

Procurement Notice

*Assignment name: **Expert for supporting the development of PAR Strategy of the North Macedonia 2023-2030 and its Action Plan***

*Reference Number: **#22922***

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* 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 for the membership of the European Union.

ReSPA establishes close co-operation with ministers, senior public servants and heads of function in Member countries. ReSPA also works in partnership with the European Union, specifically Directorate General for Neighborhood and Enlargement Negotiations (DG NEAR), other regional players such as OECD/SIGMA and Regional Cooperation Council (RCC), as well as agencies and civil society organizations. Since its inception, ReSPA, as an international organization and a key regional endeavor in Public Administration Reform, has contributed to capacity-building and networking activities through in-country support mechanisms, peering and the production of regional research material.

The European Commission (EC) provides directly managed funds for the support of the ReSPA activities (research, training and networking programmes) in line with the EU accession process. So far, three EC Grant Contracts (GCs) have been implemented by ReSPA during the period 2010-2018. The current EC grant supports the implementation of the activities required for contribution to the achievement of the three strategic objectives during the period 2019-2021.

ReSPA works primarily through regional networks which operate at three levels: Ministerial, Senior Officials, and networks/working groups of experts and senior practitioners. There is one network – Programme Committee composed of the representatives of institutions in charge of PAR, Public Financial Management (PFM) and government policy planning and the European Integration (EI) co-ordination process and five Working groups: (1) Centre-of-Government Institutions; 2) Better Regulation; 3) Human Resource Management and Development; 4) E-Governance; and 5) Quality Management.

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 the area of Strategic Planning.

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

1.4 Tentative timeframe: the assignment is expected to be performed during the period October-December 2022.

1.5 NOTE: Please, clearly indicate in the Methodology that you shall submit, the entity with whom the contract would be concluded (in case your application will result successful), i.e. whether the contract would be concluded with:

- the expert as a physical person;
- a company on behalf of the expert (the name of the company should be also provided).

This cannot be changed in the procedure to follow.

In addition, you are kindly requested to fill and submit the following documents:

- Legal Entity File (for individual expert) - https://ec.europa.eu/info/sites/default/files/about_the_european_commission/eu_budget/legent_indiv_en.pdf
- Legal Entity File (for private company) - https://ec.europa.eu/info/sites/default/files/about_the_european_commission/eu_budget/legent_privcomp_en.pdf

Please, also submit any supporting document required in these templates.

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 general and specific professional experience, in line with ToR;
- Professional experience in the role of lecturer / presenter.

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 by **07 October 2022** before Midnight. Late submissions will not be considered for evaluation. **The application should contain in the e-mail title the following reference: activity No 22922.**

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

Selection 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. Dragan Djuric, Programme Manager via e-mail: d.djuric@respaweb.eu, by **03 October 2022** (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) by **04 October 2022**. Any request for clarification must be sent by standard electronic communication to the above e-mail address.



Terms of Reference

Expert for supporting the development of PAR Strategy of the North Macedonia 2023-2030 and its Action Plan

I. 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, Montenegro, North Macedonia, and Serbia, while Kosovo^{*1} 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 for the membership of the European Union.

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The European Commission (EC) provides directly managed funds for the support of the ReSPA activities (research, training and networking programmes) in line with the EU accession process.

ReSPA works primarily through regional networks which operate at three levels: Ministerial, Senior Officials, and networks/working groups of experts and senior practitioners. There is one network – Programme Committee composed of the representatives of institutions in charge of PAR, Public Financial Management (PFM) and government policy planning and the European Integration (EI) co-ordination process and five Working groups: (1) Centre-of-Government Institutions; 2) Better Regulation; 3) Human Resource Management and Development; 4) E-Governance; and 5) Quality Management.

The “in-country support mechanism” is ReSPA's instrument that enables ReSPA Members to apply and receive external expertise support. In the framework of the latter mentioned type of

¹ * 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

instrument, ReSPA is looking for an Expert to support the development of PAR Strategy of the North Macedonia 2023-2030 and its Action Plan.

II. Problem statement and description of the assignment

The institutional framework for preparation, implementation, coordination and monitoring of public administration reform is largely in place, with the Ministry of Information Society and Administration (MISA) in charge of the overall management of the process. Having in mind that this is the last year of implementation of the current PAR Strategy (2018 – 2022) and its Action Plan, MISA has started with the development of a new PAR Strategy (2023 -2030).

MISA is in the process of development of a new PAR Strategy (2023-2030) with support already provided by SIGMA. The new Strategy will be an eight-year document with general and specific objectives that will contribute to improving the services to citizens and bringing our country closer to EU standards. Also, the new PAR Strategy is in line with the SIGMA principles, categorizing all measures into four strategic priority areas: policy development and coordination; public service and human resource management; accountability and transparency; and public services and ICT support to the administration.

To support the development process, MISA established a working group comprising of six sub-groups of which four focusing on each of the priority areas and two horizontal sub-groups focusing on the strategic framework and on the costing of the Action Plan. The sub-groups include representatives of the relevant state institutions, as well as representatives of the civil society and international organizations based in our country. The baselines of the new PAR Strategy will include the findings and recommendations presented in the Report of the European Commission on the Republic of North Macedonia for 2021, the SIGMA Monitoring Report for the Republic of North Macedonia for 2021, as well as the Conclusions of the PAR special group for 2021.

The first workshop, marking the launch of the strategy development process, was held in May and it was supported by SIGMA. The purpose of the workshop was to present and discuss the findings and recommendations of the SIGMA Monitoring Report for North Macedonia for 2021, and to present the timelines for the preparation of the new PAR Strategy that is planned to be adopted by the end of 2022. The participants included members of the working group and representatives of the civil society and international organizations.

In cooperation with SIGMA, MISA organized workshops for each of the working sub-groups in June. The purpose of the Workshops was to present in detail the process and timelines for development of the PAR Strategy and Action Plan and to discuss the findings and recommendations of the SIGMA Monitoring Report and thus establish the baselines for the situational analysis. SIGMA's technical support will continue throughout the process, but it will be mainly focused on technical support for the specific phases of the process, such as identifying the performance indicators and indicator passports, formulation of the action plan, etc.

The Government recently adopted the *Methodology for the manner of preparation, monitoring of the implementation, evaluation and reporting of the sector strategies* and the *Guidelines on the structure, contents and mode of preparation, implementation, monitoring and evaluation of sector and multisector strategies*. The documents regulate the elements and structure that sector and multi-sector strategies should contain, the requirements for monitoring the implementation,

reporting and evaluation.² Consequently, the PAR working group needs expert support in the process of development of the new PAR Strategy and Action Plan to ensure compliance with the requirements of the Methodology and Guidelines for development of sector and multisector strategies.

Also, an external evaluation of the existing PAR Strategy (2018-2022) was carried out by an independent expert with the support of ReSPA. The results and the recommendations of this evaluation will be taken into account during the preparation of the new Strategy.

Therefore, ReSPA is seeking an expert for providing support in development of PAR Strategy 2023-2030 of North Macedonia and its Action Plan.

III. Tasks and Responsibilities

The expert support will be focused on working closely with the coordinators of the working sub-groups in the four priority areas and contributing to the development of the PAR Strategy 2023 – 2030 and its Action Plan based on the inputs of the working sub-groups. The situational analysis should be based on the findings and recommendations of the relevant reports and documents and supported by relevant evidence. Also, the expert should ensure that the PAR Strategy is fully in line with the new Methodology and Guidelines for development of sector and multisector strategies adopted by the Government.

The main tasks of the engaged expert will be:

- To review and analyse the existing regulations and documents/reports as well as the drafts developed by the working sub-groups and discussion on the methodology with the MISA team;
- To develop and align consolidated text of the draft PAR Strategy and Action Plan including all relevant chapters (situational analysis, strategic framework, monitoring framework, etc.) in accordance with the regulations;
- To establishing linkages in the four priority areas and identifying data and information gaps;
- To participate and contribute in workshops which will be organized by MISA and to discuss draft consolidated text of the PAR Strategy and Action Plan;
- To participate in consultations, integrating comments and revising drafts;
- To develop the final consolidated draft PAR Strategy and Action Plan fully in compliance with the Methodology and Guidelines for development of sector and multi-sector strategies.

The drafting of PAR Strategy and Action Plan shall be done in close cooperation of the engaged expert with the MISA team and six working sub-groups. The expert should also cooperate with

² Published in the "Official Gazette of RNM" no. 122/22.

the SIGMA experts throughout the phases of the process, as need arises. However, the overall finalization of the strategy is under the responsibility of MISA.

It is expected that MISA in cooperation with the engaged expert will produce an advanced draft of the Strategy by 10 November 2022.

The engaged expert shall also liaise with the ReSPA Programme Manager in charge of the assignment and will take into consideration the instructions received beforehand.

IV. Necessary Qualifications

The expert shall possess the following qualifications:

Education:

- Master degree, preferably in Public Administration, Public Management/Policy, Administrative Law, or related/similar fields;
- Doctorate studies would be considered an asset.

General Experience:

- Minimum ten years of working experience in Public Administration Reform, preparation of legal/strategic documentation in the area of public sector reforms;
- Experience of working in/with regional public administrations would be considered an asset.

Specific experience:

- Minimum five years of experience in managing processes and working groups for development of national strategies, laws and bylaws in the area of PAR, administrative law, and digitalization of public services;
- Experience in drafting strategic planning documents or policy;
- Experience in working in/with state institutions and civil servants.

Languages:

- Excellent written and oral communication skills in English;
- Knowledge of Macedonian language shall be considered an asset.

The expert shall possess the following competencies and core values:

- Demonstrates professional competence to meet responsibilities and task requirements, and is conscientious and efficient in meeting commitments, observing deadlines and achieving results;
- Results orientation: plans and produces quality results to meet established goals, generates innovative and practical solutions to challenging situations;
- Communication: Excellent communication skills, including the ability to convey complex concepts and recommendations in a clear and persuasive style tailored to match different audiences;
- Team work: Ability to interact, establish and maintain effective working relations with a culturally diverse team;

- Client orientation: Ability to establish and maintain productive partnerships with regional and national partners and stakeholders, and pro-activeness in identifying the needs of beneficiaries and partners, as well as matching them to appropriate solutions;
- Demonstrates integrity and fairness by modelling ReSPA values and ethical standards;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

V. Time-frame and location

The assignment will take place from **October 2022 till December 2022**.

The Level of Effort is estimated at **26 working days**, as follows:

- 4 days – desk research;
- 15 days – drafting the Strategy and its Action plan;
- 2 days – consultations with the stakeholders;
- 4 days – finalization of the Strategy and Action plan based on the comments from stakeholders;
- 1 day for reporting.

The assignment foresees work from home/office and on the site (Skopje, North Macedonia).

VI. Remunerations

The assignment foresees engagement of 26 expert-days, as detailed above.

The daily fee per expert day will be defined in accordance with ReSPA expert selection procedure, based on assessed and evaluated expert capacities. The payment will be made in one instalment.

Note: No other costs will be covered apart from the expert cost per day. The expert cost per day comprises of expert's fee per day and a lump sum for covering related costs which include, travel, accommodation, local transport, meals and other incidentals.

Reporting and Final Documentation

For the purpose of reporting, the expert will be requested to deliver the following documents:

- *Final report* in English, no later than seven days after the completion of the Assignment. The report will be subject of approval of the ReSPA as a contracting authority;
- Draft PAR Strategy and Action Plan 2023-2030 for North Macedonia;
- Timesheet (original and signed);
- Invoice (original and signed).