



Terms of Reference

External expert for assisting ReSPA in conducting monitoring of actions implemented in 2022 and revision and re-conceptualisation of the monitoring framework

Background

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 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.

ReSPA establishes close cooperation with Ministers, senior public servants and heads of units in Members. ReSPA also works in partnership with the European Union, specifically Directorate General for Neighbourhood and Enlargement Negotiations (DG NEAR), other regional actors 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 on-demand support mechanisms, peering and the production of regional research materials. Currently, ReSPA is implementing its fifth EC Grant Contract "Support to the Regional School of Public Administration for implementing PAR Agenda and facilitating EU accession process in the WBs" which is active as of 1 January 2023. 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 senior civil servants representing the ministries responsible for the Public Administration and institutions in charge of the European Integration process coordination of the ReSPA Members and four regional thematic groups: (1) Policy planning, better regulation and coordination of Centre of Government, (2) European integration and accession negotiations; (3) Human Resources Management and Professional Development; (4) Service Delivery (digitalization and quality management).

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.

Description of the assignment

ReSPA developed its six-year **Strategy 2019-2024** for providing support to its members in conducting the reform of the public administrations. The Strategy contains the Intervention Logic (IL) with defined strategic outputs, outcomes and impact. Intervention logic is accompanied by the Monitoring toolkit developed in 2020, and they comprise the Monitoring and evaluation (M&E) framework.

The M&E system should contribute to the following:

- Better decision-making process;
- Timely undertaking of corrective measures based on the identified problems and potential risks, in terms of progress made towards meeting the objectives, thus improving ReSPA's action effectiveness;
- Better measuring of ReSPA's contribution to the ReSPA Members' Public Administration (PA);
- Better reporting and accountability on the progress achieved both to the ReSPA members as well as the donor community;
- Better visibility of ReSPA's action.

Monitoring is conducted annually, while the evaluation is conducted at the end of each Grant Contract. So far, ReSPA conducted two annual monitoring exercises, the first one in 2021 and the second in 2022 and monitoring reports were produced (available on the ReSPA website: <https://www.respaweb.eu/>). The monitoring exercise consists of the following segments: a) monitoring of ReSPA activities (training, conferences, workshops, meetings, etc.) through an online survey distributed to participants/attendees, b) monitoring of the implementation of recommendations from ReSPA studies, and c) monitoring of projects implemented through the in-country support mechanism². As for the online survey, ReSPA engages a company in charge of organising the online survey and preparing the detailed raw survey report. Monitoring recommendations and in-country support projects is conducted using respective questionnaires developed and relevant institutions fill them out. The 4th ReSPA EC Grant Contract evaluation is ongoing as of January 2023 and will be finalised in March 2023.

The objective of this assignment is to assist ReSPA in monitoring its actions implemented during 2022, improve its monitoring system and align it with the revised Strategy.

ReSPA has planned to conduct annual monitoring in 2023 in line with the current monitoring framework. This monitoring should cover the activities implemented in 2022. In 2022 ReSPA revised its Strategy, which entails an adequate revision of the monitoring framework (IL and Monitoring toolkit). The monitoring framework should be developed to meet the revised Strategy's requirements and build on the experience of other institutions and organizations similar to ReSPA that implement similar Grant Contracts. The new monitoring framework that will be developed under this assignment will be the basis for conducting the annual monitoring in 2024 (targeting activities implemented during 2023).

With this ToR, ReSPA is seeking an Expert who would provide support in conducting the annual monitoring in 2023 and in revising and re-conceptualizing the ReSPA monitoring framework.

² As of 2023 known as "on demand support instrument".

Tasks and responsibilities

The assignment will be conducted in two phases and will include the tasks and responsibilities stated below for a duration of up to **21 (twenty-one) days**:

Monitoring of ReSPA activities in 2022 (up to 7 days)

- Get familiar with the old and the revised ReSPA Strategy, Monitoring framework (Intervention logic and Monitoring toolkit), the monitoring reports produced in 2021 and 2022 and the Log frame of the 5th EC Grant Contract. Participate in an online kick-off meeting with ReSPA staff prior to launching the monitoring exercise. (1 day)
- Prepare the final monitoring report for 2022 which will be based on the following reports received from ReSPA: ReSPA report on the conducted online survey, report on monitoring of recommendations from ReSPA studies, and the reports received from the institutions on the implementation of the projects supported through the in-country support mechanism (21 reports). The report will consist of: an introduction, main findings, a summary of findings for each thematic area (Policy Development and Coordination, Regulatory Reform and Implementation of Regulatory Impact Assessment, Human Resources Management and Development, Quality Management and E-Government) and recommendations. Prepare a digest of the report. Both the report and digest should be proofread by a native English speaker. (6 days).

Development of the ReSPA monitoring framework to be used for monitoring in 2024 (up to 14 days)

- Conduct desk research of at least three organisations similar to ReSPA and provide ReSPA with information on the approaches undertaken to conduct their operations related to monitoring (1 day).
- Revise the post-event questionnaire based on the good practices of similar organizations (1 day)
- Based on the revised ReSPA Strategy, lessons learned from the monitoring in 2023, the conducted analysis of the institutions similar to ReSPA, ReSPA log frame for 5th EC GC, recommendations on changes in the IL obtained through the evaluation of the 4th EC GC, prepare a draft Intervention logic and present it to ReSPA in an online meeting. The meeting should also be used for consultations on the development of the Monitoring toolkit/methodology. (5 days)
- Based on the IL approved by ReSPA and in consultation with ReSPA staff, develop a draft Monitoring toolkit/methodology with samples of all questionnaires or scenarios (e.g., Focus Groups) and send it to ReSPA for comments. (4 days)
- Finalise the Monitoring toolkit/methodology based on the obtained comments. The produced document should be proofread by a native English speaker. (3 days)

The abovementioned tasks and responsibilities represent the milestones of the assignment, but the Expert may propose slight changes/adaptations, upon agreement with the ReSPA Programme Manager in charge. ReSPA will provide the expert with ReSPA documents. ReSPA staff will be available for meetings.

Necessary Qualifications

The Expert shall possess the following profile:

Qualifications

- University degree or MA in organisational development, organisational behaviours, business management, strategic planning, public administration, public policies, project management, or other related fields;
- PhD will be considered an asset.

General professional experience:

- At least 10 (ten) years of relevant professional experience in working with or in the public sector, civil society, and consultancy;
- Experience working in the Western Balkans, preferably in positions or assignments related to reform agenda, good governance or similar fields (desirable).

Specific professional experience:

- At least 5 (five) years of experience in monitoring of programmes and/or institutions or agencies financed by the EU and/or other donors;
- At least one previous assignment in designing/developing a Monitoring system will be considered an advantage;
- Experience in monitoring and/or evaluation of programmes in public administration;

Skills:

- Excellent written and oral communication skills in English;
- Ability to write clear and coherent guidance documents;
- Ability to prepare and deliver well-structures PowerPoint presentations;
- Ability to work with people of different nationalities, religions and cultural backgrounds.

Timing and Location

The assignment foresees work from home and participation in online meetings. The assignment will be performed from **1 April to 31 July 2023**.

Remunerations

The assignment foresees engagement of up to **21 (twenty-one)** expert days in the amount of up to 12.600EUR.

The ReSPA expert selection procedure will define the daily fee based on the assessed and evaluated expert's capacity. The payment will be made in one instalment on completing the assignment and the approval obtained from ReSPA.

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 (if needed) a lump sum for covering related costs which include, travel, accommodation, local transport, meals and other incidentals.

Reporting and Final Documentation

The Expert will be requested to deliver the following documents before the payment is conducted:

Output

- Monitoring report for 2023;
- New Monitoring toolkit/methodology to be used as of 2024;
- Revised Intervention logic in line with the revised ReSPA Strategy;

Documents required for payment

- Invoice (original and signed);
- Timesheets (original and signed);
- Report on the conducted assignment.