

# Procurement Notice

*Assignment name: Senior Expert in Organizational Change*

**Activity number: 20006 Seasonal School on Digital Skills 2020**

## **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.

The 21st century staff needs training across the digital service design skillset to develop cross-functional "T" shaped skills to support digital transformation and business agility of the public sector. As such Regional School of Public Administration (ReSPA) seeks to introduce a 5-day Seasonal School in the digital service design disciplines (design thinking, agile project and product management, human-centered design). ReSPA is the inter-governmental organization charged with enhancing regional collaboration, promoting shared learning and supporting the development of public administration in the Western Balkans. ReSPA's purpose is to help governments in the Western Balkan 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. Since its inception, ReSPA has contributed to the development of human resources and public administrative capacities through capacity building programs and different collaboration mechanisms such as the exchange of good practices, networking, peer reviews and development of know-how. During 2018 ReSPA has conducted Regional study on service delivery with the focus on quality management, digitalization and accessibility of public services in the Western Balkans. Apart from valuable inspiring cases, the study has set analytical framework for the initiation of the standardization

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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

of public services in each of above stated aspects (e.g. quality management, etc.). As such it also provoked design of the Seasonal School in a collaborative manner aiming to co-create the programme of the school and implement it with various stakeholders.

The Seasonal School 2020 will provide an opportunity for practitioners and experts from the Western Balkans, the EU and United States as well representatives of credible international institutions to share experiences and methodologies to re-invent and optimize public administration and the services it provides.

## **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 **08 July 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: 20006 Senior Expert in Organizational Change - Seasonal School on Digital Skills 2020**

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: Goran Pastrovic, ReSPA Programme Manager via e-mail: [g.pastrovic@respaweb.eu](mailto:g.pastrovic@respaweb.eu), by **06 July 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 **07 July 2020**.

# Terms of Reference

## Request for Services

*Senior Expert in Organizational Change*

### 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>\*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.

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.

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.

### 2. Description of the Assignment

As response to the situation in Public Administration in the Western Balkans caused by a global pandemic, ReSPA COVID-19 Western Balkans Digital Collaborative Platform has been established in April 2020 jointly with Office of innovation, California Health and Human Service agency (CHHS). Gathered inputs received by the public administration representatives from Albania, Bosnia and Herzegovina, North Macedonia, Montenegro and Serbia have set a ground for number of online activities (workshops and seminars) aiming to support Public Administration institutions in overcoming crisis caused by pandemic. Those activities, planned to be realized in the period May-September 2020 are recognized as preparatory activities for ReSPA Seasonal School on Rapid Innovation Lab experience, which has been set for September 2020. It will reflect the 21st century trends in digital service design i.e. development of cross-functional “T” shaped skills (to support digital transformation and business agility of the public sector). As such ReSPA seeks to introduce a Seasonal school set as 5-day intense training lab/program in the digital service design disciplines (design thinking, agile project and

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product management, human-centered design). The programme of ReSPA Seasonal School on Rapid Innovation Lab experience will encompass the following techniques: crisis communication, digital service, product driven, agile, lean and human centered design which have been tested - in the private sector and that have been customized for the government workforce. In addition, Seasonal School will include techniques on design thinking, change management, emotional intelligence, and (online) facilitation techniques and wellbeing.

With this document, ReSPA is seeking for Senior Expert in Organizational Change who would be engaged in Seasonal School preparatory activities and the Seasonal School.

Maximum number of trainees that will take part at the Seasonal School will be up to forty (40).

### **Preparation phase ( up to 10 days in total)**

- Get basic familiarity with ReSPA Regional study on Service delivery that can be downloaded from <https://www.respaweb.eu/11/library#respa-publications-2018-7>
- Skype interviews with responsible RESPA staff designated to the implementation of the Seasonal School;
- Collaborate with other engaged Experts to prepare and set up for the participants related presentation(s)
- Moderate up to two (3) on-line meetings / webinars designated to Organizational change in the period June – September 2020 as a preparatory activities of the Seasonal School where participants will be selected from ReSPA eGovernment or other ReSPA working groups
- Prepare seasonal school participants by conducting up to two (3) on-line meetings / webinars designated to Organizational change
- Preparation of presentations and interactive exercises in accordance with the agenda of the Seasonal School (to be prepared).

### **Seasonal School delivery (up to 4.5 days)**

The Expert will be engaged on for the following days of the Seasonal School - Day 1, Day 2, Day 3, Day 4 and Day 5. In total 5 days for the delivery (for conducting below stated presentations, interactive sessions and moderation).

#### **1<sup>ST</sup> day of the Seasonal school (September 2020)**

Presentation of the findings of the preparatory phase with the emphasis on team's strengths

- Support to moderation

#### **2<sup>nd</sup> day of the Seasonal school (September 2020)**

- Lightening talk on conducts facilitation of presentation and interactive session (2) devoted to Agile Teams, Mindset and Values Support to moderation

#### **3<sup>rd</sup> day of the Seasonal school (September 2020)**

- Support to moderation

#### **4<sup>th</sup> day of the Seasonal school (September 2020)**

- Support to moderation

#### **5<sup>th</sup> day of the Seasonal school (September 2020)**

- Brief reflection on different teams presentation
- Support to moderation

Note: the structure and methodology of the tasks/content may vary depending on whether Seasonal School will take place online or face to face.

### **Reporting (0.5 day will be designated for reporting)**

The report (up to 4 pages which will be structured as follows: Intro, Description of Conducted Activities (up to 1 page) and Lessons Learnt and Recommendations for multiplying effects generated by the event (up to 3 pages) should be aligned with the other experts engages coordinated by responsible ReSPA Programme Manager.

The Expert should conduct the Seasonal School at ReSPA premises or virtually, if the COVID-19 pandemic makes it impossible to organise a face-to-face workshop.

The Expert shall take into considerations 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.

***Total number of days (event preparation and execution) is up to fifteen (15) working days.***

## **4. Necessary Qualifications**

### Qualifications and skills:

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

### 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

### 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 including on line consultations and if possible on-the site in Montenegro, taking into account COVID-19 pandemic which should be agreed with ReSPA Secretariat. The assignment will be realized during July - December 2020. The assignment will require up to fifteen (15) working days.

## 6. Remunerations

The assignment foresees up to fifteen (15) working days for the Senior Expert in Organizational Change.

Activity	Max. No. of working days
Preparation	10
Seasonal School delivery	4.5
Reporting	0.5
<b>TOTAL:</b>	<b>15</b>

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

- The 1<sup>st</sup> instalment will be realized after finalization of the preparation phase;
- The 2<sup>nd</sup> instalment after the implementation of the Seasonal School and submitted report.

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.

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**

- Presentations and reports as foreseen in tasks and responsibilities
- Execution of presentation and interactive sessions as foreseen by the chapter Tasks and responsibilities.

***Documents required for payment***

- Invoices (original and signed);
- Timesheets (original and signed);
- Report.