

Terms of Reference

Request for Services

*Expert for facilitation of development of the ReSPA Strategy 2019 – 2024
and related documents*

1. Background

The Regional School of Public Administration (ReSPA) is the international organisation serving primarily as an instrument of regional cooperation and primary regional hub for public administration in the Western Balkans. ReSPA Members are Albania, Bosnia and Herzegovina, Macedonia, Montenegro and Serbia, while Kosovo*¹ is a beneficiary. Its 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 of the European Union. Bearing its mandate stipulated by the Agreement Establishing ReSPA, ReSPA's overarching purpose is to develop and execute a comprehensive regional response to common public administration strategic needs in its Members. These joint capacity development needs to relate to the European Integration and the implementation of Public Administration Reform (PAR) improvements.

ReSPA works primarily through regional networks. These operate at three levels: Ministerial, Senior Officials, and networks/working groups of experts and senior practitioners. There are 2 networks (PAR network and European integration Committee) and 11 Working groups developed according to the thematic areas: (1) Human Resource Management; 2) E-government; 3) Ethics and Integrity; 4) Public Procurement; 5) Public Private Partnership; 6) Administrative Procedures and Administrative Justice; 7) Better Regulation; 8) Quality Management; and 9) Public Internal Financial Control (PIFC).

ReSPA has developed a Strategic framework for 2016-2020. The Strategic framework has four strategic objectives: 1. Improve cooperation in the field of public administration amongst the Members of ReSPA; 2. Strengthen exchange with the Member States of the European Union (EU); 3. Strengthen administrative capacity in the public administration of the Members of ReSPA, as required by the European Integration process; and 4. Develop human resources in the public administrations of the members of ReSPA in line with the principles of the European Administrative Space. Based on the Strategic framework, ReSPA develops its two-year Programme of Work (PoW) with indicators of success. In line with the PoW 2016-2017, the thematic areas are framed by the three pillars.

(1) European Integration Pillar: Increased capacity of public administration in the ReSPA Members necessary for successful conducting of the European Integration process;

¹ * This designation is without prejudice to positions on status, and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence

(2) Public Administration Reform Pillar: Facilitated and enhanced cooperation and exchange of experience in Public Administration Reform and European Integration activities in the ReSPA Members;

(3) Governance for Growth Pillar: Ensured effective coordination of the implementation of the Governance for Growth pillar of the SEE 2020 Strategy.

ReSPA establishes close co-operation with ministers, senior public servants and heads of function in member states. ReSPA also works in partnership with the European Union, specifically Directorate General for Neighbourhood and Enlargement Negotiations (DG NEAR), other regional players such as SIGMA and Regional Cooperation Council (RCC), as well as agencies and civil society organizations.

ReSPA has been working on the core strategic issues outlined in the Strategic plan, and it has achieved significant success in many areas. Along with success, there have been many changes and challenges in the implementation of the last Strategic framework as stated in several reports: ex-post evaluation report, ROM reports. These challenges were manifold, and some of the key challenges include meeting the requirements of respective countries which are at different levels of development in regard to PAR as well as the access to the EU, the limited number of staff, large number of thematic areas that ReSPA is working on, etc.

However, the changes and challenges faced over the last few years asked the organization to review its Strategic framework, and propose a new Strategy document. With the scope of this Strategy, ReSPA is interested in revisiting its current Strategic framework (organizational vision, mission, goals and strategic objectives), and proposing a new direction for the next strategic planning cycle 2019 - 2024 with set objectives, headline targets and indicators. The new Strategy will help ReSPA and its members to redefine its organizational vision and function in order to be more responsive and accountable.

The Strategy is important for ReSPA as it:

- Demonstrates leadership and gives direction to the organization,
- Creates a vision that unifies efforts and motivates stakeholders,
- Sets Strategy headline targets;
- Improves organizational effectiveness and promotes greater accountability,
- Assists in mobilizing resources and resource based planning,
- Empowers ReSPA to negotiate with regional and international partners,
- Clarifies roles and manages expectation at different levels,
- Ensures better planning and impact achievement.

In addition, the Strategy has to provide basis for establishment of a well-functioning M&E system and to receive advice and support in its establishment while contributing to spreading the M&E culture among the ReSPA members and strengthening their capacities. A proper M&E will help ReSPA to achieve greater effectiveness, efficiency and also visibility. The M&E system should be inspired with DG NEAR Guidelines on Monitoring and Evaluation in order to follow the same approach and to avoid having contradictory processes.

Well established monitoring system would primarily contribute to:

- Better reporting on the progress achieved both to the ReSPA members, as well as donor community.
- Better decision making process at different points in time;
- Better measuring of ReSPA's own contribution to the ReSPA Members' Public Administration (PA);
- Improved effectiveness of the ReSPA action;
- Timely undertaking corrective measures based on the identified problems and/or potential risks.

In order to monitor the progress achieved it is of utmost importance to establish the objectives, headline targets and indicators. The baseline information for each indicator would ensure proper monitoring of progress at regular basis. Development of the indicators will be conducted in cooperation with the ReSPA members who should commit themselves to reporting on the progress towards indicators' targets. Monitoring and evaluation shall bring to better measuring of the achieved progress.

2. Purpose and objective of the assignment

Objective of the assignment: To define the future direction, strategy and priorities of ReSPA.

ReSPA is looking for an Expert who shall facilitate development of the ReSPA Strategy for 2019-2024, Monitoring and Evaluation system, and the Programme of Work 2019-2020.

Specific activities of the assignment will be to:

1. Analyse the ReSPA's organizational documents, based upon learning and challenges in implementation of the current strategy;
2. Define the scope of Strategy development process through interaction with the ReSPA Secretariat and Governing Board members and other relevant parties;
3. Establish the monitoring and evaluation system for monitoring of the Strategy implementation:
 - Provide support in setting the Intervention logic with Inputs, Activities, Outputs, Specific Objectives (Outcomes), Overall Objectives (Impacts);
 - Provide support in setting the headline targets for Strategy key objectives;
 - Provide support in setting the indicators for monitoring targets;
4. Engage Governing Board at the senior level members (GB), EC representatives, Working group members meaningfully in the process of Strategy development to prioritize strategic directions and, possibly, redefine mission, vision, values, and objectives;
5. Draft and finalize the Strategy and present it to the GB for approval;
6. Provide guidelines to ReSPA staff in development of the PoW 2019-2020.

3. Proposed Steps or Methodology:

The scope and focus of the assignment is to provide technical, strategic and facilitation support to enable development of the ReSPA Strategy for 2019-2024, Programme of Work 2019-2020 outline, and Monitoring and Evaluation system.

The Expert will work with the ReSPA Team. The Expert is expected to serve as a facilitator, providing technical input, good practice in strategic planning, asking the right questions, challenging assumptions and leading participants towards development of a comprehensive result framework that forms the basis of the Strategy.

Whilst the Expert is at liberty to propose/use his/her own methodology that would adequately result in the expected deliverables outlined in this ToR, the following steps are suggested as a basis for development of the Strategy and above listed documents.

Step One: Prepare

At this first step, after the initial document review and inception workshop, the Expert will prepare an inception report outlining the key steps or methodology of Strategy development process.

The inception report will clearly define the process and steps/guidelines of Strategy development process with specific deliverables and timeline agreed with ReSPA. At this stage all stakeholders of the strategic planning process will understand the benefits of Strategy development, and that this development is a participatory process of reflection, consultation and action by ReSPA Secretariat, GB and other stakeholders.

Step Two: Assess and Analyse

The use of participatory processes is highly expected in this step. Critical reflection by GB, WGS, and the stakeholders should be integral of this process. A key aspect of the consultancy is to make the entire Strategy development process ReSPA's ownership driven and participatory, engaging meaningfully the relevant stakeholders in the Strategy development process.

The assessment and analysis includes the followings:

1. Review of relevant organizational documents, in particular ReSPA's vision and mission statements, existing Strategy and key project documents, strategic plans of key partner agencies, donor organizations, and related reports.
2. Conduct workshop with the ReSPA Secretariat, GB members, National Coordinators, working group members (WGS), conduct consultations with EC representatives, and other stakeholders in order to provide support to ReSPA in:
 - Identifying the key strategic areas, critical issues and gaps to be addressed in the Strategy development;

Establishing M&E system to measure the extent to which progress is being made towards achieving the vision, mission and goals. The Expert shall develop **qualitative and quantitative indicators, M&E matrix and reporting procedure for each indicator**. For each indicator the Expert should develop: Indicator definition; Baseline value/data and year; Data source; Data collection methodology; Protocol for data collection process (frequency of data collection, division of responsibilities); Defining the time line. The baseline for each indicator will be validated by respective GB/WGS representatives. The Expert shall also assess the need and explore the possibility for development of the monitoring software.

- Obtain input for development of PoW 2019-2020. The PoW 2019-2020 will facilitate the implementation of the objectives summarised in the Strategy. The PoW 2019-2020 outline and its plan of activities will set out the outputs which will contribute to the achievement of the Strategy headline targets, as well as the budget and staffing requirements. The planning process requires a meaningful participation of all stakeholders, preferably with a combination of top-down and bottom up planning approaches or process. The purpose of using this combination of approaches is to give sense of ownership.

3. Prepare analytical report.

Step Three: Define and present the Strategy

This step will include the following phases:

1. Analysing evidences from different sources (as outlined in the step-2), and formulating the Strategy task should be guided by the following questions:
 - Where does ReSPA want to be in 2024?
 - What does ReSPA want to achieve during this timeline 2019-2024?
 - What is the key purpose of ReSPA as an organization?
 - How would ReSPA work to deliver set headline targets?
 - What might go wrong for ReSPA? And how ReSPA will avoid it?
 - How will ReSPA get there? -
 - How will ReSPA know when it gets there?
 - How will ReSPA ensure its sustainability?
2. Presenting the draft Strategy at the meeting of the ReSPA Governing Board which is planned for the last week of April 2018.

Step Four: Agree, finalize and endorse the Strategy

This step can be split in the following phases:

1. Drafting the text of the Strategy around the draft objectives;
2. Feedback from the ReSPA GB and EC, and other relevant stakeholders reviewing and modifying the document (and if necessary the strategic objectives based on this feedback);

3. Finalisation of the draft Strategy and preparation of the report on the conducted assignment.

5. Activity Schedule - Timing and Location

The assignment foresees work from home and on the site. The assignment will be performed from February – June 2018.

6. Roles and Responsibilities

Implementation of the assignment will be supported by the ReSPA Team. The whole process will be supervised by ReSPA Director and Programme Manager/Coordinator.

The Expert will be responsible for:

- Preparation of an inception report and a work plan
- Assessing and analysing data, and identifying strategic areas, gaps and critical issues;
- Actively engaging with staff, GB and WGS members and other stakeholders through the use of participatory processes.
- Production of deliverables in accordance with the requirements and timeframes outlined in the Terms of Reference and agreed in the work plan.

7. Duration of Assignment and Key Deliverables

The duration of the assignment is up to 21 working days, including one day for reporting on the assignment (spread over the period of 5 months, February - June 2018).

The Expert will deliver the following:

1. Inception report outlining steps and methodology for Strategy development;
2. Final ReSPA Strategy 2019-2024 that includes the following:
 - Executive summary
 - Background (including SP development process)
 - Western Balkan context
 - Internal context – Management and Operational Issues
 - Vision and Mission Statement
 - Key Guiding Principles
 - Strategic priorities
 - Overall assumptions, risks, mitigations
 - Partnering and business development
 - Sustainability of ReSPA
 - Monitoring and Evaluation Matrix and reporting procedure for each indicator

8. Necessary Qualifications

The Expert shall possess the following profile:

Qualifications and skills:

- University degree (PhD or Masters) in organizational development, organizational behaviours, business management, strategic planning, or other related fields combined with specialized experience in the similar fields may be considered in lieu of a PhD degree;
- Fluency in both written and spoken English language;

General professional experience:

- At least 10 years of relevant professional experience in the EU context;
- Familiar with participatory approaches in conducting assessments and facilitating strategic planning processes;
- Experience of working in the Western Balkans (desirable)

Specific professional experience:

- At least 7 years of relevant professional experience in (strategic plan development and organizational development) in non-profit sector;
- At least 5 years of experience in monitoring and/or evaluation of programmes and/or institutions or agencies financed by the EU;
- Experience in provision of capacity building in the area of M&E.

9. Remunerations

The assignment foresees up to **21 working days** for the Expert.

Activity	Max. No. of working days
STEP 1: Prepare	4
STEP 2: Assess and analyse	9
STEP 3: Define and present draft Strategy	4
STEP 4: Agree, finalise and endorse the Strategy	4
TOTAL:	21

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

- First instalment will be transferred on submission of STEP 1 and 2 (13 days);
- Second instalment will be transferred on completion of STEP 3 and 4 (8 days);

Note: No other costs will be covered apart from the expert cost per day. The expert cost per day comprise of expert's fee per day and lump sum for covering related costs which include, travel, accommodation, local transport, meals and other incidentals.

10. Reporting and Final Documentation

In addition to the relevant approved deliverables, the Expert will be requested to deliver the following documents before the payment is conducted:

Documents required for payment

- Report on the conducted assignment
- Invoices (original and signed);
- Timesheets (original and signed);
- Boarding passes (original).