



PROCUREMENT NOTICE

Assignment Name: Working Paper on Budget Support Intervention Logic and Indicators

Reference Number: 17021

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* 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 a team of two experts to design a Working Paper on Budget Support Intervention Logic and Indicators.

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

1.4 Tentative timeframe: the assignment is expected to be performed during period February - March 2017.

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

* 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

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 designing, implementing and evaluating EU policies and interventions;
- Length of professional experience in designing guidance documents on programming/evaluation/monitoring for practitioners of international cooperation.

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 team proposal consisting of the following documentation:

- **Proposal:**
 - Explaining their experience related to the working paper subject and how they intend to respond to the assignment;
 - Explaining how the total amount of expert days will be allocated between two experts.
- **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 by 8 February 2017 before 17H00. Late submissions will not be considered for evaluation. The application should contain in the e-mail title the following reference number 17021.

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

Section 4. 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 ReSPA can 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. Duško Glodić, Programme Manager (Legal) via e-mail: d.glodic@respaweb.eu .

Any request for clarification must be sent by standard electronic communication to the above e-mail address.

Terms of Reference

Working paper on budget support intervention logic and indicators

1. Purpose

The Regional School of Public Administration (ReSPA) has been supporting its Members and their administrations in the preparation of operations related to the EU Budget Support. This support has been provided through organizing regional conferences and in-country workshops for the ReSPA Members on the general issues related to the Budget Support as an instrument used under IPA II. During these trainings it has become evident that the guidance provided under the budget support guidelines for designing intervention logic tables and the corresponding indicators and narrative could be strengthened. Specifically:

- The terminology and description of results, objectives and categories of indicators has inconsistencies and need to be more coherent. The same inconsistencies can also be found under the terminology used for classical project intervention logic;
- The examples should be brought to a more tangible level with proper indicators, taking into account good practice around the world, as well as the performance assessment systems within which the policies operate;
- The relationship between the objectives of budget support and the beneficiary policies supported under Budget Support needs to be clearer.

The 2014 Enlargement budget support guidelines are based on the 2012 DEVCO Budget support guidelines, which draw from the OECD Methodological Approach to Evaluating Budget Support, as far as the intervention logic concept is concerned. Some ambiguities under the OECD document have been copied to the EC budget support guidelines:

- The part on the direct outputs concentrates on predictability of the disbursements, better coordination technical assistance and package of external aid and reduction of transaction cost of providing and receiving aid, without practical examples on how to measure these under budget support programmes. The results of the Technical Assistance and policy dialogue such as improved M/E systems, more inclusive coordination systems, mainstreaming of cross cutting issues, and some direct deliverables of the technical assistance interventions are overlooked.
- It is not clear what the Performance Assessment Framework (PAF) refers to. In the Enlargement countries, budget support has depended on the beneficiary's Monitoring and Evaluation systems, and indicators listed under the strategic framework for the sectors. Consequently, the budget support programmes have had a strong focus on strengthening the beneficiary's Monitoring and Evaluation Frameworks.

Therefore, ReSPA intends to contract two experts to jointly develop a paper with practical guidance on designing a robust intervention logic for budget support. The guidance provided should walk the reader through the process of preparing the Results Table and the related narrative describing an intervention logic for a budget support Financing Agreement. The team can allocate a total of 15 working days between the two experts, who will work under the supervision of the responsible ReSPA Staff and in close coordination with the DG NEAR staff.

DG DEVCO has launched a process for updating the 2012 budget support guidelines. In this context, merging of the DEVCO and Enlargement budget support guidelines is considered. Also the objectives of budget support might need to be updated (while remaining within the policy direction set by the Council Conclusions). During their work, the experts will need to take into account this discussion.

2. Description of the Assignment

The experts are expected to

- Propose guidance for designing a good intervention logic for a budget support financing agreement. This guidance should explain how the budget support objectives link to the objectives of the strategic framework the operation supports. Coherence between the different levels of indicators is important.
- Write the narrative to explain the budget support intervention logic, taking into account the situation/context assessment (sector policy, macro-economic situation, Public Financial Management, Risk Management Framework, capacity, M/E systems, different stakeholders) and assumptions. It is important that the terminology proposed is coherent between the guidance and the intervention logic, and it takes into account also the DG NEAR guidelines on linking planning/programming, monitoring and evaluation. The performance assessment system relevant for the intervention logic will need to be explained in an unambiguous way.
- Provide good examples of intervention logics with indicators for Sustainable Development Goal-Contracts, Sector Reform Contracts and State Building Contracts. They can be good examples from existing programmes, or filled with fictive, but illustrative, indicator targets.

3. Tasks and Responsibilities

Within the scope of the assignment, the experts shall perform the following activities:

- Review:
 - The relevant sections of the DEVCO and Enlargement budget support guidelines (in particular the Chapter 2.3 and the Annex 2 of the DEVCO Budget Support guidelines, and the Chapter 1.3 and the Annex 3 of the Enlargement Budget Support guidelines);
 - The templates for budget support financing agreements in DG NEAR and DEVCO;
 - A comprehensive sample of intervention logics developed for budget support operations around the world. Examples from the EC programmes will be provided by DG NEAR and DEVCO;
 - The OECD Methodological Approach for Evaluating Budget Support as a reference source for budget support intervention logic and indicators;
- Conduct interview sessions with DG NEAR and DG DEVCO staff in Brussels;
- Liaise with responsible ReSPA staff during the performance of assignment;
- Draft a paper giving guidance in designing budget support intervention logic and its narrative. This part should not be longer than 10 pages;
- Provide good examples of budget support intervention logic tables and narratives for different types of budget support contracts;
- Conduct a half day workshop (app. 4 hours) in Brussels with the DG NEAR, DG DEVCO and ReSPA staff to discuss the draft paper, before completing it;
- Prepare the final paper in accordance with comments and suggestions provided during the workshop.

4. Necessary Qualifications and Skills

The two experts shall possess the following qualifications:

Educational background:

- Ideally, University degree in Economics, Public Finance Management, Public Administration or related field, or equivalent professional experience of 5 years;

General professional experience:

- Minimum five years of experience in designing/implementing/evaluating EU policies and interventions;
- Minimum five years of experience in designing guidance documents on programming/monitoring/evaluation for practitioners of international cooperation.

Specific professional experience:

- Experience in development, implementation, monitoring and evaluation of Budget Support operations funded by the European Union
- Working experience in relation to EU enlargement policy and strategy and pre-accession assistance (IPA) is required;

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;
- Ability to work with people of different nationalities, religions and cultural backgrounds

5. Location and Timing

The preparatory work will be performed at the experts' own place, after which the expert(s) should plan a visit to Brussels to interview DG NEAR and DEVCO staff. Before the end of the assignment, a half a day workshop should be planned with the EC staff. ReSPA representative would also attend, e.g. through video conferencing. The draft paper is due by the end of February. The final document is due no later than the end of March 2017.

6. Remuneration

The assignment foresees 15 expert days in total that will be allocated between two experts. The actual daily fee shall be determined based on the expert's experience within maximum rate allocated for this activity and following the profiling performed in accordance with ReSPA rules. The payment will be done in one instalment, following the submission of the final report and necessary documents (cf. Reporting and Final Documentation).

Note: ReSPA will reimburse the international round travels for the experts to and from Brussels and provide per diems for the mission performed within the assignment. No additional payments are to be covered during the assignment.

7. Reporting and Final Documentation

The Expert will be requested to deliver the following documents:

- *Final working paper* (incl. Annexes) in English after the workshop, which will be submitted no later than end of March 2017. The document shall reflect the remarks, inputs and conclusions of the workshop, and will be subject of approval by ReSPA as a contracting authority;
- *Report on activities performed during the assignment*;
- *Timesheets* (original and signed);
- *Invoices* (original and signed);
- *Boarding passes* (original).

The above-mentioned documentation shall be delivered to the following contact person and address:

Mr. Vladimir Nikolić
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Branelovica, 81410 Danilovgrad, Montenegro
v.nikolic@respaweb.eu