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Terms of References for Consultants on Digital Transformation Strategies

Introduction & Background

The project “**Digitalization Path**” – funded by the USAID Economic Development, Governance and Enterprise Growth Project and implemented by MASIT (North Macedonia) in partnership with STIKK (Kosovo) and ICT Net (Serbia) is seeking for **Consultants for Digital Transformation Strategies for SMEs** .

The main goal of this project is to support SMEs from the targeted value chains (fresh and processed fruit and vegetables, apparel and textiles, wood processing and tourism) from North Macedonia, Kosovo and Serbia in their activities to (1) better understand and get familiar with the benefits of the digital transformation; (2) analyze their current level of digital transformation and create Digital Transformation Strategies identifying and prioritizing needed IT solutions; and (3) financially support them in the process of purchasing and implementing IT solutions in order to improve their business activities.

Objectives

Scope of Work (SoW)

The hired consultant(s) will be responsible for creating personalized Digital Transformation Strategies for 60 SMEs in Macedonia, Kosovo and Serbia, operating in the sector of **agriculture and processing, light manufacturing (apparel and textiles, wood processing), and tourism (eco-tourism, rural tourism, and adventure tourism)**. The goal of each strategy is to effectively identify and prioritize IT solutions that would potentially have the highest return on improving the business operations of each SME. This personalized Strategy will be created for each company and will have the goal to analyze the current business processes and understand the company's needs, problems and challenges, based on which detailed recommendations for implementation of IT solutions will be elaborated and recommended in order to improve their business operations and sophistication. In addition, one of the selected consultants will be responsible for creation of a methodology that will be used in each country by all of the selected consultants. The Methodology will map all of the activities that need to be undertaken from the first contact with selected beneficiary companies till the delivery of the final Strategy, including templates of the Strategy, meeting/interview schedules, questionnaires that should be used during the interviews etc

Deliverables

2 cycles of creation of digital transformation strategies are planned within the project, the first during October and November 2020 and the second during April and May 2021.

The consultant(s) is expected to successfully deliver the following outputs:

- (1) Digital Transformation Strategy for each SME; (10 digital transformation strategies per consultant are planned – 5 per cycle) – estimated days 30 per consultant
- (2) Narrative report on findings, insights, and recommendations after completion of each cycle
- (3) Methodology for creation of digital transformation strategies –only one of the selected consultants will be chosen to create the methodology – estimated days 5

Expertise Requirements

The optimal candidate must comply with the following minimum expertise requirements.

- (1) At least three (3) years of professional experience in providing digital consultancy and



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- solutions to SMEs (to be proven with at least three (3) references and/or case studies);
- (2) Proof of digital transformation certification in ICT or similar (preferred) if available ;
- (3) Has excellent understanding of digital transformation methodologies and tools;
- (4) Has excellent analytical skills and is able to decompose SME needs into tangible and efficient solutions;
- (5) Has no tax liabilities at the moment of applying (to be proven by Tax Authority attestation);
- (6) Excellent in communication, both verbal and in writing (Macedonian/Albanian/Serbian and English).
- (7) Experience in targeted industries (4)

Timeframe

The assignment is expected to start on 01/10/2020 and end by 30/09/2021.

Selection Criteria

For the selection process, the below mentioned criteria will be used:

- Years of experience 20%
- Experience in implementing similar projects for digitalization in the mentioned countries that are part of the project – 20%
- Experience with working with companies from the targeted 4 industries that are identified in the project: 30%
- Reference list of implemented projects on the topic for digitalization as well as sharing of successful stories and testimonials from clients for working on similar projects – 30%

Note: consultants can be only individuals with appropriate experience and/or certification (for example in Kosovo individuals are certified as Digital Transformation Consultants)

Complaints

Each bidder has the right to voice their complaints at biljana.prlichkova@masit.org.mk within 7 calendric days after receiving the e-mail regarding the selection outcome.

Submission Guidelines

Interested individuals shall send their applications, no longer than 18th of September, 2020 at elena.petrushevaska@masit.org.mk. Please send:

- Cover letter including statement of application for only 1) Developing Digital Transformation Strategies for SMEs or 2) Developing Digital Transformation Strategies for SMEs and for developing Methodology for creation of digital transformation strategies
- CV
- Reference list of implemented projects on the topic for digitalization
- Financial offer



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Reporting

The selected consultants will report directly to the assigned Project Manager from MASIT (for North Macedonia, STIKK (for Kosovo) and ICT NET (for Serbia) who will be in charge of consulting the winning individuals regarding the assignment. During the contract period a regular update of the work process shall be submitted to MASIT/ STIKK/ ICT NET.

Payments

The estimated budget is gross 150 USD daily rate – 3 days per company. The consultant will sign a contract with MASIT – ICT chamber of commerce, as implementor for the named project. The payment will be conducted after the completed cycle and after the submitted report to MASIT.