

Terms of Reference

Request for Services

Senior Expert for developing National Quality Management Promotional Plan for Montenegro

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 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 organizations. 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 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 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.

The "in-country support mechanism" is ReSPA's instrument that enables ReSPA Members to apply and receive external expertise support. In the framework of the latter mentioned type of instrument, ReSPA is looking for an Expert for developing the National Quality Management Promotional Plan for Montenegro.

2. Description of the Assignment

The key requirement of the service delivery (SIGMA 5th Principle) is to create citizens-oriented administration with ensuring the quality and accessibility of public services. Hence, the improvement of public administration and public services through introducing instruments for **Quality Management (QM)** in the public administration institutions is perceived as one of

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

key prerequisites for sustainability of public administration reforms and better performance of public administration. Usage of these quality instruments, i.e. models, tools and standards, in modern public administration is an indication of the governments' commitment to ultimately improve the customer satisfaction.

Strategy for Public Administration Reform of Montenegro for the period 2022 – 2026, with Action plan for 2022 – 2024 has been adopted by the Government of Montenegro in December 2021. The importance of introducing quality management is recognized in Strategic Goal II - Citizens and Businesses Use High-Quality Services of the Public Administration. Action plan envisages a number of activities related to Quality management (QM), one of which is "Defining Road Map for introducing service delivery quality management system". The Ministry of Public Administration (Ministry) is tasked with the implementation of this strategic measure and associated activities and is developing National Quality Management Roadmap (National QM Roadmap).

With aim to increase awareness within the public administration and wider public about the importance of using quality management tools and models the Ministry plans to undertake a variety of activities to promote the quality management and specific QM tools and models. Introducing instruments for QM in the public administration institutions is perceived as one of key prerequisites for sustainability of good governance and better performance of public administration. Common Assessment Framework (CAF), is a quality tool for good governance and excellence in the public administration. Improving the functioning of the public sector and enhancing good governance are highly ranked on the EU's enlargement agenda. A sufficient level of good governance, in line with international and European governance standards and EU practice, is therefore a condition for a (potential) candidate country to make progress in the accession process.

Understanding the abovementioned standpoints the Ministry intends to share the messages of the importance of the QM within public sector of Montenegro in the structured manner. The *National Quality Management Promotional Plan* (Plan) will capture the most propulsive activities for raising awareness and promotion of QM and indicate timelines and resources needed for the implementation. The Plan might include promotional activities such as Open QM day, brochures, round tables, media campaign, etc.

The National Quality Management Promotional Plan will be integral part of the National QM Roadmap and will reflect the Roadmap proposed actions in terms of timing and in regards to prioritization of the promotional messages and narratives.

The Ministry will appoint *Operational body* to be engaged in the development of the National QM Roadmap. The same body will be consulted during the process of developing the National Quality Management Promotional Plan and will provide comments to the Draft of the document.

The first promotional activity that will accompany the development of National QM Roadmap and National Quality Management Promotional Plan is the Workshop for raising awareness on the importance of quality management in public administration of Montenegro. The one day Workshop will be prepared and conducted in collaboration of the Senior Expert for Developing National QM Roadmap and expert for developing National QM promotional Plan.

As Ministry of Public Administration needs additional expertise and technical assistance to develop National Quality Management Promotional Plan, ReSPA is seeking **Senior Expert for Promotional Planning** to provide needed expertise for developing *National Quality Management Promotional Plan* and for conceptualising and conducting the Workshop for raising awareness on the importance of QM in public service delivery (the latter in collaboration with Senior Expert for Developing National QM Roadmap for Montenegro).

3. Tasks and responsibilities

Senior Expert for Promotional Planning will be responsible for the implementation of all the tasks related to drafting the *National Quality Management Promotional Plan* and for developing and conducting of the one day *Workshop on promotion and awareness raising of the QM* in collaboration with the Senior Quality Management Expert for developing National QM Roadmap for Montenegro.

More specifically, the Expert will:

1. Get familiar with PA Strategy and Action Plan 2022-2024 of Montenegro, (up to 1 working day),
2. Meet with relevant stakeholders, at least members of the PAR Council, Ministry of Public Administration and its Operational body, CAF Correspondent and Chamber of Commerce, collect and verify the inputs from the meetings with the Operational body (up to 2 working days),
3. Draft the National Quality Management Promotional Plan, submit the Draft to the Operational body, include the comments received and prepare Final report/version of the document. (up to 3 working days),
4. In collaboration with the Senior Quality Management Expert for developing National QM Roadmap for Montenegro draft the Workshop Programme and conduct one day Workshop on promotion and awareness raising of the QM, (up to 3 working days).
5. Prepare the Report on the assignment for ReSPA (in English) on the implementation of the assignment, indicating key challenges, lessons learnt and relevant recommendations for future work of ReSPA and beneficiary institution in this area. (up to 1 working day)

The expert shall closely cooperate with the responsible officials in the Operational body of the Ministry. Ministry will provide the expert with all necessary information and logistic support when needed. The engaged expert shall also liaise with the Senior Quality Management Expert for developing National QM Roadmap for Montenegro and ReSPA Programme Manager in charge of the assignment and will take into consideration the instructions received beforehand.

The assignment foresees up to ten (10) working days for preparations, attending the envisaged meetings, making the draft and the Final document of the National Quality Management Promotional Plan, outlining the Workshop Programme, conduct the Workshop on awareness raising, and report on the assignment to ReSPA.

4. Necessary Qualifications

Senior Expert for Promotional Planning shall possess the following profile:

Qualifications and skills:

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

General professional experience:

- At least 7 years of experience in Public Relations, Promotion and Awareness Raising Campaigns and Communication assignments/positions.

Specific professional experience:

- At least 5 years of experience in preparation of promotional plans and awareness raising campaigns
- At least 3 years of experience in delivering workshops and trainings or similar assignments
- Good overview of cross-cutting topic related to promotional activities - knowledge of public administration reform processes and service deliver
- Familiarity with the Montenegrin public administration will be considered an asset.
- Previous engagements in assignments in the Western Balkans will be considered an asset

Skills:

- Proficient in English written and spoken
- Knowledge of Montenegrin language shall be considered an asset
- Ability to write clear and coherent guidance documents
- Excellent communication skills
- Ability to work in team
- Training and moderation skills
- Proficient in Microsoft Office package
- Ability to work with people of different nationalities, religions and cultural backgrounds
- Excellent presentation skills

5. Timing and Location

The assignment foresees work from home/office and on the site for meetings and a Workshops in Podgorica, Montenegro. The assignment will be performed, tentatively, from **mid-October to mid-December 2022.**

6. Remunerations

The assignment foresees **up to 10 working days.**

The payment will be done in one instalment upon completion of the assignment. The final product will be subject to approval from the Ministry of Public Administration as the beneficiary institution and ReSPA before the execution of the payment.

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. ReSPA and the expert/s shall agree before the signature of the Service Contract on the rate of the daily fee.

7. Reporting and Final Documentation

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

Outputs:

- The final version of the National Quality Management Promotional Plan;
- Presence list of attendees in the meetings and at the workshop organized;
- One final report in English on the implementation of the assignment indicating key challenges, lessons learnt and relevant recommendations for future work of ReSPA and beneficiary institution in this area.

Documents required for payment:

- Invoice (original and signed);
- Timesheets (original and signed);
- Final report in English (see third bullet-point above), no later than 5 working days after the completion of the Assignment. The report will be subject of approval by ReSPA as contracting authority.