

# Procurement Notice

Assignment name:

## Conducting the corporate training on Team Development for ReSPA Secretariat

Reference Number: CORE

### 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.

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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

1.2 ReSPA now seeks to engage one expert to provide support in the area of Public Administration Reform.

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 April-December 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 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:

- Proven working experience on Team development in cooperation with stakeholders in the Western Balkan region

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 task 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 **24 November 2017** before Midnight. Late submissions will not be considered for evaluation. **The application should contain in the e-mail title of the assignment.**

Public servants from 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 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. Dragan Djuric, Programme Manager via e-mail: [d.djuric@respaweb.eu](mailto:d.djuric@respaweb.eu), by **20 November 2017** (at noon), 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 **22 April 2017**. Any request for clarification must be sent by standard electronic communication to the above e-mail address.

# Terms of Reference

## Request for Services

### To provide the corporate training on Team Development for ReSPA Secretariat

#### 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. 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 Governing Board of ReSPA is composed of representatives appointed by the governments of its Members. The Governing Board is a decision making body of ReSPA. The Secretariat of ReSPA is the executive body of the organisation. It is composed of the Director and international staff, while it is supported by technical and service employees.

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. ReSPA's programme activities are currently organised through the following three pillars:

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 Advisory Opinion on the Kosovo declaration of independence

For the upcoming period 2019 – 2024, ReSPA is going to prepare a new strategic framework which should correspond with the expected new EC grant. Therefore, the Secretariat plans to enhance its internal capacities for efficient and effective accomplishment of its functions.

The Secretariat has 15 employees. Within its international staff, it includes a Director, one Programme manager (Legal), one Programme Manager – Coordinator, three four Programme Managers, one Operations and Finance Manager – Coordinator. Within technical employees it has four Programme Assistants, one Personal Assistant to the Director, one Finance and Operations Assistant, and one IT Assistant. It also includes one service employee - a General Services /Driver. During the last two years, the composition of staff of the ReSPA Secretariat significantly changed due to new employments, and, therefore, team development is recognised as necessity for the further successful work.

In order to successfully implement the future strategic framework, the need for external support to facilitate activities in optimize organizational efficiency, through the team development of the Secretariat, has been identified.

## Description of the Assignment

ReSPA seeks for the contractor to lead the process of enhancing organizational efficiency, improvement of team work and cooperation spirit within the Secretariat.

The purpose of this Assignment is to help the staff to:

- Increase the level of managerial approach in the Secretariat and improving the mutual communication between different organizational units
- Synchronize team members to achieve the goals of ReSPA and its Secretariat
- Increase individual development of staff in order to enhance and improve organizational efficiency of the Secretariat.

## Tasks and responsibilities

The contractor will be responsible for leading the overall process of empowering ReSPA staff through encouraging collaboration and teaming, joint reflection on current organizational and personal challenges and define and implement recommendations for improvement of the team work.

Specifically, the contractor will be responsible for:

- Defining the possibilities for potential improvement of the organization,
- Development a plan for the enhancement of the professional performance of all team members through employee profile analyses, individual interviews, and

- Development and implement at least six training modules for team development.

The methodology will include combined in-depth interviews with international and local staff members, focused interviews with programme managers and programme and technical assistants. The corporate training for the Secretariat will be organised in with the aim to: improve performance of the staff; enhance generation and exchange of new ideas; stimulate direct communication and cooperation among staff and organizational units; and increase the quality of the creative thinking especially in relation to importance of horizontal coordination and cooperation within the Western Balkan governments. If it may be convenient, the members of the Governing Board may be included in some activities.

The training should provide a systematic team development approach that influences perceptions which then leads to new ideas and better solutions of problems/issues, and consequently results in improvement of the overall performance of the team engaged in ReSPA Secretariat. The training is expected to include: better understanding of the importance of cross-cutting cooperation and exchange of experience, exchange of information in general, better communication and interaction among staff, development of joint thinking, having joint approach as ReSPA Secretariat, increase the awareness and self-conciseness of people about their own tasks, behaviour and contributions within the Secretariat, enhancement of the creative approach in problem solving etc. All tasks shall be performed in close cooperation with the staff of ReSPA.

## Necessary Qualifications

It is expected that at least two experts will be engaged: one Lead expert in team development along with additional senior expert. The experts must be independent and free from conflicts of interest in the responsibilities they take on.

### Lead expert

#### Educational background:

- M.Sc. in Social Sciences, Economy, Business Administration, Development studies, Public Administration, or related field;

#### General professional experience:

- Minimum 10 years of experience in the field Team development or similar field;

#### Specific professional experience:

- Proven working experience in designing and conducting Team development activities for at least 7 years

- Proven working experience on Team development in cooperation with stakeholders in the Western Balkan region

## Senior expert(s)

### Educational background:

- B.Sc. in Social Sciences, Political Sciences, Economy, Business Administration Computer Science, Psychology, Development studies, Public Administration, or related field;

### General professional experience:

- Minimum 7 years of experience in the field of Team development or similar field;

### Specific professional experience:

- Proven working experience in designing and conducting Team development for at least 5 years
- Proven working experience on Team development in cooperation with stakeholders in the Western Balkan region

### The experts should possess the following 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

## Timing and Location

Set of workshops/modules will be organized in Montenegro from January 2018 to July 2018. The first workshop should be designed as two-day training in the context of the out of office, and other (at least five) workshops will be organized in ReSPA premises.

ReSPA will provide the training venues and all needed technical equipment required for the implementation of team development activities.

## Remunerations

The assignment foresees engagement of company with total expert engagement of up to 30 expert days to be used by the proposed team of experts. The actual daily fee shall be determined based on the trainer's experience within maximum rate allocated for this training activity and following the profiling performed in accordance with ReSPA rules. The payment will be made in one instalment, following the submission of the final report and its annexes.

The final report should contain processed information from all phases of team development, including individual participants' objectives, detailed information about workshops and recommendations for further steps.

All costs related to the experts engagement (including travel and per diems) must be included in the overall fee rates of the experts.

## Reporting and Final Documentation

The contractor will be requested to deliver the following documents:

- *Final report*, should be submitted in English, *word and pdf format*, no later than end of August 2018.
- *Timesheets for engaged experts* (signed originals)
- *Original hand signed invoice*.

The abovementioned documentation shall be delivered to the following contact person and address:

**Mr. Vladimir Nikolic**  
**ReSPA Programme Assistant**  
**Regional School of Public Administration - ReSPA**  
**PO BOX 31, 81410 Danilovgrad**  
**Montenegro**  
[v.nikolic@respaweb.eu](mailto:v.nikolic@respaweb.eu)