

Procurement Notice

Assignment name: Expert for the design and realisation of strength finder section of the Programme for Digital Academy in Montenegro

Reference Number: #22905

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* 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 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.

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 2010-2018. 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) co-ordination 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.

ReSPA is implementing its activities through the Secretariat which is consisting of 15 staff members from the Western Balkan region. The Secretariat is located in Danilovgrad, Montenegro.

1.2 ReSPA now seeks to engage one expert to provide support in the area of Human Resource Management and Development.

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 period March - May 2022.

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 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:

- Length of general and specific professional experience, in line with ToR;
- Professional experience in the role of lecturer / presenter.

2.3 The required qualifications, experience 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 analysis 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 **11 March 2022** before Midnight. Late submissions will not be considered for evaluation. The application should contain in the e-mail title the following reference: **22905 Expert for the design and realisation of strength finder section of the Programme for Digital Academy in Montenegro.**

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, 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 of 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.musikic@respaweb.eu, by **09 March 2022** (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 **10 March 2022**. Any request for clarification must be sent by standard electronic communication to the above e-mail address.

Terms of Reference

Request for Services

Expert for the design and realization of strength finder section of the Programme for Digital Academy in Montenegro

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* 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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Human Resource Management and Development; 4) E-Governance; and 5) Quality Management.

2 Description of the Assignment

During 2021, **the Ministry of Public Administration, Digital Society and Media, of Montenegro (Ministry)** among other things, worked on the development of two important strategies - the Digital Transformation Strategy 2022-2026. and the new Public Administration Reform Strategy, 2022-2026. making continuity in the areas that have proven to be a development enabler for public administration.

Consultative process during the design of these strategies, which lasted for more than half a year resulted in the engagement of representatives of business, academia, NGOs, and other stakeholders. Latter mentioned process recognized significant shortage of digital skills in Public administration institutions as well as common need for further upgrade in soft skills area. The same conclusions were reached in several relevant analyses of deficient IT staff, conducted with the help of domestic and foreign experts, and supported through UNDP projects.

In parallel, with the support of UNDP, Ministry implements the project which has the aim to accelerate the digital transformation of public administration in Montenegro. The overall goal is to establish an efficient and sustainable integrated system of simplified electronic procedures for citizens and businesses, which will be achieved by developing and implementing at least 10 electronic services for citizens and businesses, and improve data protection and digital inclusion of public institutions by providing support for connecting public and private sector. Huge importance play user centricity in this important project.

With wish to overcome this situation, Ministry decided **to launch Digital Academy**, as a platform for education of public servants, students and vulnerable groups in Montenegro. In order to create an efficient, professional, responsible and citizen-oriented public administration, it is necessary to create a systematic and continuous process of professional training and development of officials in the field of digital and complementary (soft) skills, and enable their continuous development.

The expert support to the Ministry is needed for preparing the curriculum for online trainings as well as to provide training about various aspects of good leadership and change management. Both training have aim at identifying and further upgrading of the individual and team strengths and the overall change management mechanism in the Public Administration ecosystem.

Regarding potential target audience Ministry will be inviting all levels of PA ecosystem to apply for the training, thus having the trainees (target audience) composed of decision makers coming from the PA institutions and civil servants (operational level). Moreover it

is also planned to invite the CSO sector dealing with the digital transformation as well as the representatives of the Business associations dealing with the IT sector.

Such a heterogenic target audience, in this very two pilot training will set a path and empirical experience for this type of training aiming to become part of regular Digital Academy curricula and so reach much bigger number of the trainees in the course of 2022 and onward.

Finally, both training, developed tutorials and guidelines will constitute comprehensive Programme which will address integrating Leadership and Change management's aspects into capacity building activities and activities designated to strategic and organizational planning of the Ministry (within PA ecosystem).

This Programme is aimed to influence improvement of the Leadership and overall change management of the Ministry of Public Administration, Digital Society and Media. Recorded tutorial and final report referring to Digital Academy / MNE PA ecosystem will address integrating Leadership and Change management's aspects into capacity building activities and activities designated to strategic and organizational planning (within PA ecosystem). The trainees (target audience) will be composed of decision makers coming from the PA institutions and civil servants (operational level). Decision makers will be provided among other foreseen aspects also the Leadership perspective

With this document ReSPA is seeking for the expert to design and conduct at least two training on Leadership and Change management in the public administration setting. The training will be based on the broad needs assessment previously done by the same Expert within the targeted audience. Besides, the Expert will develop tutorials and guidelines that will constitute part of the Programme for Digital Academy, related on doing comprehensive training needs assessment within broad targeted audience comprising of public administration leaders, civil servants, representatives of CSOs and private sector dealing with ICT.

3 Tasks and responsibilities

The Expert will perform following tasks with specified time allocations:

1. Get basic familiarity with Strategic documents including foundations act of Digital Academy. Get familiar with any available skill gap analysis. (4 days)
2. Provide two days online Leadership training for up to 40 participants with preparatory activities. (12 days)

The activity will comprise of:

a) Preparation of introductory presentation and interactive exercises in accordance with the agenda of the online training:

- Employee experience
- Employee engagement

- Culture of transformation
- Customer centricity

b) Preparation of pre-course testing of participants with a focus on:

- Strategic skills
- Operational skills (Executing)
- Advocacy and Influencing
- Partnership / networking / reach out i.e. relationship Building

a. Design of the presentation (1) designated to the following Core Objectives - what Makes A Leader and responding to the following questions:

- Deepen strengths development knowledge and begin to identify how talents give followers a sense of hope, trust, compassion and stability.
- Learn how leading through personal strengths will not only helps leaders set the example for others, but will also help them achieve their potential as a leader

a. Do the online interviews with selected target audiences (instructions obtained from the Ministry).

e)Design of the presentation and interactive session (2) designated to developing Leadership Potential and responding to the following questions:

- Strengthen leadership potential within their direct sphere of influence as well as throughout their organization systems.
- Enhance knowledge of individual talent themes as well as maximizing the talents and developing the strengths of team members

f)Design of the presentation and interactive session (3) designated to the Defining Leadership Style and responding to the following questions:

- Identify how individuals can create well rounded teams that maximize engagement.
- Identify the relationship between an individual's strengths, their beliefs, and their philosophies.

g) Realization of one online training lasting two days (each day up to 4 hours)

1. Provide single one day training on change management with preparatory and follow up activities (7 days).

These activities will comprise of:

- a. Preparation of one day presentation with provision of testing of participants (tests designated to strengths identification)
- b. Preparation of pre-course testing of participants with a focus on:
 - Strategic skills
 - Operational skills (Executing)
 - Advocacy and Influencing
 - Partnership / networking / reach out i.e. relationship Building
- a. Preparation of brief tutorial focusing on the topic in subject and its use / applicability in the PA ecosystem

d) Design brief recommendations within final report referring to Digital Academy / MNE PA ecosystem how to integrate Leadership and Change management's aspects into capacity building activities and activities designated to strategic and organizational planning (within PA ecosystem realizes of one online training lasting one day (up to 4 hours)

The total allocated time is up to 23 working days.

Additionally, ReSPA allows 1 additional day for the task of writing the Report with recommendations that also include specific recommendation related to possible regional replication.

In total the assignment foresees the expert engagement of up twenty four (24) working days.

1. Necessary Qualifications

Qualifications and skills

- At least BsC degree in Human Resource Management, Public Administration, or other related fields;

General professional experience:

General professional experience:

- 10 and more years of experience working with Public Administration and other sectors with the emphasis on organizational change and talent management

Specific professional experience:

- Prior strong experience in training delivery in empowering Public Administration institutions in effective use of team and individual strengths
- strategic communications and facilitative leadership

- Mentoring experience in domain of conflict resolution
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Skills:

- Team work;
- Training skills and moderation 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 provision of training in online modality **in the duration of 24 working days.**

The assignment will be realized from 15th March to 15th May 2022.

6. Remunerations

One contract will be concluded. The payment 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 any additional cost.

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

7. Reporting and Final Documentation

Outputs

- Provision of official documents as per described assignment, and design and delivery of online trainings.

Documents required for payment from both experts:

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