

# Procurement Notice

*Assignment name: Development of the ReSPA monitoring and evaluation system*

## **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\*<sup>1</sup> 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 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.

In November 2018 ReSPA adopted its Strategy 2019-2024. The development of the Strategy was a collective endeavour by ReSPA staff, Governing Board and Working groups' members, the Advisory Board and the European Commission. Based on the Strategy, ReSPA developed its two-year Programme of Work (PoW). The Strategy is accompanied by an Intervention logic with Inputs, Activities, Outputs, Specific Objectives (Outcomes), Overall Objectives (Impacts) and their corresponding indicators. This constitutes the Monitoring and evaluation (M&E) framework.

The M&E framework needs to be further developed, and the existing M&E Toolkit (developed in 2014 and upgraded in 2016) further refined along with the finalized M&E framework. These two elements will constitute ReSPA's M&E system, which should ensure measuring the extent to which progress is being made towards achieving ReSPA's vision, mission and goals.

1.2 ReSPA now seeks to engage for the Expert who would provide support in the establishment of the M&E system of ReSPA.

1.3 Expected deliverables of the assignment are: as per Terms of Reference.

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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

1.4 Tentative timeframe: the assignment is expected to be performed during period August 2019 - February 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 case the applicant shall notify ReSPA in the application which institution is his/her employer.

## **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 **17 July 2019** before Midnight. Late submissions will not be considered for evaluation. **The application should contain in the e-mail the assignment name.**

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 two installments, 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](mailto:r.bartula@respaweb.eu), by **08 July 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](http://www.respaweb.eu)) by **10 July 2019**.

# Terms of Reference

## Request for Services

*Expert for development of the ReSPA Monitoring and Evaluation System*

### 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\*<sup>2</sup> 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 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.

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.

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. Apart from the EC funds, ReSPA has obtained external support from the Austrian Development Agency for the Building Administrative Capacities in the Danube Region (BACID) II project 2018-2021, which is being implemented in partnership with the Center for

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Public Administration Research (KDZ) Austrian Common Assessment Framework (CAF) implementing partner. The focus of the BACID II project is strengthening the capacities in domain of quality management of both ReSPA and the Public Administrations of the Western Balkans.

## 2. Description of the assignment

In November 2018 ReSPA adopted its Strategy 2019-2024. The development of the Strategy was a collective endeavour by ReSPA staff, Governing Board and Working groups' members, the Advisory Board and the European Commission. Based on the Strategy, ReSPA developed its two-year Programme of Work (PoW). The Strategy is accompanied by an Intervention logic with Inputs, Activities, Outputs, Specific Objectives (Outcomes), Overall Objectives (Impacts) and their corresponding indicators. This constitutes the Monitoring and evaluation (M&E) framework.

The M&E framework needs to be further developed, and the existing M&E Toolkit (developed in 2014 and upgraded in 2016) further refined along with the finalized M&E framework. These two elements will constitute ReSPA's M&E system, which should ensure measuring the extent to which progress is being made towards achieving ReSPA's vision, mission and goals.

The well-established M&E system would primarily contribute to:

- Spreading the M&E culture among the ReSPA Members and strengthening their capacities in this regard.
- Better decision making process at different points in time;
- Timely undertaking corrective measures based on the identified problems and potential risks, thus improving ReSPA's action effectiveness.
- Better measuring of ReSPA's contribution to the ReSPA Members' Public Administration (PA);
- Better reporting and accountability on the progress achieved both to the ReSPA members, as well as the donor community;
- Better visibility of ReSPA's action.

With this document, ReSPA is seeking for the Expert who would provide support in the set-up of the M&E system of ReSPA.

## 3. Tasks and responsibilities

The Expert shall perform the following tasks and responsibilities:

### 3.1. Preparation phase (6 days in total=3 days reading, 2 days meeting, 1-day travel);

- Review and analyse the ReSPA's Strategy and related M&E framework, the ReSPA M&E toolkit, ReSPA Communication and Visibility Plan, etc.;
- Review other documents/reports relevant to the ReSPA M&E system (RCC reports, WB reports, etc.);

- Meet with ReSPA staff and obtain additional input/clarifications for development of the M&E system and update of the ReSPA M&E toolkit.

### 3.2. Development of the M&E system (11 days in total=8 days drafting, 3 days meeting)

The Expert will help ReSPA to develop an appropriate M&E system for measuring the progress towards the objectives. Having the EC as the main donor, and in order to avoid contradictory processes, the M&E system should be inspired by DG NEAR Guidelines on linking planning/programming, Monitoring and Evaluation. This being said, it is worth highlighting that the M&E system to be developed is that of ReSPA's strategy, not that of EC Grant Contracts.

The current M&E framework contains indicators for the long term and intermediate impact, intermediate and short term outcome and the output level, as well as the data source. The development of the indicators was conducted in cooperation with the ReSPA Members who should commit themselves to report on the progress achieved as per the set indicators.

The Expert shall support the finalisation of the M&E system for sound monitoring and evaluation of the Strategy implementation.

Based on the current M&E framework, the expert is expected to support:

- The refinement of the M&E framework; and
- For each indicator, the development of:
  - a. Indicator definition,
  - b. Baseline value/data and year;
  - c. Targets value/data and year;
  - d. Data collection methodology (collection tools and methods);
  - e. Protocol for data collection process (frequency of data collection and reporting, division of responsibilities).
- Establishing the connection of the identified ReSPA indicators with ReSPA Improvement plan derived from the implementation of Common Assessment Framework (CAF), as well as with SIGMA indicators and the indicators of respective National Strategies, as appropriate.
- Preparing the Baseline report on indicators. The report will include data for each indicator, which will be validated by the respective GB/WG representatives.

The Expert shall also communicate and exchange the information with the Expert who will be engaged to design Public Awards methodology.

### 3.3. Development of the M&E toolkit (8 days)

In line with the Strategy 2019-2024, the Programme of Work 2019-2020, and the developed M&E system, the Expert shall develop a user-friendly M&E toolkit and give clear guidance for both monitoring and evaluation. Among others, the toolkit should contain:

## 1. Introduction

- Overview of the ReSPA Logical intervention;
- Overview of ReSPA activity types.

## 2. Monitoring and evaluation

### A) Monitoring

- Provide a brief explanation of:
  - What is monitoring?
  - Categories of monitoring (external vs internal) and related tools;
  - Phases of monitoring (Planning, Implementation, Reporting, Follow-up);
  - What could monitoring be complemented with (EC Results Oriented Monitoring (ROM) reports, specific studies commissioned to analyse specific areas of interest, other)?
- Define internal monitoring activities and propose how each ReSPA activity type will be monitored<sup>3</sup>
  - Define the questions that should be answered;
  - Propose a system tracking inputs, activities performed (as per relevant PoW), outputs produced and preliminary outcomes achieved;
  - Provide guidelines on how data will be analysed and interpreted.
- Define reporting on internal monitoring having in mind analysis and interpretation of collected data with a focus on lessons learned which are the basis for corrective measures. Provide the key questions to be answered, as well as the form for monitoring reports;
- Define the dissemination of reports and follow-up.

### B) Evaluation

- Provide a brief explanation:
  - What is evaluation?
  - Types of evaluations (with focus on evaluations that are relevant for ReSPA);
  - Phases of evaluation (i. Preparatory phase, ii. Inception phase, iii. Implementation phase, iv. Desk phase, v. Field phase, vi. Synthesis and reporting phase);
- Define the types of evaluation that ReSPA will conduct (evaluation of respective action, mid-term evaluation, ex-post evaluation, etc.);
- Define the evaluation management phases (planning, implementation, reporting, follow-up) with a particular focus on modalities for reformulation/upgrade of ReSPA Programme of Work and/or Strategy, based on the evaluation process results;

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<sup>3</sup> E.g. Analysis and feedback on actions' reporting documents and data; Meetings – information sharing and discussion focused on problem solving and forward looking planning (regular managerial meetings); Discussion with staff, beneficiaries, authorities and other stakeholders; Review meetings, etc;

- Develop the evaluation plan for the types of evaluation that ReSPA will conduct: internal and external evaluations;
- Develop guidance to define evaluation issues/evaluation questions to be addressed in evaluations; and propose a list of potential (up to ten) evaluation questions which can be answered (within the limits of ReSPA's available resources and time) and that are to be linked to evaluation criteria (relevance, efficiency, effectiveness, sustainability, impact, added value, coherence). For these evaluation questions, consider the indicators defined in the ReSPA M&E framework to the extent possible;
- Revise the existing ReSPA evaluation forms for the activities from the M&E tool kit.

### 3.4 Presentation of the M&E toolkit (4 days=1 day preparation, 1 day presentation, 1 day travel, 1 day finalisation)

- Present the M&E toolkit to the Governing Board;
- Upgrade and finalise the M&E toolkit based on the comments obtained from the ReSPA staff and GB.

### 3.5. Training delivery (3 days=1 day preparation, 2 days training)

- Deliver training on M&E to ReSPA staff in line with the M&E toolkit. The focus should be placed on data collecting, data interpretation and preparation of the reports.

The Expert shall take into consideration the comments and suggestions received from ReSPA staff. 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.

## 4. Necessary Qualifications

The Expert shall possess the following profile:

### Qualifications and skills:

- University degree in organisational development, organisational behaviours, business management, strategic planning, or other related fields;
- Fluency in both written and spoken English language.

### General professional experience:

- At least 10 (ten) years of relevant professional experience in the EU context;
- Experience of working in the Western Balkans (desirable).



### Specific professional experience:

- At least 5 years of experience in monitoring and/or evaluation of programmes and/or institutions or agencies financed by the EU;
- At least one assignment in designing/developing M&E system;
- Monitoring and/or evaluation of programmes in the public administration will be considered as an advantage;
- Experience in provision of capacity building in the area of M&E.

## 5. Timing and Location

The assignment foresees work from home and on the site. The assignment will be performed from August 2019 – February 2020. The duration of the assignment is 32 working days (spread over a period of 6 months, August 2019 to February 2020).

## 6. Remunerations

The assignment foresees up to **32 working days** for the Expert.

Activity	Max. No. of working days
3.1. Preparation	6
3.2. Development of M&E system	11
3.3. Development of the M&E toolkit	8
3.4. Presentation of the draft M&E toolkit to GB and its finalisation	4
3.5. Training delivery	3
<b>TOTAL:</b>	<b>32</b>

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

- The first instalment will be transferred on completion of the activities 3.1. and 3.2. (17 days);
- The second instalment will be transferred on completion of the activities 3.3, 3.4 and 3.5 (15 days);

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.

## 7. Reporting and Final Documentation

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

***Outputs***

- Baseline report on indicators (linked to activities 3.1. and 3.2)
- M&E toolkit (linked to activity 3.3).
- Note on the training of ReSPA staff (linked to activity 3.5).

***Documents required for payment***

- Invoices (original and signed);
- Timesheets (original and signed).
- Report on the conducted assignment