

Terms of Reference

Request for Services

Institute, School, College or Higher Education institution to support ReSPA in implementing the “executive education” and “study visit” components of the Regional Mobility Programme

1. Background

[The Regional School of Public Administration](#) (ReSPA) is a regional organization established in 2010 as a joint initiative supported by European Commission and Western Balkans (WB) administrations. It is managed and governed by five ReSPA Members: Albania, Bosnia and Herzegovina, North Macedonia, Montenegro and Serbia, while Kosovo* is beneficiary. ReSPA's purpose is to assist governments in the region to develop better public administration, public services and overall governance systems for their citizens and businesses and prepare for the European Union membership.

Since its inception, ReSPA, as an international organization and a key regional endeavour in Public Administration Reform, has contributed to capacity-building and networking through regional training, workshops, conferences, seasonal schools, and on-demand support mechanisms, peering and the development of regional research materials. ReSPA establishes close cooperation with Ministers, senior public servants and heads of units in its Members. ReSPA also works in partnership with the European Union, specifically Directorate General for Neighbourhood and Enlargement Negotiations (DG NEAR), other regional actors such as OECD/SIGMA and Regional Cooperation Council (RCC), as well as agencies and civil society organizations.

The European Commission (EC) provides directly managed funds to support ReSPA activities in line with the EU accession process. Currently, ReSPA is implementing the fifth EC Grant Contract "Support to the Regional School of Public Administration for implementing PAR Agenda and facilitating EU accession process in the WBs" which is active as of January 2023.

ReSPA works primarily through regional networks which operate at three levels: Ministerial, Senior Officials, and thematic groups of experts and senior practitioners. More specifically, the Programme Committee is composed of the senior civil servants representing ministries responsible for the Public Administration reform, and institutions in charge of the European Integration process, and four regional thematic groups: (1) Policy planning, better regulation and coordination of Centre of Government, (2) European integration and accession negotiations; (3)

*This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence.

Human Resources Management and Professional Development; (4) Service Delivery (digitalization and quality management).

These Terms of Reference aim to identify a renowned Institute, School, College or Higher Education institution to support ReSPA in **designing, delivering and organizing the “executive education” and “study visit” components of the Regional Mobility Programme, which will indicatively take place in April 2024.**

2. Problem statement and description of the assignment

Public administration cooperation exchanges are important reform levers towards upgrading the public administrations, boosting regional cooperation and EU integration. In the realm of public administration, the mobility of civil servants fosters a dynamic and responsive governance system. It enables the exchange of ideas, best practices, and expertise, enhancing administrative capabilities and innovative policy solutions. Intra-regional mobility of public servants plays a vital role in promoting **regional cooperation and integration within the EU** and further boosting regional cooperation initiatives. Acknowledging the importance of furthering the mobility of public servants for the benefit of stronger regional cooperation, inspired by positive past initiatives² and with the financial support of the European Commission, ReSPA introduced and designed tailor-made regional mobility scheme in close partnership with the following regional organizations: Regional Cooperation Council; CEFTA Secretariat; Transport Community Treaty Secretariat; Regional Anti-corruption Initiative; Regional Youth Cooperation Office; Centre of Excellence in Finance; Western Balkans Fund; Western Balkans 6 Chamber Investment Forum.

From November 2023 to January 2024 the application and selection process was conducted by ReSPA with the strong support and involvement of the ReSPA Liaison Officers in each participating administration. The profile of the selected participants can be seen at the bottom of these Terms of reference.

The “Regional Mobility Programme” is composed of five pillars:

- a. **Induction and preparatory day** – (remotely) at which the selected participants will be convened online by ReSPA to present the Programme, objectives, and logistical arrangements and to discuss participants` expectations jointly;
- b. **Executive education** in a renowned School/Institute established in an EU Member State (2,5 days);
- c. **Study visits and exchanges** with selected EU institutions in Brussels (2 days);

² EU Scheme for young professionals in the Western Balkans

- d. **Job shadowing**³ in regional organizations in the Western Balkans (or broader) – (5 working days): Regional School of Public Administration; Regional Cooperation Council; CEFTA Secretariat; Transport Community Treaty Secretariat; Regional Anti-corruption Initiative; Regional Youth Cooperation Office; Centre of Excellence in Finance; Western Balkans Fund; Western Balkans 6 Chamber Investment Forum.
- e. Closing workshop (1 day) – bringing together the Regional Mobility Programme participants to discuss its added value and integrate the acquired knowledge to strengthen governance in the Western Balkans.

The subject of these Terms of Reference is points (b) and (c) of the described programme.

The “Executive education” and “study visit” components – the main parameters

The main indicative parameters of the two components are listed below:

- The executive education programme and the study visit in Brussels (EU institutions, think tanks, etc.) are expected to be held in April (ideally the second or third week of April);
- The two components shall be organized in the same week, consecutively to each other: the executive education programme shall last for 2 and a half days (Monday – Wednesday) while the study visit shall last for 2 days (Thursday, Friday);
- The executive education programme shall be delivered in the premises of the Institute, School, College or Higher Education institution who shall be selected under these ToR;
- The programme shall be entirely delivered in English language. Considering the diverse typology of participants, the following main topics can be considered (indicatively): EU integration and policy implementation; Strategic policy development; financial management and budget analysis; Public administration and governance reforms; European Integration and regional cooperation; effective leadership in the public sector, etc. The possibility of having a half day of training/exercise on soft skills (for example: negotiation skills or leadership skills) can also be considered;
- The total number of attendees shall be up to 26, from ReSPA Member administrations (Albania, Bosnia and Herzegovina, Montenegro, North Macedonia, Serbia) and Kosovo*;
- The sessions for both components shall indicatively start at 09:00 and end at 16:30. The last day of the executive education programme shall end earlier (by 13:00 approximately) to allow participants to travel to Brussels in the afternoon (if the premises where the executive education programme will be held will not be in Brussels).
- The sessions shall be interactive, participatory where critical thinking and debating shall be encouraged;

3. Tasks and responsibilities

³ Job shadowing is a type of on-the-job training that allows an interested employee to follow and closely observe another employee performing the role.

The Institute, School, College or Higher Education institution (the applicant) shall, indicatively, perform the following tasks:

- The administrative team and proposed lecturers shall familiarize themselves with the latest developments as regards EU integration and accession negotiations in the Western Balkans and wider the Western Balkans' political, economic and social context;
- Develop and propose to ReSPA an indicative programme (agenda) for the Executive Education component and the study visit to Brussels;
- Ensure the participation of renowned academics, lecturers and practitioners (in-house and/or external) to deliver the sessions of the programme;
- Deliver the learning programme in line with the agreed agenda;
- Support in the identification of relevant institutions and officials of EU institutions and structures (and think tanks, if needed) for the study visit to Brussels. Provide support in coordinating the study visit;
- Issue joint certificates with ReSPA to the attendees (*Executive Certificate in Governance Development and Advanced Leadership*) – exact title to be agreed at a later stage;
- Appoint a coordinator to liaise directly with ReSPA on the subject.

The abovementioned tasks and responsibilities represent the milestones of the assignment, but the applicant may propose slight changes/adaptations upon agreement with the ReSPA Programme Manager in charge.

4. Necessary qualifications and experience

The Institute, School, College or Higher Education institution (the applicant) needs to have a **diverse but compatible experience in delivering post-graduate capacity-building programmes, Executive Trainings, and/or Master Programmes** (preferably established in an EU Member state), on topics/themes related to EU affairs/studies, public administration, political/international studies. More specifically, the applicant shall have the following profile:

General criteria:

- At least 20 (twenty) years of experience in delivering post-graduate capacity-building programmes and/or Master Programmes in English language.

Specific criteria:

- At least 10 (ten) years of experience in delivering post-graduate/executive capacity-building programmes and/or Master Programmes on topics/themes related to EU affairs/studies, as well as political/international studies in English language;
- Have at least 30 in-house academics/lecturers and administrative staff;

- Have a meaningful research profile;
- Own a campus;
- Have previous experience and interaction with the Western Balkans;
- Preferably be established in an EU member State with convenient connections to Brussels.

The applicant shall submit the following documents:

- Copy of the founding document or any similar document that proves the establishment of the applicant as a specific learning organization;
- Organigramme of the applicant;
- A short methodology/proposal on how the programme will be delivered, including information on the certification modalities, title of the certificate, information on the campus facilities, etc;
- A draft proposed programme of the Executive Education and Study visit, including topics and potential lecturers to deliver the sessions and institutions to visit in Brussels;
- Brief bios of the proposed lecturers;
- Financial offer.

5. Timing and Location

The assignment is expected to be performed tentatively during March–May 2024, while the Executive education and study visit component is to be organized **by April 2024 on the campus of the applicant.**

6. Remunerations

The assignment amounts **up to 20.000 EUR** for designing and delivering the academic programme and coordinating the study visit to Brussels (corresponding to tasks listed under Section 3 of these Terms of reference).

The payment will be done in one instalment upon completion of the assignment. The final outputs will be subject to approval from ReSPA before the execution of the payment.

Note: costs related to logistic aspects, such as utilization of the facilities of the campus, learning materials, coffee breaks, lunch breaks, IT support, etc., shall not be included in this financial offer. Those costs shall be agreed upon among the selected applicant and ReSPA at a later stage, based on market prices for similar services. A regular invoice with a logistic cost breakdown should be issued for payment purposes. Travel and accommodation of participants will be organized directly by ReSPA.

7. Reporting and Final Documentation

Upon completion of the assignment, the selected applicant will be requested to deliver the following documents before the payment is conducted:

Outputs

- The programme of the Executive education and short bios of the lecturers;
- Presentations held during the sessions of the Executive Training (after the programme is delivered);
- A summary executive report with the main takeaways from the Study Visit to Brussels;

Documents required for payment

- Invoice (e-signed);
- Timesheets (e-signed);
- One final report to ReSPA on the implementation/performance of the assignment (please see section 3 above).

Annex – Profiles of the selected participants

Administration	Position of the participant	Institution
ALBANIA	Expert	Ministry of Tourism and Environment - Department of Policies and Strategies for Tourism Dev.
ALBANIA	Specialist in Administrative and Judicial Appeals	Ministry of Culture
ALBANIA	Executive Assistant	Prime Minister's Office - Department of Policy and EU Integration
ALBANIA	Head of Unit	Ministry of Education and Sport- Sector of Monitoring and Implementation of Priorities
ALBANIA	Specialist	Ministry of Tourism and Environment
BOSNIA AND HERCEGOVINA	Expert Advisor in Legal Affairs	Ministry of Education, Science, Culture and Sports of West Herzegovina Canton
BOSNIA AND HERCEGOVINA	Senior expert	Ministry of Economy and Entrepreneurship
BOSNIA AND HERCEGOVINA	Senior Associate	Federal Ministry of Finance
BOSNIA AND HERCEGOVINA	Secretary of the Ministry	Ministry of spatial planning, construction and ecology
BOSNIA AND HERCEGOVINA	IPA Project Coordinator	Directorate for European Integration
MONTENEGRO	Advisor in the Cabinet of the Minister	Ministry of Internal Affairs
MONTENEGRO	Independent Advisor	Ministry of European Affairs
MONTENEGRO	Budget Analyst	Ministry of Finance
MONTENEGRO	Advisor	Ministry of Public Administration
MONTENEGRO	Auditor	Ministry of Public Administration - Department for audit of information systems
NORTH MACEDONIA	Advisor	Ministry of Information Society and Administration
NORTH MACEDONIA	Senior Associate	Secretariat For European Affairs
NORTH MACEDONIA	Head of Unit	Ministry of Information society and administration - Unit for EUI and International Cooperation
NORTH MACEDONIA	Senior associate	Ministry of Information Society and Administration - Unit for IPA



NORTH MACEDONIA	Head of unit	Ministry of information society and administration - Unit for coord of management of HR
SERBIA	Junior advisor	Ministry of Public Administration and Local Self-Government
SERBIA	Advisor	Ministry of Justice
SERBIA	Advisor	Ministry of Agriculture
SERBIA	Senior Adviser	Public Policy Secretariat
SERBIA	Junior Adviser	General Secretariat of Government