

# Procurement Notice

Assignment name: **Senior Expert in Agile Leadership**

Activity number: **20035 Advance Phase of PA Awards Ceremony Design and Event Execution**

## 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, Montenegro, North Macedonia 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 them for membership in the European Union (EU). Since its inception, ReSPA has contributed to the development of human resources and administrative capacities through training programmes and innovative cooperation mechanisms such as the exchange of good practices, peer reviews and development of know-how. The European Commission (EC) provides funds for support of ReSPA activities (research, training and networking programmes) in line with the EU accession process.

Over the last ten years, ReSPA have been supporting the WB governments in making complex public administration more effective, innovative and people-oriented. The idea to establish PA Award in Western Balkans was well recognized by the OECD/SIGMA who joined this initiative. The entire process is quite complex, and apart from a methodological design (different guidelines for the applicants, assessors, judges), it requires significant logistical and organizational preparation, which above all includes the digitalization of all foreseen processes.

In the light of the global pandemic, the PA Awards ceremony is expected to be tentatively executed on 6 November 2020 and will have the main focus on adaptability of government in extraordinary situations. Such a decision is a consequence of many online consultative meetings held in the previous months between ReSPA and SIGMA. A number of the good case examples from the WB organizations have been received. It has been confirmed that support to the ReSPA Secretariat is needed for sustaining the effects of the award i.e. making certain follow up. The follow up has been foreseen to be provided in online consultations (advising, teaching, mentoring and coaching in domain of Agile Leadership, being one of the important topics identified by regional stakeholders during ReSPA multi-sectoral analysis (June 2020), during ReSPA Seasonal School on Rapid Innovation Lab, etc. For latter mentioned process ReSPA is seeking for **Senior Expert in Agile Leadership**.

## 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](mailto:procurement@respaweb.eu) by **02 November 2020** before 3 PM CET. Late submissions will not be considered for evaluation. **The application should contain in the e-mail title the following reference: 20035 Senior Expert in Agile Leadership.**

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](mailto:g.pastrovic@respaweb.eu), by **26 October 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](http://www.respaweb.eu)) by **28 October 2020**.

# Terms of Reference

## Request for Services

### *Senior Expert in Agile Leadership*

#### 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, North Macedonia, Montenegro and Serbia, while Kosovo\*<sup>1</sup> 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.

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.

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) eGovernment; and 5) Quality Management.

#### 2. Description of the assignment

Over the last ten years, ReSPA have been supporting the WB governments in making complex public administration more effective, innovative and people-oriented. The idea to establish PA Award in Western Balkans was well recognized by the OECD/SIGMA who joined this initiative. The entire process is quite complex, and apart from a methodological design (different guidelines for the applicants, assessors, judges), it requires significant logistical and organizational preparation, which above all includes the digitalization of all foreseen processes.

In the light of the global pandemic, the PA Awards ceremony is expected to be tentatively executed on 6 November 2020 and will have the main focus on adaptability of government in extraordinary situations. Such a decision is a consequence of many online consultative meetings held in the previous months between ReSPA and SIGMA. A number of the good case examples from the WB organizations have been received. It has been confirmed that support to the ReSPA Secretariat is needed for sustaining the effects of the award i.e. making certain follow up. The follow up has been foreseen to be provided in online consultations (advising, teaching, mentoring and coaching in domain of Agile Leadership, being one of the important topics identified by regional stakeholders during ReSPA multi-sectoral analysis (June 2020),

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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

during ReSPA Seasonal School on Rapid Innovation Lab, etc. For latter mentioned process ReSPA is seeking for **Senior Expert in Agile Leadership**.

### 3. Tasks and responsibilities

The Senior Expert in Agile Leadership should perform the following tasks and responsibilities:

#### **Preparatory activities - up to ten (10) days**

- Get familiarity with ReSPA PA Awards winning teams / awarded cases
- Get acquainted with ReSPA multi-sectoral analysis (June 2020)
- Conducts preparatory activities with ReSPA Programme manager responsible for the activity (preferably at the last week of October 2020)
- Get acquainted with ReSPA – SIGMA PA AWARDS documentation
- Obtain necessary information from ReSPA regional study on service delivery
- Make online survey with responsible ReSPA Programme Manager
- Liaise with Senior Expert in Quality Management of Public Administration and Public Services related to definitions of topics for the Consultative meetings and related to PA Awards follow up activities

#### **Consultative meeting- up to eight and a half (8.5) days**

The meetings should include discussion on the following topics:

- Complexity and Uncertainty
- Management Trends
- Organization Transformation
- Agile Leadership Benefits
- Structured leadership development approach
- Leadership interactions and culture
- Situational, Social and Self Awareness
- Growth mindset
- Incorporating feedback
- Engaging without Micromanaging

#### **Reporting – up to two 2 days**

- Provide follow up report

The engaged Experts 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 twenty and a half (20.5) working days.***

### 4. Necessary Qualifications

The Expert shall possess the following profile:

Qualifications and skills:

- At least Bachelor degree in Computer Science, Public Administration, or other related fields;

General professional experience:

- 5 and more years of experience in Agile Coaching or Agile Training;
- 10 and more years of experience as consultant

Specific professional experience:

- Specific experience in designing and conducting online consultative meetings related to leadership;
- Specific experience in conducting online consultative meetings related to organizational change;

Skills:

- Team work;
- Training skills and moderation skills;
- Coaching 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 online meetings. The assignment will start in October 2020, and will be finished at the end of February 2021.

## 6. Remunerations

The assignment foresees up to twenty and a half (20.5) working days for the Senior Expert in Agile Leadership.

Activity	Max. No. of working days
Preparatory activities	10
Consultative meetings	8.5
Reporting	2
<b>TOTAL:</b>	<b>20.5</b>

The payment will be done in two installments:

1<sup>st</sup> after successful realization of the preparatory activities

2<sup>nd</sup> after final realization of the consultative meetings and reporting

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***

- All envisaged outputs as foreseen in the Tasks and Responsibilities
- Report

### ***Documents required for payment***

- Invoices (original and signed);
- Timesheets (original and signed);
- Approved Revised Draft Declaration