Procurement Notice

Assignment name: **Expert in Design and Realisation of Human-Centred Design (HCD) training**

Reference Number: **#22904**

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 regional governments develop 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, 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 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.

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 from 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 consists 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 **October – December 2022.**

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 successfully), 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 and submit the following documents:

- **Legal Entity File (for an individual expert) - https://ec.europa.eu/info/sites/default/files/about_the_european_commission/eu_budget/legent_indiv_en.pdf**
- **Legal Entity File (for a private company) - https://ec.europa.eu/info/sites/default/files/about_the_european_commission/eu_budget/legent_privcomp_en.pdf**

Please, also submit any supporting documents required in these templates.

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 **16 September 2022** before 2 PM CET. Late submissions will not be considered for evaluation. **The application should contain in the e-mail title the following reference: 22904 Expert for the design and realisation of Human-Centred Design (HCD) training**

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 the 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 instalment, 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 of the outcome of the procurement procedure.

5.4 Should you need any further clarifications with respect to this procurement notice, please contact Ms Olivera Damjanovic, Programme Manager, via e-mail at o.damjanovic@respaweb.eu by **14 September 2022** (midnight) at the latest. ReSPA will post the response, including an explanation of the query without identifying the source of inquiry, on its website (www.respaweb.eu) by **15 September 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 in Design and Realisation of Human Centred Design (HCD) training

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 membership in the European Union.

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2. Description of the Assignment

In 2021, the Ministry of Public Administration (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.

The 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. The latter-mentioned process recognized a significant shortage of digital skills in Public administration institutions as well as the common need for a further upgrade in the soft

skills area. The same conclusions were reached in several relevant analyzes 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 improving data protection and digital inclusion of public institutions by providing support for connecting public and private sector. Huge importance plays user-centricity in this important project.

With the wish to overcome this situation, Ministry decided to launch Digital Academy, as a platform for the 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.

In order to pursue the very first modules of the online training, it is required to engage the expert who would design and conducts at least two online training designated for Human Centered Design.

A diverse target audience will be invited to the training in subject i.e. public servants (majority) both practitioners and leadership level, As eServices and digital infrastructure as a measure of response to COVID-19 project is currently working on the design of several e-services, the representatives from the institutions engaged in the latter mentioned process will be also invited to the training. It is intended also to engage representatives of the business sector and CSO dealing with digital transformation and accessibility.

The target audience engaged in online training on human-centric design may be offered to attend other academies' online training such as online training on strengths-based leadership which may be realized in a sequenced manner and even presented as syllabus training with an overarching title Rapid Innovation Lab concept.

In order to enhance peer learning and benchmarking with the Western Balkan six economies, it is proposed to include in each of the training one representatives from each Economy i.e. two online with 10 trainees (2 events – each event will include 5 trainees from the WB region in addition to Montenegrin participants).

The Ministry is expecting to receive clear and comprehensive training on the integration of the HCD approach in each segment of PA service i.e. needs assessment, design and delivery 'of traditional and e-public services. It is also expected that the attendee group which will be composed of decision makers coming from the PA institutions and civil servants (operational level) gains the necessary skills in the subject area needed for their everyday performance, in particular for taking an important role in multifunctional teams.

With this document, ReSPA is seeking an expert to design and conduct at least two online training designated to Human Centred Design (HCD) for the targeted audience which will be composed of decision makers coming from the public administration institutions of Montenegro, civil servants (operational level) and up to ten representatives from six Western Balkans economies. The HCD

training will be launched within the Digital Academy, the platform established by the Ministry of Public Administration of Montenegro to raise the level of education of public servants, students and vulnerable groups in Montenegro.

3. Tasks and responsibilities

The Expert will perform the following tasks with specified time allocations:

1. Get basic familiarity with Strategic documents including the foundation's act of Digital Academy. Get familiar with any available skill gap analysis (1 day)
2. Conduct online interviews with selected target audiences (instructions obtained from the Ministry). (2 days)
3. Prepare an introductory presentation and interactive exercises in accordance with the agenda of the online training. (1 day)
4. Design the presentation designated to Effective Facilitation of Project Selections (reviewing problems) and Problem Statements (framing the problem) as part of the design thinking Problem-solving process. (2 days)
5. Design the presentation and interactive session (2) in the domain of Design thinking methodology with the emphasis on revisiting and redefining problem statements, using techniques like Problem Statement Matrix and Defining Impact Metrics. (2 days)
6. Design the presentation and interactive session (3) designated to the following aspects of the Design thinking methodology: Impact Metrics, Empathy maps, Research strategy gaps, Retrospective, New knowledge about my users, Known unknowns, etc. (2 days)
7. Conduct two online training each lasting two days (each day up to 4 hours) and prepare a brief tutorial focusing on the topic in the subject and its use/applicability in the PA ecosystem (4 days)
8. Design basic guidelines by integrating Human Centre Design in the processes of needs assessment, (e)service design and implementation within the Final report on how to integrate HCD into capacity building activities but also activities designated to strategic and organizational planning within the PA ecosystem (1 day)

The assignment foresees the engagement of the Expert in HCR Training for up to 15 working days.

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

In total the assignment foresees the expert engagement of up to sixteen (16) working days.

4. Necessary Qualifications

Qualifications and skills:

- At least a BSc degree in Public Administration, Law, Political Science or other related fields;

General professional experience:

- 10 and more years of experience in Public Administration, designing and facilitating interactive training workshops.

- Specific professional experience:
- Dispose of a good overview in cross-cutting topics related to PAR:
- eGovernment,
- Quality in public administration and public services,
- Public Sector Service Delivery
- Leadership and HR
- General change management
- Knowledge of change management initiatives and plans in the Western Balkans and at the global scale
- Have in-depth insight into the challenges of introducing Human Centred Design in the Public administration ecosystem
- Have sound prior experience in facilitating interactive workshops

Skills:

- Teamwork;
- 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 the online modality for 16 working days.

The assignment will be realized from **October – December 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 training.

Documents required for payment from both experts:

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