

## Procurement Notice

Assignment name:

### Regional comparative study on Service delivery

*Reference Numbers: 17072 Quality Management Key Expert – for the Comparative Study on Service Delivery*

#### **Section 1. Introductory Information**

##### 1.1 Background information on the Regional School of Public Administration (ReSPA)

The Regional School of Public Administration (ReSPA) is the inter-governmental organization for enhancing regional cooperation, promoting shared learning and supporting the development of public administration in the Western Balkans. ReSPA Members are Albania, Bosnia and Herzegovina, Macedonia, Montenegro and Serbia, while Kosovo\*<sup>1</sup> is a beneficiary. ReSPA's purpose is to help governments in the region develop better public administration, public services and overall governance systems for their citizens and businesses, and prepare them for membership in the European Union (EU). The European Commission (EC) provides directly managed funds for support of ReSPA activities (research, training and networking programmes) in line with the EU accession process.

The new EC grant supports the main objective of ReSPA work in 2016-2017: Improving regional cooperation in the field of PAR and EU integration and strengthening administrative capacities in the beneficiaries. This objective will be achieved through the following three pillars of ReSPA Programme of Work for 2016- 2017:

- (1) European Integration Pillar: Increased capacity of public administration in the ReSPA Members necessary for successful conducting of the European Integration process;
- (2) Public Administration Reform Pillar: Facilitated and enhanced cooperation and exchange of experience in Public Administration Reform and European Integration activities in ReSPA Members;
- (3) Governance for Growth Pillar: Ensured effective coordination of the implementation of the Governance for Growth pillar of the SEE 2020 Strategy.

ReSPA is implementing its activities through the Secretariat which is consisting of 15 staff members from the Western Balkan region. The Secretariat is located in Danilovgrad, Montenegro.

1.2 ReSPA now seeks to engage one expert to provide support in activities in the Quality Management.

1.3 Expected deliverables of the assignment are: as per Terms of Reference.

---

<sup>1</sup> This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and ICJ Advisory opinion on the Kosovo Declaration of independence

1.4 Tentative timeframe: the assignment is expected to be performed during December, 2017 until May, 2018.

1.5 NOTE: Any individual employed by a company or institution who would like to submit an offer in response to this Procurement Notice must do so in their individual capacity, even if they expect their employers to sign a contract with ReSPA. In such case the applicant shall notify ReSPA in the application which institution is his/her employer.

## **Section 2. Preparation of CVs and supporting documentation**

2.1 Language of application:

The CVs and supporting documentation shall be prepared in English.

2.2 The CVs should provide information on the qualifications and competencies of the applicant, her/his general track record and previous specific experience in similar assignments, as required by the Terms of Reference. The applicants should particularly state in their CVs:

- Length of professional experience in providing expert's assistance in the area of Quality Management.

2.3 The required qualifications, experience and skills: as per Terms of Reference

## **Section 3. Submission of CVs and supporting documentation**

3.1 The interested candidates are invited to submit a proposal consisting of the following documentation:

- Proposal: explaining their experience related to the analysis subject and how they intend to respond to the assignment;
- Personal CV including past experience in similar activities and particularly issues referred to under point 2.2 of this Procurement Notice;
- At least three contacts for references (name and position of referee, email address and phone number) which may be contacted by ReSPA. (NOTE: There is no need to submit reference letters; ReSPA will directly contact the referees).

3.2 The required documentation should be submitted in electronic format by e-mail to the following address: [procurement@respaweb.eu](mailto:procurement@respaweb.eu) by **11 December 2017** before Midnight. Late submissions will not be considered for evaluation. **The application should contain in the e-mail reference number and title: 17072 - Quality Management Key Expert for the Comparative Study on Service Delivery**

Public servants from ReSPA Members and Kosovo\* are not eligible to apply.

#### **Section 4. Evaluation of offers**

4.1 The offer will be evaluated against the required qualifications, experience, skills and competencies as defined in the Terms of Reference.

4.2 The applicant securing the highest final ranking will be invited to submit a financial proposal (the financial proposal shall specify a total sum amount in EURO for expert's daily fee) and negotiate the contract. If negotiations are successful, the selected candidate will be awarded the contract. Should the negotiations fail; the next ranked candidate will be invited to negotiations.

#### **Section 5. Final Considerations**

5.1 The payment will be done in one installment, following the submission and approval of the deliverables.

5.2 The following document is attached to this Procurement Notice: Terms of Reference

5.3 ReSPA reserves the right to cancel this procurement procedure at any moment without any compensation to the applicants. The cost of preparing a proposal and of negotiating a contract, including any related travel, cannot be reimbursed by ReSPA under any circumstances nor can ReSPA be held liable for it, regardless the outcome of the procurement procedure.

5.4 Should you need any further clarifications with respect to this procurement notice, please contact: Mr. Goran Pastrovic, Programme Manager via e-mail: [g.pastrovic@respaweb.eu](mailto:g.pastrovic@respaweb.eu), by **24 November 2017 (midnight)**, the latest. ReSPA will post the response, including an explanation of the query without identifying the source of inquiry, at its website ([www.respaweb.eu](http://www.respaweb.eu)) by **29 November 2017**. Any request for clarification must be sent by standard electronic communication to the above e-mail address.

**Activity 17072**

**Terms of Reference**  
**Quality Management Key Expert –**  
**for the Comparative Study on Service Delivery**

**Introduction**

The Regional School of Public Administration (ReSPA) is the inter-governmental organization for enhancing regional cooperation, promoting shared learning and supporting the development of public administration in the Western Balkans. ReSPA Members are Albania, Bosnia and Herzegovina, Macedonia, Montenegro and Serbia, while Kosovo<sup>\*2</sup> is a beneficiary. ReSPA's purpose is to help governments in the Western Balkan region develop better public administration, public services and overall governance systems for their citizens and businesses, and prepare them for membership in the European Union (EU). Since its inception, ReSPA has contributed to the development of human resources and administrative capacities through training programmes and innovative cooperation mechanisms such as the exchange of good practices, peer reviews and development of know-how.

European Commission (EC) provides directly managed funds for support of ReSPA activities (research, training and networking programmes) in line with the EU accession process. The current EC grant supports the main objective of ReSPA work in 2016-2017: Improving regional cooperation in the field of PAR and EU integration, and strengthening administrative capacities in the beneficiaries. This objective is being achieved through the following three pillars of ReSPA Programme of Work for 2016-2017:

- (1) European Integration Pillar: Increased capacity of public administration in the ReSPA Members necessary for successful conducting of the European Integration process;
- (2) Public Administration Reform Pillar: Facilitated and enhanced cooperation and exchange of experience in Public Administration Reform and European Integration activities in ReSPA Members;
- (3) Governance for Growth Pillar: Ensured effective coordination of the implementation of the Governance for Growth pillar of the SEE 2020 Strategy.

Following consultations and expressed interest of the ReSPA Members, it has been decided that ReSPA should organize activities to analyse and contribute towards improvement of Service Delivery in the Western Balkan region.

---

<sup>2</sup> \* This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and ICJ Advisory opinion on the Kosovo Declaration of independence

## Purpose

In order to implement its Programme of Work for 2016-2017, and to fulfil expectations of its stakeholders, ReSPA will commission, support development, and publish the comparative Study on Service Delivery in Western Balkan countries. The aim of the Study is to contribute towards improvement of public administrations' Service Delivery in the Western Balkan region.

## Background

ReSPA Members and Kosovo\* are already facing significant novelties in the area of Service Delivery. These developments have impact on the organizational structure, importance and work of public administration as a whole.

In order to assess this situation, and to support its beneficiaries, ReSPA will commission, support development, and publish the Study on Service Delivery. Therefore, ReSPA is looking for 3 key experts (a lead expert, a quality management key expert and a key expert for eGovernment) and regional experts. The Lead Expert will lead together with the QM key expert the effort in preparing the above-mentioned Study, and coordinate the work of the eGovernment expert and six regional experts for specific contributions.

## Objectives and Scope of the Assignment

The prime objective of the Assignment is to prepare the Study that would give an overview and insight on public service "delivery" in the Western Balkan countries. The study shall be comparative and shall highlight interesting practices (approaches, methodologies, instruments) from the ReSPA Members and Kosovo\*. Also, for comparison purposes, the Study may elaborate on some international experiences.. Besides that it will elaborate on the methodological side of designing, delivering and improving public services. The study shall focus on:

- the macro (country) and
- the micro (organizational) level.

With this document, ReSPA is seeking for one key expert in quality management who would support ReSPA in designing regional study on public service delivery. The assignment should be aligned with the general explanatory document of the study including the structure of it (please see Annex 1 attached).

Overall, the volume of the Study should be up to 100 pages. The language of the Study shall be English.

## Tasks and Responsibilities

The main responsibilities of the key expert in Quality management will be as follows:

1. To develop following aspects of the study in particular from the QM perspective (desk research and comparative analysis):
  - ✓ Terminology / “Service delivery vocabulary explained” /
  - ✓ Service delivery in global perspective / “Setting present general context” / RCC’s Barometer
  - ✓ What do service users in Western Balkan think? / “Customer satisfaction survey” /
  - ✓ Methodology for service delivery analysis / “What, how and why” /
  - ✓ General conclusions in the search for ideal model / “including Best practices from each country” /
  - ✓ Recommended service delivery path / “Infographic illustration” /
2. To develop guidelines, templates and research methodology for the participating experts  
*Number of days for 1) and 2): 6 working days*
3. To coordinate the inputs (provided by the participating experts) on analysis from the perspective of quality management of various public services models existing in all WB countries and to regularly inform responsible ReSPA Programme Manager about progress in fulfilling the task, at least once per month;  
*Number of days for 3): 4 working days*
4. To work together with the participating experts and to coordinate national inputs on:
  - What do service users in Western Balkan think? (“Customer satisfaction survey”)  
Methodology for service delivery analysis (“What, how and why”)
  - Review of the general policy and legal framework (macro and micro level) on public service delivery explained through:
    - ✓ Analysis according to proposed methodology
    - ✓ Plans for the future or the next steps
    - ✓ General conclusions or lessons learned including example of national best practice
    - ✓ General recommendations and recommendations relevant for the country analysed*Number of days for 4): 6 working days*
5. To participate in the consultative video meeting – to be organized with ReSPA in fall 2017 and also consultative video meetings with OECD SIGMA and the European Commission’s DG NEAR representatives. In case the in person meetings will be realized at RESPA, Brussels (DG NEAR) and / or in Paris (SIGMA) instead of the video conference meetings, expert will be informed in advance.  
*Number of days for 5): 2 working days*

6. To support Lead expert in the review process and process of incorporation of contributions prepared by the Experts (Key and regional) into the Study and design of the general study parts (summary, introduction, recommendations and conclusions) from the QM perspective

*Number of days for 6): 4 working days*

Within the above framework, the Key Expert in Quality Management is expected also to liaise with the ReSPA Programme Manager in charge for management of this Activity, and to take into consideration the instructions received beforehand.

***Number of days: up to 22 working days***

## **Quality Control**

The Expert should ensure an internal quality control during implementing of the Assignment. The quality control should ensure consistency and coherence between findings, conclusions and recommendations. It should also ensure that findings reported are duly substantiated and that conclusions are supported by relevant judgment criteria.

## **Necessary Qualifications**

The expert shall possess the following qualifications:

### Educational background:

- At least MA degree in Political Science, Public Administration, Legal studies, Economics, Sociology or another field relevant for the assignment;

### General professional experience:

- Minimum 10 years of experience in public administration sector;

### Specific professional experience:

- Prior experience in research and development of comparative studies/ research analysis in domain of quality of public administration and public services demonstrated by listing minimum 2 references (reports, studies, articles including 2 contacts for references) for the last 7 years (period 2010 -2017)
  - ✓ Proven working experience of minimum 5 years as trainer/consultant on Quality management approaches in the Western Balkan region;
  - ✓ Proven equivalent experience of minimum 5 years to analysis of public services from perspective of QM in other EU countries;
  - ✓ Working experience on similar networking and capacity building activities at international level;

### Skills:

- Team work;
- Project development skills;
- Excellent written and oral communication skills in English;
- Ability to write clear and coherent guidance documents;
- Ability to work with people of different nationalities, religions and cultural backgrounds

## Timing and Location

The main Assignment is to be completed between November 2017 and May 2018. Most of the work is home-based. Travel within European Union and Western Balkan region may be required.

The Level of Effort (LoE) is estimated up to 22 (twenty-two) working days, as follows:

Activity		Location	Nov 2017	Dec 2017	Jan 2018	Feb 2018	Mar 2018	Apr 2018	May 2018
Activity 1	Study elements design	Home based							
Activity 2	Design of guidelines, templates and research methodology	Home based							
Activity 3 and Activity 4	Coordination of experts (with the Lead expert)	Home based							
Activity 5	Consultative meetings	Video conference/ in person meeting (TBC)							
Activity 6	Review, incorporation of inputs and design related study parts	Home based							

## Remunerations

The selected expert will submit the financial offer including methodology, and unit per day. The payment will be done in one instalment, following the submission of the final.

Note: If the meetings are organized at ReSPA, the international round travel (economy class) for the international expert to and from Podgorica will be organized; ReSPA will organize and cover the transfers of the international expert from Podgorica Airport to Danilovgrad and back. ReSPA will arrange and cover full accommodation (at its campus) on location.

If the meetings are organized outside RESPA, ReSPA will provide per-diems related to the assignment in line with the EC per diem for the location where the event will take place. ReSPA will also organize the international round trip travel (economy class) for the Expert to the event cite and back.



## Reporting and Final Documentation

In coordination with Lead expert, the key expert in QM will be requested to deliver the following documents before the payment is conducted:

- Brief presentation of research findings by mid-January 2018;
- Interim report on undertaken activities and recommendation for follow up activities – by 15 January 2018;
- Final text of the Study in English, of publishable quality by end of May 2018;
- Time Sheets for each month of engagement;
- Boarding passes for travel (if applicable)
- Final report to ReSPA by May 2018.