

Procurement Notice

Assignment name: Agile in HR and Innovation Expert/Specialist for preparation and delivering the training on Agile Leadership

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*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 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 organisations. Since its inception, ReSPA, as an international organisation 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.

Training on Agile leadership for the members of the Working group on Human Resources Management and Development has been planned in the ReSPA Programme of Work for 2020. The objective of the training is to increase understanding of the HRMD WG members about Agile leadership and its possible application in the public administration.

1.2 ReSPA now seeks to engage Agile in HR and Innovation Expert/Specialist who would prepare and deliver the training on Agile Leadership

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 October 2020.

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 a case, the applicant shall notify ReSPA in the application which institution is his/her employer.

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

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 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

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 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 **23 September 2020** before Midnight. Late submissions will not be considered for evaluation. **The application should contain in the e-mail the Reference Number 20040.**

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, 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 the outcome of the procurement procedure.

5.4 Should you need any further clarifications with respect to this procurement notice, please contact: Ms. Ranka Bartula-Musikic, Programme Manager via e-mail: r.bartula@respaweb.eu, by **18 September 2020** (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 **21 September 2020**.

Terms of Reference

Request for Services

Agile in HR and Innovation Expert/Specialist

Background

The Regional School of Public Administration (ReSPA) is the inter-governmental organisation for enhancing regional co-operation, 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.

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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. So far, three EC Grant Contracts (GCs) have been implemented by ReSPA during the period 2010-2015. The current EC grant CN 2019/ 405 139 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.

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Description of the assignment

For years, the public sector has been grappling with how to meet citizens' increasing expectations. The inherently risk-averse nature of government means that it often avoids public service innovation. Technology acceleration and globalisation have put pressure on the government to catch up with the private sector and to invest in innovation, even if it means taking on higher risk and the possibility of failure.

Governments are now beginning to change the ways they lead, partner, invest and recruit to maximise agility. By doing so, they will be better prepared to respond to the changing needs and expectations of citizens.

“Agile government responds to changing needs from the public's perspective.”

Agile leadership is the craft of creating the right context for self-organisation. An environment where agile teams collaborate, learn from each other, get quick feedback from users and are focused on quality and continuous learning. He or she doesn't micro-manage the people nor creates total freedom. Balancing between anarchy and strict structure is crucial in today's markets. Developing and maintaining this right environment is often hard work with a focus on culture, ownership, mind-set, feedback and long term goals.

Agile governments should be almost invisible to citizens because the services they're providing are seamless and tailored to needs. They allow the population to move about their lives without obstacles—paying their taxes, travelling safely, running their businesses and using public transit. Good leaders cannot be focused on preserving their position but rather on building relationships and using their influence to achieve citizen-centric policy and program outcomes, even if that may sometimes be to the detriment of their traditional interests.

Agile leaders will have a vision and a pathway for success, but will also be flexible to adapt to changing circumstances. They're altering the language and perception of risk, developing a tolerance for ambiguity and ability to defend decision-making, even in instances when mistakes have been made. Most importantly, agile leaders understand the importance of partnerships within and outside of governments. They are invested in relationships with other leaders and leverage their networks to help achieve outcomes.

It's difficult to see how governments can change the way their leaders operate without some credible investment in education and professional development. The public service is one of the few sectors where experience, or time on the job, is considered sufficient training to acquire the necessary leadership qualities. Very few natural leaders are born into service; they need to be equipped with the right tools and skills, guidance and mentorship.

Agile leadership is an entirely new approach to leading people. True Agile Leaders are re-engaging their teams, revitalising their organisations and changing the way work gets done.

True Agile Leaders are inclusive, democratic leaders who exhibit a greater openness to ideas and innovations. With a passion for learning, a focus on developing people, and a strong ability to define and communicate a desired vision, they possess all of the tools necessary to successfully inspire others and become an agent for change within any organisation.

Agile leaders focus on the needs of others. They acknowledge other people's perspectives, give them the care they need to meet their work and personal goals, involve them in decisions where appropriate and build a sense of community within their teams. This leads to higher engagement, more trust, and stronger relationships with team members and other stakeholders.

Leaders in public administration can be prepared to become more agile through:

- partnering with the private sector and civil society stakeholders to leverage innovation and respond to citizen expectations and delivering services in new ways
- rethinking the civil service career model and required competencies to achieve agility through strong leadership
- providing staff with more capacity to take risks and support them when ideas don't succeed
- recognising that younger professionals may have different expectations about their career paths
- redesigning business rules and in some cases, a complete reconsideration of governments' regulatory role.

There are ways to ensure that checks and balances are in place, while also being responsive, creative and adaptable.

Training on Agile leadership for the members of the Working group on Human Resources Management and Development has been planned in the ReSPA Programme of Work for 2020. The objective of the training is to increase understanding of the HRMD WG members about Agile leadership and its possible application in the public administration.

With this document, ReSPA is seeking **Agile in HR and Innovation Expert/Specialist** who will conduct the tasks below in an interesting and interactive way.

Tasks and responsibilities

The Expert shall perform the tasks listed below:

1) Prepare the training (4 days)

- Develop a methodology for training delivering
- Prepare power-point presentation and send it to ReSPA 10 days before training delivery
- Prepare, jointly with other Expert, the training on agile leadership which will include, among others, the following:
 - Why do we need Agile?
 - Difference between traditional management and Agile leadership,
 - Definition of Agile organisation,
 - The importance of Unlearning,
 - Fixed vs Growth Mind-set,
 - What makes Agile teams successful?

- Agile in the work of the HR department,
- Agile recruitment, performance appraisal and rewards,
- How to prepare leaders in public administration to be more agile?
- Agile learning and development topics: innovation, user research, human-centred design.
- Establishing policy labs, innovation hubs and accelerators as drivers of business agility in government.

2) Deliver the training on Agile Leadership (2 days)

- Conduct up to 8 online sessions in the duration of one and a half to two hours each (two days in total) through the presentation of the topics stated under 1), facilitating the training and ensuring active involvement of the participants
- Obtain feedback from the participants on their views of the possible introduction of agile leadership in public administration.

The engaged Expert will liaise directly 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 profile:

Qualifications and skills:

- Master in Human Resources or in any other similar field (Computer Science, Law, Political Sciences, Social Sciences, or related field);
- Internationally recognised certifications in Agile, preferably in Human Resources (HR).

General professional experience:

- Minimum 5 (five) years of relevant professional experience in the field of agile leadership, agile projects and talent/people management;
- Experience of working in the Western Balkans / ReSPA countries (desirable).
- Knowledge of the Western Balkans languages would be an asset.

Specific professional experience:

- Experience in drafting analytical papers or other country inputs in the area of HRMD;
- Experience in provision of capacity building;
- Experience in conducting training on agile leadership.
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Skills:

- Teamwork;
- Project development skills;
- Training skills and moderation 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 assignment foresees delivering the training on agile leadership that will be organised in the region. The assignment will be performed in October 2020. The duration of the assignment is **6 (six) working days**.

Remunerations

The assignment foresees up to **6 (six) working days** for the Expert, 4 (four) days for preparation and 2 (two) days for implementation of the training.

The payment will be done in one instalment and will be paid on completion of the task.

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

The Expert will be requested to deliver the following documents before the payment is conducted:

Outputs

- Report on the conducted training;

Documents required for payment

- Invoice (signed original);
- Timesheets (signed original).