agendas is the [Digital Agenda of Kosovo 2030](#). Together with the [e-Government Strategy Kosovo 2023-2027](#), the Digital Agenda sets out the vision to transform Kosovo into a successful digital country by lifting the administrative burden for citizens primarily through the “one off” service delivery principle based on the circulation of information instead of citizens. Specifically, the Digital Agenda addresses interoperability between public registers, data and register governance, e-government cloud and security networks, digital payment infrastructure, digitization, and improvements in technological infrastructure.

The Agency for Information Society (AIS) is formally responsible for overseeing the rollout of the e-government strategy as well as managing Kosovo's e-government portal, [eKosova](#). eKosova was launched in early 2021 with the aim of increasing the efficiency and speed of receiving administrative services. eKosova serves as the exclusive platform for online access to public administration services for citizens, businesses, and public administration employees. The Government of Kosovo (GoK) has invested significantly in building its capacity and integrating it with several existing systems. The platform currently offers over 100 services with plans to launch an additional 200 services and a future mobile app.

Project Objective

The Digital Assessment Implementer's overall objective is to document the project goal, technical dependencies, product roadmap, and design requirements that establish the foundation for successful implementation of the eKosova-integrated mobile app. The objective should be achieved through Discovery Phase activities aimed at assessing information about citizen authorization/authentication mechanisms, GoK's infrastructure approach and preferred technologies, and developing functional and non-functional requirements.

In collaboration with EF TAPAS team and AIS's implementation team, the Digital Assessment Implementer will also design mockups and a prototype according to Diia UX/UI principles, features, and functionality best practices. The outcomes of the Discovery Phase may include the following: formulation of technical and non-technical requirements for the mobile app platform and up to two mobile documents or services; documentation of the supporting architecture; designing UI/UX mockups; and drafting a delivery plan, i.e., project milestones and timeline.

Please note that implementation of the specific solution(s) will be separate from the assessment.

Activities

The Digital Assessment Implementer is expected to design the flow of assessment activities using the methodology guidance prepared by EF TAPAS as described below.

Phase 1: Assess Technical Readiness

Objective: Evaluate Kosovo's digital usage context and the GoK's current digital documents and services infrastructure, specifically:

- Understand ASI's project objectives and priorities, target users, desired solution, and its intended benefits.
- Understand current access to and use of digital public services, for example:
 - Mobile and fixed broadband internet connectivity, adoption, usage, and smartphone ownership
 - Mobile banking tools and digital payment platforms

- Presence and utility of digital government platforms and online services
- Current eGovernance requirements, e.g., laws, regulatory frameworks, standards
- Understand the current state of GoK technical infrastructure, for example:
 - Availability and quality of digitized public registries like population, land, vehicle, tax, and technology stack
 - Opportunity for data exchange interoperability between registries/information systems, e.g., data exchange platforms, APIs, and other data exchange protocols
 - Data centers, networks, document management systems, cybersecurity infrastructure, data exchange platforms
 - User identity authentication and authorization, e.g., digital ID, digital signatures
- Based on the above analysis, formulate initial recommendations for the intended mobile app while also highlighting any technical, governance, and user challenges, limitations, and major gaps.

Phase 2: Propose Product Vision, Roadmap & Requirements

Objective: Based on the Phase 1 findings, propose up to two concrete digital documents or services for the eKosova mobile app:

- Formulate the vision for the proposed mobile app and its expected benefits for citizens, the GoK, and/or public servants
- Analyze the relevant user journeys, identifying major pain points, and key service delivery processes to support the documents/services product roadmaps and features
- Determine roadmap stages and milestones for the deployment of each proposed feature
- Develop Terms of Reference for the development of the eKosova-integrated mobile application with the identified documents/services, which includes:
 - Design the necessary front-end and back-end technical architecture components, including data flows, registries, interoperability platforms, mobile applications, and others
 - Draft a detailed list functional requirements to meet usability expectations, e.g., Diia-like user-centric UX/UI design principles, eKosova brand/style guidelines, user authentication/authorization, document-related functions, UI/brand/style standards, APIs, or other system integration
 - Draft the relevant non-functional requirements, e.g., iPhone/Android versions, accessibility and performance service level agreements, security and encryption standards/protocols, open source
- Conduct the above activities through a consultative process, including knowledge sharing sessions with the relevant stakeholders.
- Obtain feedback and approval from the designated government representatives and other stakeholders. The concluding round of collecting feedback on the assessment's results should be done in the format of an in-person workshop, subject to availability of funds. If funds are not available, such a session will be conducted in a hybrid format.

Phase 3: Design Visuals & Prototype

Objective: Create visuals and clickable prototypes that demonstrate the functionality, look, and feel of the mobile app and each proposed document/service feature.

- Draft mockups to illustrate basic design elements, e.g., screen design, brand elements, content, and imagery of user interfaces
- Clickable UI prototypes that simulate user interactions and navigation flow to demonstrate feature functionality and user experiences, e.g., individual screens, buttons, navigation elements, and the user authentication/authorization method
- Create the above visuals for iPhone/Android versions and inclusive access (i.e., users with disabilities), as needed
- Align and confirm the UI design with the representatives of the respective agencies

The information mentioned above will be obtained by the Digital Assessment Implementer through the Pre-Discovery Survey, desk research, documentation provided by AIS, key informant interviews, and workshops as well as through consultations with key government representatives, its implementation vendor, and the EF TAPAS team. Some of this information may already be available by the project kickoff.

Deliverables & Estimated Timing

Technical Solution Proposal. This deliverable summarizes the findings, project objectives, and purpose described in Phase 1 activities, including an overview of the current state of the contextual conditions and digital infrastructure, and a concrete proposal for the development of the solution (services/digital documents), which takes into consideration any major technical or other relevant gaps unique to Kosovo.

Solution Vision and Roadmap Documentation. This deliverable establishes the guiding vision for the solution and outlines a product roadmap as well as detailed technical frameworks that ensure seamless integration and functionality with existing GoK e-services and infrastructure, e.g., vision statement; beneficial impact on users and GoK stakeholders; systems, process, and data flow diagrams; conceptual architecture frameworks; user journey maps; lists of functional and non-functional requirements; and roadmap milestones and timeline.

Visuals and Prototypes. This deliverable supplement the Solution Vision and Roadmap Documentation with mockups and clickable prototypes that highlight the user interface design and functionality, user experience, and overall solution architecture. This approach aims to demonstrate the alignment of the technical specifications with the user-centric design, ensuring the practicality and effectiveness of the proposed app.

EF TAPAS estimates the completion time for all deliverables is eight (8) weeks.

Selection Criteria

The service provider will be chosen through a competitive selection process. The decision on the winning bid will be determined by a tender commission comprised of specialists from EF TAPAS, based on an assessment of the proposal in comparison to other submissions and following the "price-quality" principle.

Please note that only legal entities are eligible to submit a proposal. Bidders must furnish a team of experts dedicated to this project and offer a resume for each team member as part of their proposal.

For assessing proposals submitted in response to EF's call for the Digital Assessment Implementer in Kosovo, we'll use the following selection criteria:

Institutional Presentation

- Experience of the project manager, who must possess a proven track record leading similar assessments and preparing digital solution development roadmaps
- Strength of the project team's technical knowledge in Diia mobile application development approaches, design philosophy, digital architecture, and implementation methods is a must
- Capacity and expertise of the project team in user-centric design principles to create visually appealing and user-friendly mockups and prototypes
- Experience of the proposed team in conducting comprehensive research in diverse geographical contexts
- Demonstrated capacity of the project team's writing, documentation and presentation skills to produce detailed and well-organized reports and presentations

Technical Approach

- Proposal's conformance to the requirements of the technical specifications
- Quality of the management plan for the project team
- Integration and delivery of technical assistance and capacity building of local partners
- Proposed timeline and delivery schedule to fulfill the scope of work effectively and efficiently

Cost

- Reasonable and understandable budget
- Fair market prices for proposed goods and services
- VAT exemption, where applicable