

# Procurement Notice

## Assignment name:

*Reference Numbers: Expert in Quality Management, reference number 16037*

### **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\*<sup>1</sup> 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 them for membership in the European Union (EU). The European Commission (EC) provides directly managed funds for support of ReSPA activities (research, training and networking programmes) in line with the EU accession process.

The new EC grant supports the main objective of ReSPA work in 2016-2017: Improving regional cooperation in the field of PAR and EU integration and strengthening administrative capacities in the beneficiaries. This objective will be achieved through the following three pillars of ReSPA Programme of Work for 2016- 2017:

- (1) European Integration Pillar: Increased capacity of public administration in the ReSPA Members necessary for successful conducting of the European Integration process;
- (2) Public Administration Reform Pillar: Facilitated and enhanced cooperation and exchange of experience in Public Administration Reform and European Integration activities in 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 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 activities in the Quality Management.

1.3 Expected deliverables of the assignment are: as per Terms of Reference.

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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

1.4 Tentative timeframe: the assignment is expected to be performed during September, 2017 to February, 2018.

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 professional experience in providing expert's assistance in the area of Quality Management.

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](mailto:procurement@respaweb.eu) by **30 August 2017** before Midnight. Late submissions will not be considered for evaluation. **The application should contain in the e-mail title the following reference number Expert in Quality Management.**

Public servants from ReSPA Members and Kosovo\* are not eligible to apply.



### **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: Mr. Goran Pastrovic, Programme Manager via e-mail: [g.pastrovic@respaweb.eu](mailto:g.pastrovic@respaweb.eu), by **23 August 2017 (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](http://www.respaweb.eu)) by **28 August 2017**. Any request for clarification must be sent by standard electronic communication to the above e-mail address.



# Terms of Reference Request for Services

## Quality Management Expert

### 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\*<sup>2</sup> is a beneficiary and observer. 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 them for membership in the European Union (EU). Since its inception, ReSPA has contributed to the development of human resources and administrative capacities through training programmes and innovative cooperation mechanisms such as the exchange of good practices, peer reviews and development of know-how.

The European Commission (EC) provides directly managed funds for support of ReSPA activities (research, training and networking programmes) in line with the EU accession process. So far, two EC Grant Contracts (GCs) have been implemented by ReSPA during the period 2010-2015. The new EC grant will support the main objective of ReSPA work in 2016-2017: Improving regional cooperation in the field of Public Administration Reform (PAR) and EU integration and strengthening administrative capacities in the beneficiaries. This objective will be achieved through the following three pillars of ReSPA Programme of Work for 2016-2017:

1. European Integration Pillar: Increased capacity of public administration in the ReSPA Members necessary for successful conducting of the European Integration process;
2. Public Administration Reform Pillar: Facilitated and enhanced cooperation and exchange of experience in Public Administration Reform and European Integration activities in ReSPA Members;
3. Governance for Growth Pillar: Ensured effective coordination of the implementation of the Governance for Growth pillar of the SEE 2020 Strategy.

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<sup>2</sup> \* 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

The reform and the modernization of the administration is a continuous process in the countries with developed democracy and one of the key priorities of the Macedonian Government.

## Description of the Assignment

Quality management as a priority it was included in the Public Administration Reform Strategy of Macedonia including PAR Action Plan 2010–2015 (revised in 2012), prescribing quality management under the Priority Area “Administrative Procedures and Services” where the defined measures were: (I) Introduction of a quality management system in state institutions and the ISO 9001 standard and (II) Introduction of the Common Assessment Framework – CAF.

The Macedonian Parliament in 2013 adopted the Law on Establishment of Quality Management System and Common Assessment Framework and service provision of the civil service. The aim of the Law was to introduce international and Macedonian standards in order to improve service provision within the civil service. The Ministry of Information Society and Administration (MISA) is the national contact point and resource center on CAF. With the aim to provide support to the institutions introducing CAF, MISA has undertaken activities to increase the number of CAF trainers in the state institutions. In line with these competencies MISA has produced a document for best international practices of CAF implementation. The document is intended for state institutions and has the goal to present the benefits and best practices of CAF implementation at the international level. Although many activities were undertaken in the past period, the 2016 Report issued by the European Commission states the following: „Government activities on building user-oriented administration slowed during the reporting period. “

The new efforts to modernize the public institutions impose the need to strengthen the quality management processes in public sector. The Ministry of Information Society and Administration, as the bearer of reforms in administration, needs to improve the awareness of the public and the civil servants in order to become familiar with the quality management models and tools.

In this regard MISA needs assistance in capacity building activities for the public service in the area of quality management and development of a National model/action plan on how to promote CAF and other quality management tools through better utilization of the national facilitators in the country.

Supporting public servants and their understanding of the essence of the processes for quality management is crucial for the smooth implementation of reforms in the public administration. For purpose of preparing and realizing the below described activities ReSPA has identified need for external support from individual expert in Quality Management.

## Tasks and Responsibilities

The expert will prepare and execute the following:

- **Activity 1: Preparation of the workshop**

*Number of days: 3 days*

- **Activity 2: Three three-day workshops (sub-activities 2.1, 2.2, 2.3) on quality management for the employees in the public institutions:**

- introduction and explanation to the quality management models and quality management tools
- how to implement the different quality management models and quality management tools;
- detailed explanation of the CAF model and how to use it for self-assessment and formulating improvement actions;
- demonstration of EU examples on quality management (successful practices and lessons learned of implementation in EU countries)

*Number of days: 9 days*

- **Activity 3: Preparation of documents for QM in the public sector in Macedonia**

The expert should assist in development of a National model/action plan on how to promote CAF and other quality management tools through better utilization of the national facilitators in the country. In this regard, the expert should work on:

- identifying possible models/concepts for promotion and implementation of QM models
- guidelines for strengthening the National CAF contact point in the country
- engagement of relevant institutions and organisations
- draft a roadmap
- delivery of analysis, including development of a National model/action plan on how promote CAF and other quality management tools through better utilization of the national facilitators in the country
- recommendations for scaling up in the region and harmonisation with the activities of ReSPA in the area of QM

*Number of days: 10 days*

- **Activity 4: Consolidation of the pre-approved evaluation form(s) and outcomes:**

- the obtained feedback about success of the activity/event will be compared with the Expert's survey and expected results
- These will further be communicated and reported to the relevant Governing Board member

*Number of days: 1 day*

**Throughout the duration of the assignment, the regional expert will liaise closely with ReSPA and with the Ministry of Information Society and Administration of Macedonia.**

*The total number of the assignment is up to 23 working days.*

## **Necessary Qualifications**

The expert shall possess the following qualifications:

### Educational background:

- Master's degree in the field of Political Science and/or Public Management;

### General professional experience:

- Expert for quality management and 12 years of professional experience in the field of Public Sector Quality Management;

### Specific professional experience:

- Minimum of 10 years of experience in working with quality management models like CAF or ISO;
- Proven track record for working with institutions in the field of Public Sector Quality Management;
- Minimum of 7 years of experience in delivering training and education programmes in the field of public-sector quality management;
- Sound experience in analysis and researches in the field of public sector quality management by listing minimum 5 references (reports, studies, articles) for the last 5 years (period 2013-2017)

### Skills:

- Team work;
- Project development skills;
- Training skills and moderation skills;
- Excellent written and oral communication skills in English
- Ability to write clear and coherent guidance documents;

## **Timing and Location**

This assignment is mixture of both home-based work and field work. The field work is composed of the 3 trainings in Macedonia and interviews/meetings with MISA colleagues and other stakeholders. The number of field trips to Macedonia is 3. The activities are planned to be implemented from 15, September, 2017 to 28, February, 2018 and the exact dates of the implementation will be agreed between the expert and MISA (beneficiary institution).

	Location	Sept. 2017	Oct. 2017	Nov. 2017	Dec. 2017	Jan. 2018	Feb. 2018
Activity 1	Home based		3 days				
Activity 2.1	Skopje, Macedonia				3 days		
Activity 2.2	Skopje, Macedonia					3 days	
Activity 2.3	Skopje, Macedonia						3 days
Activity 3	Home based		3 days	4 days	2 days		
	Skopje, Macedonia				1 day		
Activity 4	Home based						1 day

## Remunerations

The selected expert will submit the financial offer including methodology, number of days and unit per day. The payment will be done in one instalment, following the submission of the final report.

Note: ReSPA will provide per-diems related to the assignment in line with the EC per diem rates for the Macedonia where the event will take place. ReSPA will also organize the international round trip travel for the Expert to the event cite and back.

## Reporting and Final Documentation

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

- Final version of the:
  - Detailed workshop agenda, training curricula and report on the implemented trainings
  - Report encompassing aspects on development of a National model/action plan on how to promote CAF and other quality management tools through better utilization of the national facilitators in the country
  - Delivery of analysis, including development of a National model/action plan on how promote CAF and other quality management tools through better utilization of the national facilitators in the country



- Recommendations for scaling up in the region and harmonisation with the activities of ReSPA in the area of QM
- Timesheets (original and signed);
- Boarding passes (original);
- Invoices (original and signed);