

Procurement Notice

Assignment name: ***Team Leader and Senior Quality management (QM) Expert for conducting Regional Periodical Analysis of the Applications of QM in Western Balkans***

Activity number: **21060**

1. Section 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*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.

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 organisations. Since its inception, ReSPA, as an international organization and a key regional endeavour 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.

2. Section 2: Preparation of CVs and supporting documentation

2.1. Language of application:

The CVs (maximum 3 pages, Ariel 11) and supporting documentation shall be prepared in English.

2.2. CV of application

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:

- ✓ General professional experience;
- ✓ Specific professional experience, in line with ToR.

2.3 The required qualifications and skills:

- ✓ as per Terms of Reference (ToR)

3. Section 3: Submission of CVs and supporting documentation

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

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

- ✓ Proposal: explaining their experience related to the subject and how they intend to respond to the assignment;
- ✓ Personal CV including 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 24 September 2021 before midnight CET. Late submissions will not be considered for evaluation. The application should contain in the e-mail title the following reference:

- **21060 Team Leader for conducting Regional Periodical Analysis of Applications of QM in Western Balkans,**
or
- **21060 Senior QM Expert for conducting Regional Periodical Analysis of Applications of QM in Western Balkans**

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

4. 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.

5. Section 5. Final Considerations

5.1. The payment will be done in one instalment, as explained in the Terms of Reference, 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 negotiating a contract, including any related travel, cannot be reimbursed by ReSPA under any circumstances nor can ReSPA be held liable for it, regardless of the outcome of the procurement procedure.

5.4. Should you need any further clarifications to this procurement notice, please contact Ms Olivera Damjanovic, Programme Manager via e-mail: o.damjanovic@respaweb.eu, **by 21 September 2021 (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 **22 September 2021**.

Terms of Reference

Request for Services

Team Leader and Senior Quality management (QM) Expert for conducting Regional Periodical Analysis of the Applications of QM in Western Balkans

1. Background

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*² 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 Neighbourhood 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 organisation and a key regional endeavour 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 2010-2015. 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) coordination 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.

2. Description of the Assignment

² * 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

The key requirement of the service delivery (SIGMA 5th Principle) is to create citizens-oriented administration with ensuring the quality and accessibility of public services. Hence, the improvement of public administration and public services through introducing instruments for **Quality Management (QM)** in the public administration institutions is perceived as one of key prerequisites for sustainability of public administration reforms and better performance of public administration. Usage of these quality instruments, i.e. models, tools and standards, in modern public administration is an indication of the governments' commitment to ultimately improve the customer satisfaction.

Within QM instruments in the modern public administrations, the most used are the models of CAF and EFQM, alongside the ISO 9000 as the international quality standard.

The position of CAF as the QM instrument which is developed by public administrations for public administration is exceptional. It is not only for such background but for its widely spread use in EU and in WB countries. The CAF itself is being developed and continuously adjusted to changes and new concepts in service delivery and management in public administration. CAF 2020 has been enriched by "agile", as widely accepted management approach, as well as with "digitalization" as it is every day more and more embedded in every aspect of service delivery

ReSPA has started working in the area of Quality management (QM) as of 2015 upon the requests from the Western Balkans public administrations representatives in the Working Group on Quality management. Numerous activities such as conferences, practitioners' meetings, study visit have followed. From 2018 until 2021 ReSPA has been engaged in the implementation of several CAF pilot projects within BACID II. ReSPA itself has been granted with the CAF Effective User Label in 2020 and this was incentive for additional role of ReSPA in "leading by example".

On the research side, in 2017 ReSPA has conducted the first assessment of the application of QM in the region "Quality Management in Public Administration and Public Services in Western Balkans-Baseline analysis." Although this was more of "panoramic" overview of laws, institutions and current practices it has provided certain baseline set of information. In 2018 "Feasibility Study on Establishment of Regional Centre for Quality Management" was conducted. The study has shown that there was a clear need for expertise in supporting public administrations in addressing QM issues and how the Regional Quality Management Centre (RQMC) could develop into the focal QM point in the region to provide such expertise and raise awareness on QM approach in provision of public services.

The same study has recommended the establishment of RQMC within ReSPA and proposed building blocks around which the Centre could develop. These building blocks are still relevant and are used as valid reminders.

Overall described work and accomplishments of ReSPA in domain of QM have resulted in the recognition of WB administrations and the decision to place their trust in ReSPA to continue and expand its work in the area of quality management within "mutually beneficial relationship", by establishing Regional Quality Management Centre (Centre). The Centre has been formally endorsed in February 2021 by the

Memorandum of Establishment and Operation (Memorandum) signed and adopted by Albania, Bosnia and Hercegovina, Montenegro, North Macedonia and Serbia.

While its overall role is to be the point of expertise in QM for the WB public administrations the main objective is to enhance Quality Management networking and improve cooperation in the field of Quality Management amongst the participants coming from WB public administrations. The Centre is established within ReSPA structure and operates, *inter alia*, as a Regional CAF Resource Centre for the institutions and organizations in the Western Balkans that intend to introduce CAF and/or at later stage undergo the external evaluation of the success in implementing CAF (so called PEF external evaluation).

As stipulated by the Memorandum (Article 4.2. point 1), the Centre will conduct periodical regional analysis of application of QM instruments and respective needs for further upgrading. Additionally, Article 4.2. point 7, regulates that the Centre will “Assist public administration in WB to implement PAR strategic processes related to quality management as their inherent part”.

As the RQMC operates as CAF Resource Centre it is needed to understand the scope of use of CAF in the region and the needs/interest that exists for introduction of CAF. The valuable data that will be used for further programmatic activities relate also to the specific needs in the institutions who already are using CAF about the possible support in the implementation of CAF.

Western Balkans countries have different approach and different level of importance is being assigned to Quality management in their strategic and policy documents. This is reflected in the PAR strategies, PAR Action Plans and reports on the realization of strategic documents. The level of “dedication” to QM varies from legally bound use of QM in public administration (North Macedonia) via encouraging the continuation of QM introduction through soft measures in PAR Strategy (decision by Council of Ministers of BiH) to important place given to CAF projects in the current AP PAR Strategy (Serbia).

In order to upgrade the baseline approximated in 2017 and to get updated information about the actual level of implementation of quality models (CAF) and quality standard (ISO 9000) and respective needs that organisation users might have, as well as on the position of QM has in the reforming processes in WB public administrations, namely Albania, Bosnia and Herzegovina, Serbia, North Macedonia, Montenegro and Kosovo* ReSPA is undertaking the Periodical Regional Analysis (Analysis).

Therefore the Analysis will comprise of **three sets of data for each country:**

- 1. Data pertaining to the usage of concrete QM model - CAF or standard (ISO 9000ff) in the institutions in each national administration.** These captured information will contain names of institutions and will be used for several purposes: creating the regional database of CAF users within RQMC, monitoring of the trends in QM instruments application in the WB, promotion/sharing and advocacy.
- 2. Data pertaining to the existing needs in the region for introduction of QM instruments, i.e., CAF model and ISO standards, for the new cycle of CAF implementation as well as to the needs related to implementation of QM.** This information would refer to national level only. They will also include information

about **new initiatives and options identified for improvements in the QM related to establishment of the units/institutions for developing policies in QM and respective needs** or possible support that would underpin the realisation of these plans.

- 3. Data pertaining to the position of QM in the current country PAR strategy documents, including Action Plans of strategies and other policy papers (National plans).** This information would include: planned measures, identified institutions for implementation, indicators, planned funds and timelines, main challenges met or envisaged for the implementation. **The information will be collected in relation to the needs and support for meeting the planned outcomes, including recommending the potential areas of ReSPA intervention/assistance.** It will be needed to specify the link between the level of usage of QM and planned activities in AP of PAR strategies where they pertain to quality management.

ReSPA is seeking for two experts who will conduct **Regional Periodical Analysis**, one Team Leader and one QM Senior Expert to undertake the work related to collection of information for envisaged three sets of data in Albania, BiH, Serbia, North Macedonia, Montenegro and Kosovo*.

1. Tasks and responsibilities

Team Leader and QM Senior Expert

The **Team Leader** will be responsible for the overall coordination, quality control of the deliverables of the Analysis and consolidation of all findings and recommendations into one text body of the Analysis. He/she will additionally conduct the part of the Analysis in regard to:

- methodology set-up
- collecting information related to three sets of data,
- analysis of findings,
- drawing up the key findings and recommendations

in regard to overall situation of application of **QM in Bosnia and Herzegovina (three administrative levels)³, Serbia and Montenegro.**

The **QM Senior Expert** will be responsible for the provision of the findings and recommendations to Team Leader while adhering to the approved Methodology in:

- collecting information related to three sets of data,
- analysis of findings,
- drawing up the key findings and recommendations

³ The level of the institution of BiH plus level of Brcko District BiH, the level of the entity Federation of BiH (without cantons) and the level of the entity Republika Srpska.

in regard to overall situation of application of QM in **Albania, North Macedonia and Kosovo**.

Scope of work	Key deliverables
<p>1. Methodology and Time Plan:</p> <ul style="list-style-type: none"> ✓ Design the Analysis Methodology ✓ Develop a time plan for the overall Analysis for each country. 	<ul style="list-style-type: none"> a) The methodology is finalized b) Analysis Deliverable Time Plan is finalized. The above tasks will be undertaken in close consultation with the ReSPA Programme Manager and resulted in Final Methodology and Time Plan. c) In order to confirm Final Methodology and Time Plan, Team Leader will share both documents with QM Senior Manager by Team Leader with QM Senior Expert confirmation of the acceptance
<p>Team Leader for 1a) and 1b) - 3 working days</p> <p>QM Senior Expert for 1c) 1 day</p>	
<p>2. Desk Review:</p>	<ul style="list-style-type: none"> a) Undertake desk review for Serbia, BiH and Montenegro b) Undertake desk review for Albania, North Macedonia and Kosovo c) Complete Desk Review for all countries
<p>Team Leader for 2a) and 2d) 8 working days -7 working days (for Serbia 2 working days, for Montenegro 2 working days and Bosnia and Herzegovina 3 working days) and 1 working day for compilation of findings for all countries</p> <p>QM Expert for 2b) - 6 working days (for Albania 2 working days, for North Macedonia 2 working days, for Kosovo 2 working days)</p>	
<p>3. Stakeholder / Key Informant Interviews:</p>	<ul style="list-style-type: none"> a) Undertake Stakeholder Interviews and ensure all interviews are recorded in the assigned template. b) Complete Stakeholder / Key Informant Interviews and submit the draft analysis to Team Leader. c) Ensure coordination between QM Expert and consolidation of findings from all countries.
<p>4. Data analysis, formulation of key findings and recommendations; drafting the final Analysis and presentation of the Analysis at the Annual meeting of RQMC</p>	<ul style="list-style-type: none"> a) Analysis of all collected data per assigned country b) Draft Analysis with Key findings and recommendations in the assigned template provided to Team Leader c) Consolidated all country inputs into one Analysis text body containing findings and recommendations submitted to ReSPA for comments; incorporated ReSPA comments and draft final Analysis d) Present the Draft of the Periodical Analysis at the Annual meeting of RQMC Above tasks under 4c) and 4 d) will be undertaken in close consultation with the ReSPA Programme manager
<p>Team Leader for 4a), 4c) and 4d) – 11 working days</p> <p>QM Expert for 4a) and 4b) – 5 working days</p>	

The total number of days for engagement of a Team Leader is up to 30 days.

The total number of days for engagement of QM Expert is up to 17 days.

Total Analysis duration: approximately 1 October to 15 December 2021.

2. Necessary Qualifications

Team Leader shall possess the following profile:

Qualifications and skills:

- MsC degree in Human Resource Management, Social Sciences, Public Administration, or other related fields;

General professional experience:

- At least 10 years of experience in assignments related to service delivery and in particular in the area Quality Management.

Specific professional experience:

- Experience in social research, developing of methodologies and drafting of analytical papers or other country inputs in the area of QM;
- Experience in QM and especially Common assessment Framework 2020 methodology and model implementation shall be considered an asset,
- Previous engagements in assignments in Western Balkans shall be considered an asset.

Skills:

- Leading the teams and team work;
- High analytical and presentation skills;
- Excellent written and oral communication skills in English;
- Ability to write clear and coherent guidance documents;
- High presentation skills;
- Ability to work with people of different nationalities, religions and cultural backgrounds

The QM Senior Expert shall possess the following profile:

Qualifications and skills:

- Master in Human Resources or in any other similar field (Law, Political Sciences, Social Sciences, or related field);

General professional experience:

- Minimum 5 (five) years of relevant professional experience in the field of Quality Management;
- Experience of working in the Western Balkans (desirable).

Specific professional experience:

- Experience in drafting analytical papers or other country inputs in the area of QM;

Skills:

- Team work;
- High analytical 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.

3. Timing and Location

The assignment foresees work from home and on the site in Bosnia and Herzegovina, Serbia, Albania, Montenegro, North Macedonia and Kosovo. In case of circumstances related to Covid 19 are hampering the on site visits it is acceptable to make online interviews. For the Team Leader it includes the attendance and presentation of the Analysis at the Annual meeting of RQMC planned to happen at the end of November 2021, exact date TBC. **The assignment will be realized from 1st October to mid December 2021.**

4. Remunerations

Team Leader

The assignment foresees **up to 30 days for Team Leader** for preparations, coordination, collection and analysis of the envisaged data for BiH, Serbia and Montenegro.

Team leader will compile and analyse all collected data, findings and recommendations from his/her work and the work done by QM Senior Expert into one text body of the Analysis and to present it.

Activity	Max. No. of working days
1. Preparations: Methodology, Time Plan, coordination	3
2. Desk review, compilation, coordination	8
3. Stakeholder/Key informant interviews, compilation, coordination	8
4. Analyse all data collected compiled, key findings and recommendations, draft of the Analysis with incorporated ReSPA comments and presentation	11
TOTAL:	30

QM Senior Expert

The assignment foresees **up to 17 days** for collection of the envisaged data, analysis, and drawing on key findings and recommendations for Albania, North Macedonia and Kosovo.

Activity	Max. No. of working days
1. Desk review	6
2. Stakeholder/Key informant interviews	6
3. Analyse all data collected, drawing on key findings and recommendations	5
TOTAL:	17

Two separate contracts will be concluded. The payments will be done 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.

ReSPA reserves the right to change the timing and volume of the assignment and will timely inform assigned experts if such changes occur.

5. Reporting and Final Documentation

Outputs

Team Leader will be requested to deliver the following documents:

- Report on the conducted work including the acceptance note of the deliverables from QM Senior Expert, final Analysis with incorporated ReSPA comments, presentation report

QM Senior Expert will be requested to deliver the following document:

- Draft of the Analysis for Albania, North Macedonia and Kosovo as per format described in the Methodology.

Documents required for payment from both experts:

- Invoice (signed original);
- Timesheets
- Report on the activity