

Procurement Notice and Terms of Reference

Lead Expert on Leadership Culture Development through the Beyond Classroom Learning Model

Reference Number: # 34/2026

Section 1. Introductory Information

1.1 Background information on the Regional School of Public Administration (ReSPA)

The Regional School of Public Administration (ReSPA) is an 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*¹ is a beneficiary. ReSPA's purpose is to help regional governments in developing better public administration, public services, and overall governance systems for their citizens and businesses and prepare for membership in the European Union.

ReSPA establishes close cooperation with ministers, senior public servants, and heads of function in Member countries. ReSPA also works in partnership with the European Union, 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 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, government policy planning, and the European Integration coordination process and four regional thematic groups: Policy planning, better regulation and coordination of Centre of Government; European integration and accession negotiations (with specific reference to PAR and governance aspects); Human Resources Management and Development; and Service Delivery (digitalization and quality management).

1.2 ReSPA now seeks to engage a Lead Expert on Leadership Culture Development through the Beyond Classroom Learning Model

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

1.4 Tentative timeframe: the assignment is expected to be performed from **May to December 2026**

¹ * This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and ICJ on the Kosovo Declaration of independence

1.5 NOTE: Please, clearly indicate in the Methodology that you shall submit the entity with whom the contract would be concluded (in case your application will result successful), i.e. whether the contract would be concluded with:

- **the expert as a physical person;**
- **a company on behalf of the expert (the name of the company should be also provided).**

This cannot be changed in the procedure to follow.

In addition, you are kindly requested to fill out and submit the following documents:

- **Legal Entity File (for individual expert) – attached to this document**
- **Legal Entity File (for private company) - attached to this document**

Please also submit any supporting documents required in these templates.

Section 2. Language of the supporting documentation

2.1 Language of application: The 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 the supporting documentation

3.1 Interested candidates are invited to submit a proposal consisting of the following documentation:

- Written methodology: 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 ReSPA may contact. (NOTE: There is no need to submit reference letters; ReSPA will directly contact the referees if needed).
- Financial offer (which shall specify a total sum amount in euros as well as max. number of working days proposed) **in a separate e-mail.**

3.2 The required documentation should be submitted electronically by e-mail to the following address: procurement@respaweb.eu by **18 May 2026**, before midnight. Late submissions will not be considered for evaluation. **The application should contain the following reference in the e-mail: Application for activity number 34/2026.**

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 criteria as defined in the Terms of Reference.

4.2 The applicant securing the highest final ranking will be invited to negotiate the contract and the financial offer proposed by ReSPA. If negotiations are successful, the selected applicant will be awarded the contract. Should the negotiations fail; the next ranked applicant 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 (see below).

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 of the outcome of the procurement procedure.

5.4 Should you need any further clarifications with respect to this procurement notice, please contact ReSPA via e-mail: procurement@respaweb.eu by **8 May 2026 (midnight)** at 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 **12 May 2026**. Any request for clarification must be sent by standard electronic communication to the above e-mail address.

Terms of Reference

Lead Expert on Leadership Culture Development through the Beyond Classroom Learning Model

Introduction

The Regional School of Public Administration (ReSPA) is strengthening its support to public administrations in the Western Balkans by promoting practical, transferable, and workplace-based learning approaches for leadership development. In this context, ReSPA is further developing the Beyond Classroom Learning (BCL) model as an approach that moves learning from the classroom into day-to-day leadership practice. The model focuses on real workplace situations and on leadership culture understood as the way leaders think, decide, communicate, collaborate, and respond under pressure.

The BCL approach has been introduced through a series of workshops focused on three core topics: Performance, Collaborative Leadership, and Decision-Making. These workshops aim to co-design, test, pilot, and package practical leadership micro-practices that can be applied in real institutional settings and later scaled through ReSPA and public administration training institutions in the Western Balkans.

Building on the initial workshop experience and the cooperation established around the BCL model, ReSPA intends to engage a Lead Expert to further design, deliver, pilot, and consolidate the Leadership Culture training package based on the BCL methodology, support the preparation of facilitators from training institutions in the Western Balkans, and contribute to knowledge generation through an academic paper and conference presentation.

Purpose

The purpose of this assignment is to engage a Lead Expert on Leadership Culture Development to design, deliver, pilot, and further develop a practical training package on Leadership Culture based on the Beyond Classroom Learning model. The assignment will support ReSPA in developing and refining scenario-based leadership learning materials, piloting them with participants, preparing facilitators from training institutions in the Western Balkans, and embedding the approach within ReSPA's Leadership Academy.

Objectives and Scope of the Assignment

The overall objective of the assignment is to strengthen the capacity of ReSPA and public administration training institutions in the Western Balkans to design and implement practice-based leadership learning that goes beyond classroom delivery and supports workplace application.

The specific objectives of the assignment are to:

- Further develop the Leadership Culture concept and learning package based on the Beyond Classroom Learning methodology and the three thematic areas already identified in the workshop series: Performance, Collaborative Leadership, and Decision-Making;
- Design and deliver a co-design workshop on Decision-Making, including the development of realistic scenarios and situation-based learning materials relevant to public administration settings in the Western Balkans;
- Pilot the designed scenarios and leadership practices with participants, collect practical feedback and lessons learned, and refine the materials accordingly;
- Organise and facilitate an online follow-up sessions to support reflection, peer exchange, and consolidation of learning after the pilot phase;
- Design and deliver training for trainers/facilitators from public administration training institutions in the Western Balkans on the Beyond Classroom Learning model on Leadership Culture in three topics: Performance, Collaborative Leadership, and Decision-Making;
- Deliver and pilot the Leadership Culture training module within the ReSPA Leadership Academy, involving the trained trainers/facilitators from the region;
- Develop an academic paper on the experience of applying the Beyond Classroom Learning model with ReSPA and support the presentation of the paper at the EGPA - European Group of Public Administration Conference 2026, scheduled to take place in Rome from 24 to 27 August 2026 and at the 2026 Annual Meeting of the OECD Network of Schools of Government on 18-19 June 2026 in Bangkok, Thailand.

Tasks and Responsibilities

The Expert is expected to prepare for and actively implement the assignment in close cooperation with the responsible ReSPA Programme Manager. In particular, the Expert will be expected to:

- Further elaborate the Leadership Culture approach based on the Beyond Classroom Learning model and adapt it to the needs of public administrations in the Western Balkans;
- Develop and refine scenarios, role-play cases, participant handouts, observer sheets, facilitation guidance, and practical tools for the co-design workshop on Decision-Making;
- Prepare pre-reading and workshop materials for participants and facilitators, ensuring that the scenarios are realistic, relevant to public administration, and adaptable for training institutions across the region;
- Design and deliver the co-design workshop on Decision-Making, using scenario-based practice to co-design micro-practices, test them through role play, and refine them together with participants;
- Support the piloting of the developed scenarios and practices with participants after the workshop, including collection and analysis of practical feedback and light evidence from the pilot phase;
- Organise and facilitate one online follow-up session aimed at reviewing early experience, discussing challenges, and refining the materials and approach;
- Design and deliver a Training of Trainers / Facilitators for representatives of training institutions in the Western Balkans on how to apply the Beyond Classroom Learning model

in the three thematic areas of Performance, Collaborative Leadership, and Decision-Making;

- Design and deliver the Leadership Culture training module within the ReSPA Leadership Academy and involve the previously trained trainers/facilitators from the region in the delivery and piloting of the module;
- Develop an academic paper documenting the methodology, implementation experience, key findings, and lessons learned from the Leadership Culture / BCL work with ReSPA;
- Prepare, in coordination with ReSPA, the presentation of the academic paper at the EGPA - European Group of Public Administration Conference 2026, scheduled to take place in Rome from 24 to 27 August 2026 and at the 2026 Annual Meeting of the OECD Network of Schools of Government on 18-19 June 2026 in Bangkok, Thailand;
- Liaise directly with the responsible ReSPA Programme Manager and submit all materials, agendas, workshop scenarios, and deliverables for ReSPA review and approval in advance. All adjustments shall be made in accordance with ReSPA's guidance and comments;
- Submit a final report summarising activities carried out, outputs produced, feedback received, lessons learned, and recommendations for further rollout.

Necessary Qualifications

Educational background:

- Advanced university degree in public administration, public management, leadership, organisational development, human resource management, adult learning, education, or another relevant field;

General professional experience:

- Minimum 10 years of professional experience in leadership development, organisational development, public sector reform, public administration training, or related fields;
- Proven experience in designing and delivering executive learning, leadership programmes based on the Beyond Classroom Learning Model;

Specific professional experience:

- Minimum 5 (five) years of experience in designing and delivering interactive, practice-based, and scenario-based learning programmes;
- Demonstrated experience with leadership culture, workplace learning, facilitation, or behaviour change approaches;
- Experience in developing training materials and guiding pilot application in institutional settings;
- Experience in training trainers/facilitators;
- Experience of working with public administration institutions, preferably in the Western Balkans and/or EU Member States;
- Experience in drafting analytical or academic papers and presenting at professional or academic conferences would be considered an asset.

Skills:

- Teamwork;

- Presentation, facilitation, and moderation skills;
- Excellent written and oral communication skills in English;
- Ability to translate complex leadership concepts into practical tools and training materials;
- Ability to work with people of different nationalities, religions and cultural backgrounds.

Time-frame, Level of Effort, and Location

The assignment is expected to be implemented from May to December 2026, in accordance with a timetable to be agreed with ReSPA. The level of effort is estimated at 22 (twenty-two) expert days.

The assignment will include a mix of desk work/home-based preparation, in-person delivery of workshops and training sessions, online facilitation of follow-up activities, support to the ReSPA Leadership Academy, and drafting of the academic paper and conference presentation. The exact dates and locations of workshops, training sessions, pilot activities, and conference participation will be agreed with ReSPA in line with the overall programme calendar.

Remunerations

The maximum amount of funds allocated for this assignment is 11,000 EUR for a total of up to 22 expert days, calculated at 500 EUR per working day. The payment will be made in one installment upon finalization of the assignment, in line with ReSPA contractual procedures and upon satisfactory completion of the agreed deliverables.

Note: This amount covers expert fees only. Travel, accommodation, meals, and other event-related costs will be provided separately by ReSPA and are not included in the expert fee.

Reporting and Final Documentation

The Expert will be requested to deliver the following documents:

- All outputs of the assignment, including agendas, concepts, training materials, facilitation guides, handouts, scenario packs, and presentation materials;
- Draft and final academic paper;
- The Final report in English, no later than ten days after completing the assignment. The report will be subject to the approval of ReSPA as the contracting authority;
- Timesheet (original and signed);
- Invoice (original and signed).