

Procurement Notice

Assignment name: *Expert for supporting the development of all-inclusive and functional Network of Civil Servants for Strategic Planning*

Reference Number: #22920

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 September-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 **16 September 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 22920.**

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 **12 September 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 **13 September 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 all-inclusive and functional Network of Civil Servants for Strategic Planning

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.

In-country mechanism is ReSPA activity that enables ReSPA Members to apply for related expertise support. In the framework of the latter mentioned type of activity, ReSPA is looking for Expert for supporting the development of all-inclusive and functional Network of Civil Servants for Strategic Planning for the General Secretariat of the Government of Montenegro.

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

Description of the assignment

Since 2017, Montenegro has significantly improved policy coordination and strategic planning. The European Commission Country Reports for Montenegro in 2019, 2020 and 2021 underlined significant progress in policy coordination and strategic planning framework, yet coordination with stakeholders for policy development needs to be enhanced. Furthermore, inclusive and evidence-based policy remain only partially ensured.

The government adopts a medium-term and annual work program. The medium-term work program of the Government (MTWPG) is adopted for a period of up to four years. The Medium-term work program of the Government 2022-2024 clearly states that “at the operational level, it would be useful to use the Network of Civil Servants for Strategic Planning, which needs to be formalized as soon as possible. The network would be composed of representatives of all ministries and would have task to coordinate at the operational level the development of the MTWPG in the ministries, and would be in regular communication with the General Secretariat of the Government - Sector for Coordination of Strategies in order to work effectively on monitoring the implementation and preparation of reports.”

Montenegro is among the group of UN member countries which have officially adopted a key development document – National Strategy for Sustainable Development until 2030, which follows the UN Agenda 2030. The NSSD improves the policy of sustainable development of Montenegro by establishing a comprehensive framework for the national response to the challenges on the path to sustainable development of the Montenegrin society by 2030.

The Public Administration Reform Strategy 2022 – 2026, accompanied by the Action Plan for 2022-2024 builds up the profile of an administration which is professional, flexible, optimal and oriented to citizens and other users. One of the operational objectives of this Action Plan is “Improved institutional coordination for stronger policy impacts”. Activities will be undertaken to monitor the percentage of ministries having established strategic planning units and members of the Strategic Planning Network, as one of the indicators for this operational objective.

In this context, Secretariat General of the Government (SGG) will further focus on the quality check of strategic documents and reports on their Implementation. In that sense, more focus will be put on identifying best practices in coordinating strategic planning across ministries and positioning the existing Network of Civil Servants for Strategic Planning as a platform that gathers strategic planning practitioners. Both Network and its members should be more visible within their ministries and in the policy planning system in order to have an impact on strategic planning, effectively coordinate this task and accomplish their role as strategic focal points in planning processes.

In addition, there is the need to strengthen the capacities of individual ministries to fully comply with the Decree and the Methodology, since ministries often fail to see the linkages with the overarching strategies, as well as other sectoral and cross-sectoral policies and especially with the EU strategic framework. It is necessary to broaden the picture for the whole of government in terms of better alignment between policy development, EU accession obligations, IPA programming and planning of budget in the medium term. Moreover, the capacities in line ministries need structured and planned support and guidance in order to reach the necessary level of quality.

Therefore, ReSPA seeks an expert with regional PAR and EU integration experience to explore the possibilities for work of the Network, its agenda and help in raising its visibility in the strategic planning system. Also, the expert would be responsible for development of tailor-made guidelines for the alignment with the EU strategic framework 2021-2027.

The expert's task is to strengthen capacities of the Secretariat General of the Government of Montenegro and its Department for Coordination, Monitoring Alignment and Implementation of Strategies defining Public Policies, in promoting sustainable and coherent inter-institutional coordination on national level. The focus will be on EU policy planning, close collaboration with Network of Civil Servants for Strategic Planning and improvement of their visibility within the system. The selected expert will also closely collaborate with SGG staff and senior civil servants and suggest possibilities for future cooperation.

Tasks and Responsibilities

The key result of this action is development of an all-inclusive and functional Network of Civil Servants for Strategic Planning to ensure standardized planning and monitoring process.

The main tasks of the engaged expert will be:

- To develop the guidelines for the alignment with the EU strategic framework 2021-2027 (to take into consideration MFF, European semester, as well as key indicators and targets for selected EU sector policies). Through the development of the guidelines the expert will take the responsibility to create a pattern for efficient alignment of strategic framework and set future steps for development of strategic planning system.
- To lead two (2) workshops on strategic planning and development of strategies at the EU level – political and expert perspective in shaping EU policies, out of which:
 - One tailor-made advanced training workshop for at least 8 members of SGG team in the Sector for Coordination of Strategies on specifically defined topics: EU accession requirements in the area of policy development and coordination, based on the above-mentioned fields of expertise;
 - One tailor made advanced training workshops for Network members - public servants from line ministries.
- To make a short analysis on the results of the discussion at the workshops with recommendations for further steps in policy development and coordination, especially from the perspective of preparations for alignment with the EU policy framework;

The expert shall liaise directly with the Secretariat General of the Government of Montenegro and its Department for Coordination, Monitoring Alignment and Implementation of Strategies defining Public Policies. 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.

Necessary Qualifications

The expert shall possess the following qualifications:

Education:

- University degree, preferably in social sciences, political science, international relations, economics, law; advanced degree (Master) would be considered an asset;
- Academic orientation towards EU policies and governance would be considered an asset.

General Experience:

- Minimum ten years of working experience in EU integration, Public Administration Reform and/or strategic planning;
- Experience of working in/with regional public administrations would be considered an asset;
- Experience in working with EU institutions would be considered an asset.

Specific experience:

- Minimum five years of working experience related to/with state institutions, public administration, junior and senior officials and civil servants, mostly in the area of strategic planning and/or EU integration;
- Experience in drafting strategic planning documents, analysis or policy papers is considered an important asset;
- Experience in holding trainings and workshops, and good facilitation skills are considered an important asset;
- Experience in working in/with the civil society is considered an asset;
- Experience of working within the EU accession processes and working with SIGMA/OECD is considered an asset

Languages:

- Fluency in English. Knowledge of Montenegrin language shall be considered an asset.

Time-frame, level of Effort

The assignment will take place from September 2022 till December 2022. The planned training events will be implemented in line with the country COVID restriction measures. The date and place of these training events will be agreed in consultation with the Secretariat General of the Government of Montenegro and its Department for Coordination, Monitoring Alignment and Implementation of Strategies defining Public Policies.

The Level of Effort is estimated at 19 working days, as follows: 3 days - training for SGG team in the Sector for Coordination of Strategies; 3 day - training of the Network members - senior officials from line ministries (both will be in Podgorica); 12 days – development the Guidelines for the alignment with the EU strategic framework 2021-2027; and 1 day for reporting (work from home).

Remunerations

The assignment foresees engagement of 19 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:

- Outputs of the assignment as described in section "Tasks and responsibilities";
- *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;
- Timesheet (original and signed);
- Invoice (original and signed).