

# Terms of Reference

## Expert in producing a regional analytical document on the integrated planning system

### Introduction

The Regional School of Public Administration (ReSPA) is an 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\*<sup>1</sup> is a beneficiary. ReSPA's purpose is to help regional governments in developing better public administration, public services, and overall governance systems for their citizens and businesses and prepare for membership in the European Union.

ReSPA establishes close cooperation with ministers, senior public servants, and heads of function in Member countries. ReSPA also works in partnership with the European Union, 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 through in-country support mechanisms, peering, and the production of regional research material.

The European Commission (EC) provides directly managed funds to support the ReSPA activities (research, training, and networking programs) in line with the EU accession process. So far, four EC Grant Contracts (GCs) have been implemented by ReSPA during 2010-2022. The current EC grant supports the implementation of the activities required to achieve the ReSPA's strategic objectives during 2023-2025.

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, government policy planning, and the European Integration coordination process and four regional thematic groups: Policy planning, better regulation and coordination of Centre of Government; European integration and accession negotiations (with specific reference to PAR and governance aspects); Human Resources Management and Development; and Service Delivery (digitalization and quality management).

Following consultations and expressed interest of the ReSPA Members, it has been decided that ReSPA should continue developing specific analytical papers and studies devoted to important topics for successful reforms of public administration in the region. One of the topics for policy papers is related to *policy coordination*. In 2020 ReSPA developed a comprehensive Analytical report on policy coordination in Western Balkans. The paper benefited from mapping the state of

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<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

play of coordination of PAR and PFM strategies in respective administrations and the available official and non-official reports on coordination models and mechanisms in the ReSPA Members and Kosovo. To further improve the analytical fundamentals of policy coordination within ReSPA Members, ReSPA developed six in-depth analyses of the policy coordination issues for each public administration in Western Balkan. All these studies can be seen on ReSPA website: <https://www.respaweb.eu/25/research#par-7>

Thanks to these studies, workshops, and conferences devoted to policy coordination, organized in the region, the regional network of policy coordinators was established, and a comprehensive regional academy on evidence-based policymaking was launched. Therefore, in 2023, ReSPA plans to enlighten specific topics related to the functioning of the integrated planning systems in Western Balkans administrations as a logical step forward.

## **Purpose**

The purpose of the consultancy is to provide data on the integrated planning system (IPS) in Western Balkans.

## **Problem Statement**

All governments increasingly recognize the need to break out of institutional and policy silos to fully realize the benefits of synergistic actions across the various public policies. The improvement of policy planning has become one of the most critical challenges in overarching public administration reforms. Modern countries try to develop more effective and inclusive methodological frameworks and institutional mechanisms to address policy interactions and coordination across sectors within the government. It means the creation of linkages between planning and financial affordability of policies, decreasing fragmentation of the sector strategies, and increasing the quality of strategy development, monitoring and evaluation.

Governments in Western Balkans have developed essential steps in establishing basic legal and institutional frameworks for improved integration of goals defined in various public policies. These efforts are led by the need to ensure whole-of-government coordination to mitigate and diminish objectively existing divergences between sectoral priorities and policies. Usually, the governments establish a high-level coordinating mechanism within the Centre of Government to promote the quality of planning the sectoral and inter-sectoral strategic documents. These structures are differently organized, and their mandate usually needs additional support in resources and capacities for identifying and addressing policy divergences and conflicts within policies.

The main structures within the Centre of Governments responsible for integrating all aspects of policy planning differ in the Western Balkan region. The critical observations indicate that the integrated strategic planning and coordination functions are fragmented. Most of these structures have a weaker mandate and fewer resources for coordinating and planning than classical functions related to preparing government decisions and ensuring legal conformity.

Usually, the IPS constitutes a wide range of planning and monitoring functions designed to ensure that the government's central policy and budget processes operate coherently, efficiently, and in an integrated manner. Through these interventions, planned reforms/policies will help the governments in more accessible and faster achievements of the priorities related to entry and

membership in the European Union. The functioning of the IPS ultimately should create substantial and consistent policies that are affordable, economically efficient, and financially sustainable. It should include consultation with relevant domestic and foreign interest parties. IPS should ensure that all policies are developed, implemented, communicated, and appropriately monitored. Also, appropriate IPS supports the transposition and implementation of the EU Acquis in all sectors; helps integrate and coordinate public investments from the domestic budget with EU support, mostly IPA, and other international development partners' funds.

Therefore, ReSPA will prepare the overarching study on integrated planning systems in Western Balkans administrations.

### **Objectives and Scope of the Assignment**

The overall goal of the assignment is to contribute to the more efficient implementation of public administration reform in the region by strengthening integrated planning systems and policy coordination among policies and the national budget.

The assignment aims to develop an analysis of the integrated planning system in Western Balkan administrations, more precisely on the planning system's strategic, legal, and institutional aspects. The analytical document will thoroughly explain public administration institutions' role in improving the integrated planning process. In addition, the explanation should be presented with learning products and snapshots in a way that will be user-friendly and efficiently utilized in future ReSPA activities.

### **Tasks and Responsibilities**

The Expert will be responsible for developing a regional study on the integrated planning system in Western Balkans. His/her tasks will be:

1. To develop methodology and appropriately lead and directly coordinate work with six local experts engaged in developing the data on IPS in each of the administrations in Western Balkans;
2. To conduct desk research on the integrated planning systems in EU and OECD countries;
3. To prepare a regional study on the integrated planning system in Western Balkans, including data on each of the administrations;
4. Based on the feedback of relevant stakeholders, produce the final analytical document;
5. To prepare user-friendly learning products, snapshots, presentations, etc.;
6. To prepare the report on the assignment, indicating key challenges, lessons learned, and relevant recommendations for ReSPA.

The Expert shall liaise directly with the responsible ReSPA Programme Manager and consider instructions received beforehand. All the materials should be submitted to the responsible ReSPA Programme Manager for approval and, if necessary, all adjustments done following suggestions by ReSPA Programme Manager.

## Necessary Qualifications

The Expert shall possess the following qualifications:

- MA or graduate degree in political science, law, economy, public administration, or in any other similar field;
- Minimum five years of working experience in dealing with Public Administration Reform and policy development and coordination;
- Proven experience in dealing with the development of policy/analytical documents on national and/or international levels and other strategic documents;
- Experience in drafting analytical papers, legislation, or policy documents related to Public Administration Reform, Public Finance Management, and other government strategic priorities;
- Excellent written and oral communication skills in English;
- Advanced computer literacy;
- Proven communication and presentation skills;
- Previous experience in work on PAR/PFM strategies in WB would be considered an advantage.

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, generate 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;
- Teamwork: 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 and matching them to appropriate solutions;
- Demonstrates integrity and fairness by modeling ReSPA values and ethical standards.



## Time frame, Level of Effort, and Location

The assignment will take place from February to July 2023.

The Level of Effort is estimated at seventeen (17) working days, as follows:

Task	Expert-days
1. Conducting desk research on relevant documentation	5
2. Develop the methodology for researching the data on IPS in Western Balkan administrations	2
3. Develop a draft analytical document	5
4. Present a draft analytical document at the meeting with the Regional network of policy coordinators	1
5. Producing learning products, snapshots, ppt, and similar outputs	1
6. Producing the final analytical document	2
7. Preparing the report on the assignment	1
<b>Total:</b>	<b>17</b>

The assignment foresees the work from home with the participation at the one-day meeting with the Regional network of policy coordinators in one of the capitals of Western Balkans.

## Remunerations

The assignment foresees engagement of seventeen (17) expert-days, as detailed above. The daily fee per expert day will be defined following ReSPA expert selection procedure based on assessed and evaluated expert capacities. The payment will be made in one installment.

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 expenses, including 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:

- The outputs of the assignment
- A final report in English no later than three days after completing the assignment. The report will be subject to approval of the ReSPA as a contracting authority;
- Timesheet (original and signed);
- Invoice (original and signed).