

# Terms of Reference

## *Long Term Expert in Quality Management for the support in the implementation of the BACID III project related to the Regional Quality Management Centre in ReSPA*

### 1. 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\*<sup>1</sup> 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 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 the Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR), other regional players such as OECD/SIGMA and the 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.

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. Purpose and the description of the assignment

ReSPA started working in the area of Quality management (QM) in 2015 upon the requests from the Western Balkans public administration representatives in the Working Group on Quality Management. Numerous activities such as conferences, practitioners' meetings, and study visits have followed. From 2018 until 2021 ReSPA has been engaged in implementing

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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

several CAF pilot projects within the BACID II Project<sup>2</sup> while ReSPA itself was granted the Label “Effective CAF User” in 2020<sup>3</sup> and this was an incentive for the additional role of ReSPA in “leading by example”.

On the research side, in 2017 ReSPA conducted the first assessment of the application of QM in the region “Quality Management in Public Administration and Public Services in Western Balkans-Baseline analysis.” Although this was more of a “panoramic” overview of laws, institutions and current practices, it has provided a certain baseline set of information. In 2018 “Feasibility Study on the Establishment of Regional Centre for Quality Management” was conducted. The study has shown that there was a clear need for expertise in supporting public administrations in addressing QM issues and how the Regional Quality Management Centre (RQMC) could develop into the focal QM point in the region to provide such expertise and raise awareness on QM approach in the provision of public services.

Accomplishments of ReSPA in the domain of QM have resulted in recognition of WB administrations and the decision to place their trust in ReSPA to continue and expand its work in the area of quality management within a “mutually beneficial relationship”, by establishing in ReSPA the Regional Quality Management Centre (RQMC)<sup>4</sup>. The RQMC was formally endorsed in February 2021 by the Memorandum of Establishment and Operation (Memorandum) signed and adopted by all ReSPA members.

While the overall role of RQMC is to be the point of expertise in QM for the WB public administrations its main objective is to enhance Quality Management networking and improve cooperation in the field of Quality Management amongst the participants coming from WB public administrations. The Centre is established within the ReSPA structure and operates, *inter alia*, as a Regional CAF Resource Centre for the institutions and organizations in the Western Balkans that intend to introduce CAF (Common Assessment Framework) and/or at a later stage undergo the external evaluation of the success in implementing CAF (CAF External Feedback Procedure or PEF Procedure) that may result in issuing the label “Effective CAF User”.

Since January 2022, ReSPA has been implementing, along with other partners, the project “Building Administrative Capacities of the Western Balkans and the Republic of Moldova – BACID III”<sup>5</sup> (hereinafter referred to as the ‘Project’) with funding from the Austrian Development Cooperation and based on the Partnership Agreement between the Austrian Association of Cities and Towns (AACT) as the Lead Partner, the KDZ-Centre of Public Administration Research (KDZ), as main implementing Partner, and ReSPA as a Local Project Partner.

The Project’s time frame is 01.12.2021 to 31.05.2024 and the Project objectives relevant to ReSPA are:

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<sup>2</sup> [https://www.bacid.eu/About\\_BACID\\_I%2BII](https://www.bacid.eu/About_BACID_I%2BII)

<sup>3</sup> <https://www.respaweb.eu/0/news/373/respa-has-received-the-effective-caf-user-label-certificate>

<sup>4</sup> <https://www.respaweb.eu/77/pages/10/rqmc>

<sup>5</sup> [https://www.bacid.eu/BACID - Building Administrative Capacities in the Danube Region](https://www.bacid.eu/BACID_-_Building_Administrative_Capacities_in_the_Danube_Region)

1. Improve good public governance in the Western Balkans
2. Increase the quality of public administration and public services with the Common Assessment Framework (CAF)

The expected outcome in regards to RQMC is that its sustainability is increased and that excellent CAF services are provided by the RQMC. The services, in the sense of the Project, encompass the RQMC activities grouped around effective CAF User Certification, CAF implementation, capacity building of public officials through training, organisation of CAF-related regional networks meetings, publication and dissemination.

Based on the provisions from the Partnership Agreement and Workplan, a number of activities that will be implemented in 2023 and 2024 refer to:

- up to ten projects of CAF implementation, (in ReSPA members and Kosovo\*)
- up to 5 CAF External Feedback – PEF Procedures,
- one training for certified external CAF evaluators (EFACs),
- meetings of ReSPA/RQMC CAF Network and pool of EFACS,
- organisation of participation at EU CAF Network meetings,
- assistance in the programming of CAF digital tools.

ReSPA appointed its Programme Manager and Programme Assistant responsible for the implementation of the envisaged activities for the Service Delivery-Quality Management area. KDZ-Centre for Public Administration Research has the role of mentoring and coaching the ReSPA staff and other engaged staff to implement the activities from the Project according to EU standards and specifically the standards of CAF 2020 (Common Assessment Framework) and the Guideline “Improving Public Organisations through Self-Assessment – CAF External Feedback”, EUPAN-EIPA 2013<sup>6</sup> for the implementation of the PEF Procedure.

To increase the sustainability of the RQMC and to ensure that all technical aspects of activities are applied as per the guidance of KDZ, ReSPA is seeking to deploy a **Long-Term Expert in Quality Management** (hereinafter “the Expert”) **for up to 290 working days in the period January 2023 to the end of May 2024.**

The Expert will be providing additional organisational and technical support as well as facilitation during the implementation of CAF projects and other activities from the Workplans for 2023 and 2024 which are directly or indirectly linked with the institutionalisation of CAF in the institutions of ReSPA Members public administrations and Kosovo\*.

### 3. Tasks and responsibilities

The main tasks and responsibilities of the Expert will be the followings:

1. **Providing support to the implementation of CAF projects in all the aspects including the facilitation at CAF workshops with provision of technical assistance.**

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<sup>6</sup> [https://www.caf-network.eu/img\\_auth.php/c/ca/CAF-PEF-Brochure.pdf](https://www.caf-network.eu/img_auth.php/c/ca/CAF-PEF-Brochure.pdf)

1.1. Liaise and work with institutions in which CAF projects will be implemented according to the yearly Workplan for preparing the projects of CAF implementation. This includes:

- Liaising with responsible persons from the institutions and preparing kick-off meetings related to CAF implementations,
- Facilitating the process of getting the inputs from the institutions that will implement CAF into the Project Assignment document,
- Assisting in the organisation of each project of CAF implementation.

1.2. Provide technical assistance throughout the CAF implementation according to the tasks and timelines agreed upon in the Project Assignment between ReSPA/RQMC and the respective institution. This includes:

- Working with the CAF Team appointed in the institution in preparing the Communication plan and overseeing the implementation of the Communication Plan together with the CAF Team,
- Adjusting the CAF Questionnaire for the institution,
- Preparing the Agenda for the first CAF training,
- Co-delivering of the first CAF training,
- Summarising the individual responses provided by Self-Assessment group members through the online Questionnaire in one excel document and clarifying the open questions, if any,
- Preparing the Agenda for the CAF Consensus workshop,
- Co-training of the CAF Self-Assessment group at the Consensus Workshop with KDZ experts and ReSPA/RQMC CAF appointed staff,
- Drafting the CAF Self-Assessment Report and incorporating received feedback from KDZ CAF Senior Expert and ReSPA/RQMC CAF Team,
- Clustering the actions for improvement from the Consensus Workshop as the entry material for the CAF Improvement Action Plan workshop and incorporating comments from KDZ and ReSPA/RQMC
- Preparing final clustered actions for improvement and associated tables,
- Preparing the Agenda for the CAF Improvement Action Plan Workshop,
- Co-delivering of the Improvement Action Plan Workshop according to the agreed format of the workshop,
- Drafting of the CAF Improvement Action Plan report based on the workshop results, communicating it to the KDZ CAF Senior expert and ReSPA/RQMC CAF Team, agreeing on results and drafting the final report.

1.3. Collect and compile all available data and information on the status, key threats, and issues related to each CAF project and communicate it to the Programme Manager.

## **2. Providing support related to the implementation of CAF External Feedback – PEF Procedure and other Project activities**

2.1. Assisting in the implementation of the PEF Procedure following the steps from the developed PEF procedure, which would refer to maintaining timely communication with the Applicant of PEF Procedure and External CAF evaluators (EFACs) and co-examining the contents of the provided documents as per the PEF Procedure,

2.2. Providing inputs to communications products, CAF materials, and campaigns to ensure accurate information about the project when required,

2.3. Managing the CAF database

2.4. Performing organisational tasks related to all meetings and implementing administrative tasks such as support logistics (e.g. procurement of field equipment, visits, travels, etc.) for the Project when required,

2.5. Providing translation and interpretation when required, setting-up project file system and filling up the Timesheet,

2.6. Providing inputs for the preparation of three-monthly progress reports,

2.7. Attending and contributing to meetings and events on behalf of ReSPA/RQMC to present the outputs related to the Project when required.

The Expert reports directly to the ReSPA Programme Manager responsible for Quality Management. He/she also closely consults, interacts and exchanges with the KDZ CAF Senior Expert in all aspects and on all issues related to the tasks of this position within the implementation of the Project.

## 4. Required Qualifications

**The Expert shall possess the following profile:**

Qualifications:

- MA or graduate degree in Human Resource Management, Social Sciences, Public Administration, Economy, Law, public management, or other related fields;

General professional experience:

- At least 7 years of experience in assignments or positions in or with the public administration/sector.

Specific professional experience:

- At least 5 years of experience related to service delivery, in particular in the area of quality management;
- Experience in the Common Assessment Framework 2020 methodology and model implementation,
- Knowledge of the CAF External Feedback Procedure will be an asset,
- Previous engagements in assignments in Western Balkans will be an asset.

Skills:

- High training and presentation skills;
- Ability to write clear and coherent documents/reports;
- Excellent written and oral communication skills in English
- Excellent written and oral communication in at least one local language;
- High organisational skills;
- Teamwork,
- Ability to work with people of different nationalities, religions and cultural backgrounds

## 5. Timing and Location

This is a regional assignment covering the region of the Western Balkans. The expert may work home based-remotely and on the site in the institutions where CAF-related activities will be carried out, as well as in ReSPA premises.

**The assignment will be realized from 1 January 2023 to the end of May 2024.**

## 6. Remunerations

**The maximum envisaged number of working days for the assignment is 290 days.**

The payments will be done monthly on the basis of the filled-out and approved Timesheets and the agreed daily fee.

The daily fee of the expert will be the only basis for the payment. The costs of travel and accommodation are covered by other sources than the daily fee.

## 7. Reporting

The Expert will be requested to deliver the reports to the line manager on monthly basis as well as to provide six months reports.