

Procurement Notice and Terms of Reference

Assignment name: *EU Expert for providing Capacity Building and mentoring to ASPA to implement the CAF model in 2026 and to act as a CAF Resource Centre for Albania*

Reference Number: # 48/2026

Section 1. Introductory Information

1.1 Background information on the Regional School of Public Administration (ReSPA)

The Regional School of Public Administration (ReSPA) is an intergovernmental organisation 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* ¹ is a beneficiary. ReSPA's purpose is to help regional governments develop 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, 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 organisations. Since its inception, ReSPA, as an international organisation and a key regional endeavour in Public Administration Reform, has contributed to capacity-building and networking through in-country support mechanisms, peering, and the production of regional research material.

1.2 ReSPA now seeks to engage a short-term EU Expert for providing Capacity Building and mentoring to ASPA to implement the CAF model in 2026 and to act as a CAF Resource Centre for Albania

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 the period **July – December 2026**.

1.5 **NOTE: Please, clearly indicate in the Methodology that you shall submit, the entity with whom the contract would be concluded (in case your application is successful), i.e. whether the contract would be concluded with:**

- **the expert as a physical person;**
- **a company on behalf of the expert (the name of the company should also be provided).**

This cannot be changed in the procedure to follow.

In addition, you are kindly requested to fill out and submit the following documents:

Legal Entity File (for individual expert) – attached to this document

¹ * 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

Legal Entity File (for private company) - attached to this document

Please also submit any supporting documents required in these templates.

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 general and specific professional experience, in line with ToR;

Professional experience in the role of lecturer / presenter.

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:

Written methodology: 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.)

Financial offer (which shall specify a total sum amount in euros as well as max. number of working days proposed) in a separate e-mail.

3.2 The required documentation should be submitted in electronic format by e-mail to the following address: procurement@respaweb.eu by **9 July 2026**, before Midnight. Late submissions will not be considered for evaluation. **The application should contain in the e-mail title the following reference: Activity No. 48/2026- EU Expert for providing Capacity Building and mentoring to ASPA to implement the CAF model in 2026 and to act as a CAF Resource Centre for Albania**

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

Selection 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 negotiate the contract and the fee proposed by ReSPA. If negotiations are successful, the selected candidate will be awarded the contract. Should the negotiations fail, the next-ranked candidate will be invited to the negotiations.

Section 5. Final Considerations

5.1 The payment will be made in one instalment, 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 Slaven Bukarica, Quality Management Officer, via e-mail: s.bukarica@respaweb.eu, by **3 July 2026** (midnight), at the latest. ReSPA will post the response, including an explanation of the query without identifying the source of inquiry, on its website (www.respaweb.eu) by **6 July 2026**. Any request for clarification must be sent by standard electronic communication to the above e-mail address.

Terms of Reference

Request for Services

EU Expert for providing Capacity Building and mentoring to ASPA to implement the CAF model in 2026 and to act as a CAF Resource Centre for Albania

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*¹ is a beneficiary. ReSPA's purpose is to help regional governments in developing 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, Directorate General for Neighborhood and Enlargement Negotiations (DG NEAR), other regional players such as OECD/SIGMA and Regional Cooperation Council (RCC), as well as agencies and civil society organizations. Since its inception, ReSPA, as an international organization and a key regional endeavor in Public Administration Reform, has contributed to capacity-building and networking through in-country support mechanisms, peering, and the production of regional research material.

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, government policy planning, and the European Integration coordination process and four regional thematic groups: Policy planning, better regulation and coordination of Centre of Government; European integration and accession negotiations (with specific reference to PAR and governance aspects); Human Resources Management and Development; and Service Delivery (digitalization and quality management)

ReSPA established the Regional Quality Management Centre (RQMC) to support implementation of quality management tools (CAF, PEF) across the region.

2. Description of the assignment

ReSPA promotes quality management within its Service Delivery thematic area through the Regional Quality Management Centre (RQMC), established by an endorsed Memorandum of Establishment and Operation signed by ReSPA ministers in February 2021. Under Article 1.2 of the Memorandum, the RQMC “will operate, among other things, as a Regional CAF Resource

Centre for institutions and organisations in the Western Balkans that wish to implement the CAF and PEF processes.”

The Albanian School of Public Administration (ASPA), responsible for initial and continuous training of Albania’s civil servants, will implement the Common Assessment Framework (CAF) in 2026 to strengthen institutional quality management, carry out a structured self-assessment, and institutionalise continuous improvement. ReSPA, supported by an engaged EU expert, will provide mentoring and a structured transfer of experience from established CAF Resource Centres in the EU and the Western Balkan region, including a Guidance Note with concrete first steps for ASPA to launch as the National CAF Resource Centre. The Guidance Note shall include:

- The operational model of the National CAF Resource Centre;
- The services to be provided by ASPA in its role as the National CAF Resource Centre;
- Mechanisms for cooperation and support to public administration institutions implementing CAF;
- A 2–3-year development and sustainability plan for the National CAF Resource Centre, including key activities, capacity-building measures, and strategic objectives.

This assignment focuses on delivering expert knowledge and practical support for establishing and operating CAF Resource Centres. The EU Expert will provide methodological guidance, facilitation and mentoring for CAF 2020 implementation; support production of a validated Self-Assessment Report and an Improvement Action Plan; and define the role, requirements and operational guidelines for ASPA as Albania’s National CAF Resource Centre. Working closely with ASPA management, the internal CAF Working Group, ReSPA RQMC and the National CAF Correspondent, the expert will lead on-site workshops, hands-on mentoring, consolidation of self-assessment data, consensus facilitation, report drafting, and guidance on institutionalisation and sustainability.

The assignment will be carried out in Tirana, Albania

3. Tasks and responsibilities

In close collaboration with ReSPA RQMC and the National CAF Correspondent for Albania, the EU Expert shall provide expert assistance by performing the following tasks:

- Step 1: In close cooperation with ReSPA RQMC, the expert will coordinate an online kick-off meeting & CAF implementation documentation (**up to 4 days**). Coordinate ReSPA RQMC & ASPA leadership; run a 1.5-hour online kick-off; draft Project Assignment & Communication Plan; customise CAF questionnaire (200 examples); adapt agendas and PPTs; prepare CAF e-tool launch. Deliverables: kick-off minutes; Project Assignment; Communication Plan; customised CAF questionnaire (; adapted agendas and PPTs for implementation of CAF 2020 model and for knowledge transfer and providing hands-on expertise from the establishment of CAF Resource Centre in EU Member and ReSPA Member.
- Step 2: Capacity building & CAF training (**up to 2 days**). Finalise and deliver a 2-day

training (back-to-back) for ASPA management and the CAF Self-Assessment Group (CAF SAG); present EU and ReSPA CAF Resource Centre experience; define governance, staffing, funding and mandate inputs; prepare CAF SAG for the self-assessment phase. Deliverables: training module, agenda and facilitator notes; participant handbook; slide deck/handouts; attendance list and training summary.

- Step 3: CAF self-assessment implementation & consensus workshop (**up to 6 days**). Launch CAF e-tool and provide helpdesk support; compile individual responses into a master dataset; resolve queries; prepare and facilitate a 2-day consensus workshop; analyse results and draft the CAF Self-Assessment Report. Deliverables: consolidated dataset (Excel); queries log; workshop agenda and methodology; validated consensus scores; workshop minutes; draft Self-Assessment Report.
- Step 4: Prioritisation & Improvement Action Plan (**up to 4 days**). Cluster identified measures; design and administer a prioritisation survey (e.g. SurveyMonkey); analyse results; prepare action packages; consult top management; facilitate a 1-day Action Plan workshop; draft the CAF Action Plan Report. Deliverables: prioritisation survey and results; quick-wins summary; clustered action packages; workshop materials and minutes; Final Improvement Action Plan with timelines, responsibilities and indicators.
- Step 5: Guidance Note & top management workshop (**up to 3 days**). Hold a 1-day ASPA top management workshop; draft Guidance Note covering mandate aspects, governance, services, capacity, funding and timeline for ASPA as National CAF Resource Centre; revise the Note per feedback. Deliverables: workshop briefing and minutes; Draft and Final Guidance Note: “Steps to become the National CAF Resource Centre for Albania.
- Step 6: ToT, consolidation & mentoring (**up to 4 days**). Design a ToT syllabus, facilitator guide and assessment tools; consolidate templates and materials into an implementation package; provide scheduled online mentoring/support during implementation; perform QA and revisions of materials. Deliverables: ToT syllabus and facilitator guide; assessment tools; consolidated CAF implementation package (templates, PPTs, questionnaire, datasets); mentoring log; QA revision notes.
- Step 7 — Final reporting & handover (**up to 1 day**). Prepare a concise Final Summary Report; finalise all deliverables; deliver an online presentation/handover to ReSPA & ASPA; collect closeout feedback. Deliverables: Final Summary Report and report package; full handover package (editable Word/Excel/PPT); presentation slide deck; project closeout note.

The total number of days is up to twenty-four (24) working days.

4. Necessary Qualifications

The Expert shall possess the following profile:

Qualifications and skills:

The Expert shall possess the following profile:

Qualifications:

- A master's degree in Human Resource Management, Social Sciences, Public Administration, public management, or other related fields;

General professional experience:

- At least 15 years of experience in assignments or positions in or with the public administration/sector.

Specific professional experience:

- At least 10 years of experience related to service delivery, in particular in the area of quality management in the European Union and Western Balkans;
- 5 years of experience in the Common Assessment Framework 2020 model implementation,
- At least 5 years of strategic and operational responsibility for governance, services, training, advisory support, knowledge management, and sustainability of a CAF Resource Centre in the EU Member States / Western Balkan Region
- The expert shall demonstrate at least 5 years of experience in advisory and supporting the establishment, operation and further development of national and/or regional CAF Resource Centres, including governance, mandate, services, capacity building, stakeholder coordination and sustainability
- The expert shall demonstrate access to a broad European and Western Balkans CAF network and provide evidence of in-depth knowledge of practical CAF applications, good practices, lessons learned, and effective implementation approaches in European and Western Balkans public sector organisations.

Skills:

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

5. Timing and Location

The assignment foresees work from home and on-site in Tirana, Albania. The assignment will be realised during the period **July – December 2026**.

6. Remunerations

The remuneration envisaged for this assignment is up to **EUR 12,000.00** for a total of up to **24 working days**.

The ReSPA expert selection procedure will be applied to define the daily fee based on the assessed and evaluated expert's capacity. The payment will be made in one instalment upon completing the assignment and submitting the documents required to execute the payment.

Note: This amount covers expert fees only. Travel, accommodation, meals, and other event-related costs will be provided separately by ReSPA and are not included in the expert fee.

7. Reporting and Final Documentation

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

Outputs

Kick-off deliverables

- Kick-off meeting minutes
- Project Assignment
- Communication Plan
- Customised CAF questionnaire
- Adapted agendas and PPTs for CAF 2020 model implementation

Sustainable knowledge transfer and capacity building of ASPA staff to independently coordinate CAF implementation and provide future support to public institutions.

- Training module, agendas and PPTs
- Handouts

Self-assessment & consensus

- Consolidated dataset from the self-assessment process (Excel)
- Consensus workshop agenda and methodology
- Draft CAF Self-Assessment Report

Prioritisation & Improvement Action Plan

- Prioritisation survey and results
- Quick-wins summary
- Clustered action packages
- Workshop materials
- Final Improvement Action Plan (timelines, responsibilities, indicators)

Guidance Note & top management workshop

- Workshop briefing

- Draft and Final Guidance Note: “Steps to become the National CAF Resource Centre for Albania”

ToT, consolidation & mentoring

- ToT syllabus and facilitator guide for CAF 2020 model training, Self-assessment Workshop and Action Plan Workshop
- Consolidated CAF implementation package (templates for Project Assignment, Communication Plan, Self-assessment questionnaire, PPTs)
- The expert shall prepare a core group of ASPA trainers and experts capable of delivering CAF awareness sessions, self-assessment workshops and follow-up support to Albanian public institutions.

Final reporting & handover

- Final Summary Report and report package
- Full handover package (editable Word/Excel/PPT)

Documents required for payment

- Invoice (original and signed);
- Timesheets (original and signed);
- Final Report