

Procurement Notice

Assignment name: Senior Expert for the revision of the Methodology and support to the process of PA Award 2022

Reference Number: #22022

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 Quality Management.

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 - September 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 **30 March 2022** before Midnight. Late submissions will not be considered for evaluation. The application should contain in the e-mail title the following reference: **22022 Senior Expert for the revision of the Methodology and support to the process of PA Award 2022**

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 Olivera Damjanovic, Programme Manager via e-mail: o.damjanovic@respaweb.eu, by **29 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 **30 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

Senior Expert for the revision of the Methodology and support to the process of PA Award 2022

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*¹ is a beneficiary. ReSPA's purpose is to help governments in the region develop and anchor solid and 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 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 during the period 2010-2015. The current EC grant supports the implementation of the activities required for contribution to the achievement of the three strategic objectives (*Specific objective 1: Improved implementation of PAR and PFM Strategies in the Western Balkans, Specific objective 2: Improved professionalization and depoliticization of the Senior Civil Service and Specific objective 3: Improved quality of public services*) 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) coordination process, and ***five Working groups***: (1) Centre-of-Government Institutions; 2) Better Regulation; 3) Human Resource Management and

¹ 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

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

2. Context and description of the assignment

At the global level, in 2015, the International Community adopted a new Sustainable Development Agenda, through 17 SDGs and 169 targets, including the SDG 16 <https://sustainabledevelopment.un.org/sdg16>, which aims to promote peace, justice and strong institutions at all levels and that insist on the responsibility of states and governments to implement this engagements, but also on innovative approaches and positive change. In parallel, the Principles of Public Administration <http://www.sigmaweb.org/publications/principles-public-administration-eu-candidate-countries-and-potential-candidates.htm> have been developed by SIGMA in close co-operation with the European Commission to define detailed requirements for a well-functioning public administration in each of defined areas. ReSPA has also contributed to benchmarking and bench learning in the Western Balkan region with numerous analytical papers / comparative studies <https://www.respaweb.eu/11/library#respa-publications-and-research-18>.

Building strong, effective, and sustainable institutions, in particular in the public sphere, means to build transformative institutions that invest both in innovation and excellence as pillars for competitiveness. Innovation is about making things better in a variety of ways that leaves no one behind, through any idea that can be transformed into a simple solution that leads to new opportunities, new products, new services or new benefits; the production of new and even unprecedented jobs, markets and industries; the revitalization of existing businesses by making them more productive, efficient and effective; saving lives or improving their quality. Innovation supposed to create an enabler environment for the creativity and ingenuity of people, especially those who are well prepared to use their minds to find new solutions².

And it cannot work without investing, in parallel, in excellence as the path to the overall performance of any given institution.

The European Union has made innovation and excellence as the cornerstone of its mission and mandate. If the Western Balkans need to be part of European Union and meet its vision and mandate, there are numerous reforms that need to be implemented in this Region, in particular building strong, effective and sustainable Public Institutions, Public Administration and Public Services which are among the vision, mandate and activities of the ReSPA.

This is the main reason why the ReSPA implements the PA Awards in the Western Balkan, that aims to identify, evaluate, reward and promote innovative and best practices of Public Institutions in the Western Balkans that have contributed significantly and concretely to improving Public Institutions, Public Administration, Public Services, and Public Service Delivery.

ReSPA together with SIGMA/OECD has successfully run the Western Balkans PA Award in 2020. The purpose of the PA Award 2020 was to recognize and award initiatives, projects in the public administration in the WB region which have proven to be unique, effective, innovative and adaptive in the service delivery. The outbreak of Covid 19 pandemic had shift the focus towards innovative and good responses in service delivery in the context of crisis situation. Digitalization of the services has thus inevitably emerged as the central topic of all projects within competition. All projects in the competition have either upgraded or developed new digital service as a quick response to the needs of citizens, governments and businesses. All awarded projects strongly

² https://www.ic.gc.ca/eic/site/062.nsf/fra/h_00051.html : Innovation for a better Canada.

reflected the innovative side and the flexibility of public administration shown to the extent that could have not been expected.

The crises have not yet seen its end globally and it still has an impact on the provision of public services in the Western Balkans.

As the result of effects in public administrations caused by COVID 19 and associated changes in the societies the public service delivery changed. The main aspects of service delivery-accessibility, quality of services and digitalization were all influenced. Regardless of the higher risk of disruption caused by pandemic there are examples of improved service delivery for citizens shown as acceleration in service delivery, increased user centric approach in designing and delivery of public services and as quality growth of the existing services.

Public institutions not only from the health sector had to adopt actions that shown continuity of operations in service delivery despite disruptions, commitment in making digital services a larger piece of their delivery, identified alternative employment modes or started using proactive methods of users engagement-all in the situation of diminished funding and instable workforce. These exceptional practices that entail not only the element of innovativeness in the times of crises but also of sustained care for the users and predictable sustainability are in focus of the Pa Award 2022.

These exceptional practices that entail not only the element of innovativeness in the times of crises but also of sustained care for the users and predictable sustainability are in focus of the PA Award 2022 within overarching theme of ***Better services for better lives of citizens.***

Objectives of the Western Balkans PA Award 2022 are to:

- Recognize and reward organizations and individuals in the public sector for excellence, creativity and effectiveness;
- Identify and promote innovations in government and governance;
- Motivate and enable public servants to further engage in and promote innovation;
- Identify and disseminate inspiring (successful) practices in the Public Sector for possible replication or adaptation;
- Enhance professionalism in the Public Service;
- Raise the image of Public Service (especially in the face of public dissatisfaction with the government's performance);
- Enhance and anchor trust and
- Identify new challenges in Public Institutions as well as in Governments.

Within the overarching theme there are three main categories:

- **Digitalization of public services**
- **Quality management for bettering the services**
- **Enhanced accessibility to services**

In order to ensure smooth application process of the PA Award 2022, ReSPa is seeking for Senior expert to make the revision of the existing Methodology and to support the process of the competition from the stage of revision of the Methodology to the actual Ceremony of PA Award 2022.

3. Tasks and responsibilities

Senior Expert should perform the following tasks and responsibilities:

Preparatory activities and revision of the Methodology -up to four and half (4,5) days

- Get familiar with ReSPA's Strategy and ReSPA Programme of Work 2021-2022 and types of ReSPA publications (available at <https://www.respaweb.eu/11/library#respa-publications-and-research-18>); (0,5 day)
- Design/revision of PA awards 2022 methodology (process, criteria, call texts, evaluation steps etc.) and exchange/concretion with ReSPA PM and OECD/SIGMA (4 days)

Support to the process of PA Award competition -up to seventeen (17) days

The tasks will be implemented according to the specific requirements reflected in the Plan of implementation and according to the requirements of ReSPA in the real time. Time allocation is envisaged to be:

- Detailed revision of accompanying documents to the Methodology (1 day)
- Revision of application package for the applicants reflecting the award design (1 day)
- Preparation of the structure and main elements of the promotional activity (target audiences/messages/mechanisms of distribution of message) (1 day)
- Support at getting started Open call for applications on selected platform (1 days)
- Inputs into the campaign in the WB region with ReSPA PR and target audiences (2 days)
- Preparation of award(s) (7 days)
 - concept development of study visit in EU and training (1st award) and organisation of the capacity building event
 - concept development of 2nd and 3rd award and preparation of the events
- Award Decisions (non-award decisions and other transactions: Proposal Withdrawal, Proposal Not Accepted or Returned Without Review, Declination, Reconsideration, Resubmission) (3 days)
- Inputs into the design of Ceremony (1 day)

Reporting -0.5 day will be designated for reporting)

The report (up to 2 pages which will be structured as follows: Intro, Description of Conducted Activities (up to 1 page) and Lessons Learnt and Recommendations for the Follow Up (up to 1 page).

- Reporting to ReSPA (0,5 days)

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 is up to twenty-two (22) working days.

4. Necessary Qualifications

The Expert shall possess the following profile:

Qualifications and skills:

- University/Master degree in Social Sciences Public Administration, Business Administration or other related fields;

General professional experience:

- 10 and more years of experience in work with public administration, quality management, event management;

Specific professional experience:

- Specific experience in the design of Public Administration Awards process and in conducting the process,
- Prior experience in conducting PA Awards at the global, regional or at the national level;

Skills:

- Teamwork;
- Excellent analytical 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 on the sites if required and the situation allows (at ReSPA premises or another venue) in one mission. The assignment will start in March 2022, until September, 2022.

6. Remunerations

The assignment foresees up to twenty-two (22) **working days** for the Senior Expert for the technical assistance and support to the PA Awards process and ceremony.

Activity	Max. No. of working days
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Preparatory activities and revision of the Methodology	4,5
Support to the PA Award process	17
Reporting	0,5
TOTAL:	22

The payment will be done in two installments:

- First installment upon the provision of Inputs into the campaign in the WB region with ReSPA PR and target audiences, more specifically upon the closure of the application stage
- Second installment after the remaining tasks are completed with the final task of providing inputs to the design of Ceremony of the PA Award Ceremony scheduled for the second half of September.
- 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 the 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

- Report on the expertise and assistance provided to the PA Awards 2022 process

Documents required for payment

- Invoices (original and signed);
- Timesheets (original and signed);
- Approved Report on a revised Methodology, accompanying documents and support to the process with inputs provided at stages defined in the ToR.