

Procurement Notice

Assignment name: **Senior Expert in Public Administration**

Activity number: **19009 Design of methodology for PA Awards in the Western Balkans**

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 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 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.

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

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 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 **04 October 2019** before 5 PM CET. Late submissions will not be considered for evaluation. **The application should contain in the e-mail title the following reference: 19009 Senior Expert in Public Administration - Design of methodology for PA Awards in the Western Balkans**

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: Mr Goran Pastrovic, Programme Manager via e-mail: g.pastrovic@respaweb.eu, by **24 September 2019** (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 **26 September 2019**.

Terms of Reference

Request for Services

Senior Expert in Public Administration

Design of methodology for PA Awards in the 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 and anchor solid and 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 supports the implementation of the activities required for contribution to the achievement of the three strategic objectives (*Specific objective 1: Improved implementation of PAR and PFM Strategies in the Western Balkans, Specific objective 2: Improved professionalization and depoliticization of the Senior Civil Service and Specific objective 3: Improved quality of public services*) 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 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

2. Context and description of the assignment

At the global level, we need to recall that in 2015, the International Community adopted a new Sustainable Development Agenda, through 17 SDGs and 169 targets, including the SDG 16 <https://sustainabledevelopment.un.org/sdg16>, which aims to promote peace, justice and strong institutions at all levels and that insist on the responsibility of states and governments to implement this engagements, but also on innovative approaches and positive change. In parallel the Principles of Public Administration <http://www.sigmaweb.org/publications/principles-public-administration-eu-candidate-countries-and-potential-candidates.htm> have been developed by SIGMA in close co-operation with the European Commission to define detailed requirements for a well-functioning public administration in each of defined areas. ReSPA has also contributed to benchmarking and bench learning in the Western Balkan region with numerous analytical papers / comparative studies <https://www.respaweb.eu/11/library#respa-publications-and-research-18>.

Building strong, effective, and sustainable institutions, in particular in the public sphere, means to build transformative institutions that invest both in innovation and excellence as pillars for competitiveness. **Innovation** is about making things better in a variety of ways that leaves no one behind, through any idea that can be transformed into a simple solution that leads to new opportunities, new products, new services or new benefits; the production of new and even unprecedented jobs, markets and industries; the revitalization of existing businesses by making them more productive, efficient and effective; saving lives or improving their quality. Innovation supposed to create an enabler environment for the creativity and ingenuity of people, especially those who are well prepared to use their minds to find new solutions³.

And it cannot work without investing, in parallel, in **excellence as the path to the overall performance of any given institution**.

In a global race for innovation where each country is competing with other countries around the world for the most talented people, the most up-to-date technologies and the fastest growing and performing institutions or companies, the sustainability of these institutions or companies is never definitively certain or given for granted. No institution, no company can be sustained through the ages, if it doesn't show its capacity for adaptation, renewal, and resilience, and if it doesn't invest in innovation and excellence, by combining several elements, namely:

- Having as main objective to satisfy their customers, to meet market expectations and even anticipate them;
- Investing in their Human Capital;
- Seeking constantly to improve its processes;
- Embodying truly the values proclaimed;
- Investing daily in change that paves the way for and stimulate innovation⁴;
- Promoting and anchoring quality approaches in a spirit of excellence;
- Being in harmony with their environment.

At the regional level, European Union has made innovation and excellence as the cornerstone of its mission and mandate. For example, we can mention Horizon Europe which focuses on 3 pillars, namely the Excellent Science, the Global challenges and European industrial competitiveness, and Innovative Europe. If the Western Balkans need to be part of European

³ https://www.ic.gc.ca/eic/site/062.nsf/fra/h_00051.html : Innovation for a better Canada.

⁴ For Hervé Serieyx, "What is at the heart of the change in our organizations is a change of perspective. When we discuss tomorrow's problems with yesterday's organizations, we have today's tragedies" in <https://www.lesechos.fr/idees-debats/cercle/manifeste-pour-lexcellence-operationnelle-1010644>

Union and meet its vision and mandate, there are numerous reforms that need to be implemented in this Region, in particular building strong, effective and sustainable Public institutions, Public Administration and Public Services which are among the vision, mandate and activities of the ReSPA.

This is why the ReSPA would like to launch this new initiative, the PA Awards in the Western Balkan, that aims to identifying, evaluating, rewarding and promoting innovative and best practices of Public Institutions in the Western Balkans that have contributed significantly and concretely to improving Public Institutions, Public Administration, Public Services, and Public Service Delivery. PA Award in the Western Balkan can have a number of objectives:

- Recognize and reward organizations and individuals in the public sector for excellence, creativity and effectiveness;
- Identify and promote innovations in government and governance;
- Motivate and enable public servants to further promote innovation;
- Identify and disseminate inspiring (successful) practices in the Public Sector for possible replication or adaptation;
- Enhance professionalism in the Public Service;
- Raise the image of Public Service (especially in the face of public dissatisfaction with government's performance);
- Enhance and anchor trust and
- Identify new challenges in Public Institutions as well as in Governments.

3. Tasks and responsibilities

Recent ReSPA events, in particularly the conference in 2018 designated to the Innovation in Public Administration and Public Service delivery confirmed the need to design and start with the implementation of Public Awards in the Western Balkans in order to benchmark and bench-learn from each other in the region. The overall aim of abovementioned award is to identify inspiring cases in the Western Balkans related to all ReSPA areas of intervention (*please see above stated networks and working groups – Background part*). More specific objective of the PA Award is: “The key stakeholders are increasingly aware that quality in Public Administration is based on actual results, in terms of improved services for the citizens”.

In designing the Award for Public Sector organizations (categories and criteria) in the Balkan region, it will be also important to take into account various factors which will contribute to identified examples (best case example / inspiring case) such as political commitment, technical capacities and specific initiatives to promote the recognition of the quality in PA, such as the ReSPA proposed award.

The areas of the award and the related categories will be based on ReSPA areas of intervention (more information on ReSPA will be provided during the assignment).

The involvement of the stakeholders through the ReSPA Working Groups will be enabled from the very beginning of the assignment.

The criteria: government initiatives for the final beneficiaries, and/or successes in the reform process.

Consequently, the organization of a PA award for public sector organizations in the Western Balkans provides the opportunity to design a modern quality award which is informed by past experiences with established quality award schemes but is also built on a modern and future-oriented vision of public administration. This means that the design and delivery of a Public Sector quality award in the Balkans may not only fill a gap in the region but also provide a new modern template for existing quality awards at broader level. The award will be implemented biannually and the Expert assigned for designing of PA awards should perform the following tasks and responsibilities:

Preparatory activities - up to six (6) days

- Get familiarity with ReSPA's Strategy and ReSPA Programme of Work 2019-2020 and types of ReSPA publications (available at <https://www.respaweb.eu/11/library#respa-publications-and-research-18>); (2 days)
- Meet (in person or video conference / skype) with ReSPA staff and obtain additional input/clarifications for development of the methodology for PA Awards; (1 day)
- Get familiar with available information on ReSPA monitoring and evaluation system and realize potential consultations (phone / skype) with Expert assigned for development of the ReSPA monitoring and evaluation system; (1 day)
- Prepare draft structure of the PA Awards methodology; (2 days)

Development of the PA Awards methodology - up to nine (9) days

Describe and Design the entire process of PA Awards:

- Prepare guidelines starting with open call for application, evaluation of the applications (*including instruction for assessors*), judging process at the awards ceremony (*including instruction for judges*) and providing recommendations for the follow up activities and their monitoring and evaluation; (2 days)
- Definition of categories (*at least six categories*) and selection criteria for each category based on ReSPA areas of intervention; (3 days)
- Realized consultative meetings (*in person*) with ReSPA Secretariat / possibly other actors and stakeholders. Tentative meeting will be realized on 12-13 November 2019 (TBC) (1 day)
- Present the PA Awards methodology (3 days).

The engaged Expert will liaise directly with ReSPA and take into consideration the instructions received beforehand.

The final products will be subject to approval from ReSPA before the payment is executed.

Total number of days is up to fifteen (15) working days.

4. Necessary Qualifications

The Expert shall possess the following profile:

Qualifications and skills:

- University/Master degree in Social Sciences Public Administration, or other related fields;

General professional experience:

- 10 and more years of experience in working with Public Administration with the emphasis on Innovation and Change Management;

Specific professional experience:

- Specific experience in design of Public Administration Awards;
- Prior experience in conducting PA Awards at the global, regional or at the national level;

Skills:

- Team work;
- Excellent analytical skills;
- High presentation 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.

5. Timing and Location

The assignment foresees work from home and on the site (at ReSPA premises or other venue) in one mission. The assignment will start in October 2019, while the execution of on the site presentation will be realized in the period December 2019 – January 2020 (*exact date to be agreed with ReSPA Secretariat*).

6. Remunerations

The assignment foresees up to fifteen (15) **working days** for the Senior Expert in Public Administration.

Activity	Max. No. of working days
Preparatory activities	6
Development of the PA Awards methodology	9
TOTAL:	15

The payment will be done in two (2) instalments.

- The 1st instalment will be realized after the submission of preparatory materials (draft structure of the PA Awards methodology, brief minutes of the meetings – in person or skype, etc.).
- The 2nd instalment after the submission of the report i.e. PA Awards methodology.
- 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 expert if such changes occur.

7. Reporting and Final Documentation

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

Outputs

- Report on PA Awards methodology

Documents required for payment

- Invoices (original and signed);
- Timesheets (original and signed);
- Approved Report on PA Awards methodology