

## *Procurement Notice and Terms of Reference*

### **Expert for the Implementation of the CAF Self-Assessment Model in Five Public Administration Institutions in Montenegro**

*Reference Number: # 39/2025*

#### **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 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\*<sup>1</sup> 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 the 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).

##### **1.2 ReSPA now seeks to engage an Expert for the Implementation of the CAF Self-Assessment Model in Five Public Administration Institutions in Montenegro**

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

1.4 Tentative timeframe: the assignment is expected to be performed during **May - December 2025**.

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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 opinion on the Kosovo Declaration of independence

**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 results in success), 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**
- **Legal Entity File (for private company) - attached to this document**

**Please also submit any supporting documents required in these templates.**

## **Section 2. Language of the supporting documentation**

2.1 Language of application: The 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 the supporting documentation**

3.1 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) that ReSPA may contact. (NOTE: There is no need to submit reference letters; ReSPA will directly contact the referees if needed.)
- Financial offer (which shall specify a total sum amount in euros as well as the maximum number of working days proposed) in a separate e-mail.

3.2 The required documentation should be submitted electronically by e-mail to the following address: [procurement@respaweb.eu](mailto:procurement@respaweb.eu) by **22 May 2025** before midnight. Late submissions will not be considered for evaluation. **The application should contain the following reference in the e-mail: Application for activity number 39/2025.**

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 criteria 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 financial offer proposed by ReSPA. If negotiations are successful, the selected applicant will be awarded the contract. Should the negotiations fail; the next ranked applicant 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 (see below).

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 of the outcome of the procurement procedure.

5.4 Should you need any further clarification with respect to this procurement notice, please contact Ms. Jelisaveta Tasev, Programme Manager, via e-mail: [j.tasev@respaweb.eu](mailto:j.tasev@respaweb.eu) by **13 May 2025 (midnight)** at 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 **15 May 2025**. Any request for clarification must be sent by standard electronic communication to the above e-mail address.

## Terms of Reference

### Request for Services

#### ***Expert for the Implementation of the CAF Self-Assessment Model in Five Public Administration Institutions in Montenegro***

#### **1. Background**

The Regional School of Public Administration (ReSPA) is an inter-governmental 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\* 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 for membership in the European Union.

ReSPA's mission is to provide support to administrations in creation of transparent, accountable and professional public administration institutions that provide efficient services to benefit citizens and businesses across the region, and to facilitate their preparation for the future EU membership, taking into consideration the role that public administration reform has within fundamentals of the enlargement process. Acting as regional knowledge hub, ReSPA facilitates regional cooperation and share of knowledge and practices within the region and between the region and the EU, by providing expertise, policy advice, networking, mobility and capacity-building opportunities for civil servants and it maintains regional policy dialogue at the Ministerial level specifically dedicated to public administration reform. Since its inception, ReSPA, as an international organization and a key regional endeavour in Public Administration Reform (PAR), has contributed to capacity-building and networking activities through on-demand support mechanisms, peering and the production of regional research materials.

ReSPA establishes close cooperation with Ministers, senior public servants and heads of units in its Members. ReSPA also works in partnership with the European Union, specifically the Directorate General for Enlargement (DG ENEST), other regional actors such as OECD/SIGMA and the Regional Cooperation Council (RCC), as well as agencies and civil society organisations.

#### **2. Description of the assignment**

The Public Administration Reform Strategy for the period 2022-2026, along with the relevant Action Plan, was adopted by the Government in December 2021. This strategy aims to ensure the continuity of public administration reform by establishing standards at all levels of its functioning, from policy creation and implementation to the standardization of service quality. The Government also adopted the Quality Management Roadmap in July 2024, which provides recommendations for the systematic introduction of quality management in the institutions of Montenegro. The Public Administration Reform Strategy 2022-2026 recognizes the need to

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establish a quality management system, particularly under Strategic Objective II – Citizens and Businesses Utilize High-Quality Public Administration Services. The new Action Plan for 2025-2026 includes the activity "Implementation of the CAF Quality Management Mechanism in 15 Public Administration Institutions," which directly aligns this initiative with the set strategic goals.

Furthermore, the introduction of quality management mechanisms such as CAF is directly linked to performance indicators required for Sector Budget Support (SBS). The successful implementation of CAF in 15 public administration institutions by 2026 represents a key step towards fulfilling these indicators, ensuring Montenegro's eligibility for EU financial support and alignment with EU public administration standards.

So far, as part of the implementation of activities from the PAR Action Plan 2022-2024 the CAF self-assessment model has been implemented in 3 institutions of the Montenegrin administration with the support of RESPA: the Ministry of Public Administration, the Institute of Metrology and the Municipality of Zeta.

This initiative involves engaging an expert to provide technical support in implementing the CAF self-assessment model. The expert will support the process by facilitating CAF workshops and training sessions, customizing the CAF questionnaire in cooperation with ReSPA/RQMC staff, conducting consensus workshops, and developing improvement action plans.

*The proposed methodology includes:*

1. Organizing online kick-off meetings for CAF implementation in five institutions. The Ministry of Public Administration (MPA) has preliminarily identified potential institutions for CAF implementation as part of the Action Plan of the Public Administration Reform Strategy. The MPA has developed a quality management database to further assess institutional readiness and previous commitment to quality management. Based on this data and the expressed interest of more than twenty institutions that play a key role in service delivery, a group of 5 institutions for the CAF implementation has been preliminarily identified. These include the Agency for the Protection of Classified Data and Free Access to Information, the Capital Projects Administration, the Ministry of Health/Health Insurance Fund, the Directorate for Central Harmonization and Development of Internal Controls, and the Agency for Peaceful Resolution of Labor Disputes, among others. However, the final selection of institutions within this on-demand request will depend on their ability to align with the structured phases of CAF implementation within the given timeframe.
2. Preparing and delivering initial CAF training sessions in collaboration with ReSPA/RQMC staff and the QM Unit of the Ministry of Public Administration.
3. Collecting and analyzing individual responses from self-assessment group members.
4. Facilitating consensus workshops and drafting self-assessment reports.
5. Developing and implementing improvement action plans.

### 3. Tasks and responsibilities

The expert is expected to perform the following tasks:

Expert Day	Tasks	Deliverables/outputs
5 (1*5)	Coordinating with the responsible persons in five institutions and organizing online kick-off meetings for CAF implementation, collaborating with the institution's CAF Team to prepare and oversee the Communication Plan, developing agendas for CAF training, and customizing the CAF Questionnaire with ReSPA/RQMC staff	<ul style="list-style-type: none"> <li>- Communication Plan developed</li> <li>- Agendas for CAF training prepared</li> </ul>
5 (1*5)	Preparing and co-delivering the initial CAF training with ReSPA/RQMC staff and QM Unit from MPA	<ul style="list-style-type: none"> <li>- Training delivered</li> </ul>
10 (2*5)	Compiling individual responses from the Self-Assessment group members into an Excel document and clarifying any open questions, preparing the agenda for the CAF Consensus workshop and co-training the Self-Assessment group during the workshop with ReSPA/RQMC staff and QM unit of MPA	<ul style="list-style-type: none"> <li>- Consolidated individual responses of self-assessment group members into an Excel document</li> <li>- all open questions clarified,</li> <li>- Agenda for the CAF Consensus workshop prepared</li> <li>- Delivered co-training of the self-assessment group during the workshop with ReSPA/RQMC staff and the MPA QM unit</li> </ul>
2,5 (0,5*5)	Drafting the CAF Self-Assessment Report, incorporating feedback from ReSPA/RQMC and QM unit of MPA (0.5 days per CAF project, in total 2.5 days).	<ul style="list-style-type: none"> <li>- Preparation of the CAF Self-Assessment Report</li> </ul>
7,5 (1,5*5)	Organizing improvement actions from the Consensus Workshop, preparing materials for the CAF Improvement Action Plan Workshop, finalizing the action, preparing and co-delivering the Improvement Action Plan Workshop according to the agreed format and drafting the CAF Improvement Action Plan report based on workshop outcomes, coordinating with the ReSPA/RQMC CAF Team to finalize the report, and translation of the report (1.5 days per CAF project, in total 7.5 days).	<ul style="list-style-type: none"> <li>- Materials for the CAF Improvement Action Plan workshops</li> <li>- preparation and delivery of the CAF Improvement Action Plan Workshop according to the agreed format and</li> <li>- preparation of the CAF Improvement Action Plan report based on the workshop results</li> </ul>
<b>Last</b>	30 days	Final report

## 4. Necessary Qualifications

The Expert shall possess the following profile:

### Educational background

- University degree (undergraduate and/or postgraduate) in Public Administration, Business Administration, Social Sciences, Quality system management or any other related academic discipline
- PhD degree in the above-mentioned fields will be considered an asset
- EFAC certificate will be considered an asset

### General professional experience

- At least 7 years of professional experience working in the area of public administration and implementation of quality systems, models and instruments in public administration
- At least 5 years of professional experience in the area of the implementation of the Common Assessment Framework

### Specific professional experience

- At least 2 years of professional experience implementing quality management standards in the Western Balkans
- At least 2 years of professional experience in drafting analytical papers or other country inputs related to CAF and quality management

### Skills

- Ability to write clear and coherent documents
- Excellent written and oral communication skills in English
- Project development skills
- Teamwork
- Full computer literacy
- 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 Podgorica, Montenegro. The assignment will be realized during the period **May – December 2025**.

The timeline of the indicative implementation phases is represented in the table below:

<b>Implementation Phase</b>	<b>Institution 1</b>	<b>Institution 2</b>	<b>Institution 3</b>	<b>Institution 4</b>	<b>Institution 5</b>
<b>Kick-off Meetings</b> (1 hour of online meeting)	May	May	June	July	July
<b>Defining &amp; Signing Project Assignments &amp; Communication Plans</b> (1 week per institution)	May	May	June	July	July
<b>Updating the CAF Questionnaire</b> (1 week per institution)	May	May	June	July	July
<b>CAF Training (1-day training)</b>	May	May	June	September	September
<b>CAF Online Self-assessment</b> (4 weeks for filling out the assessment)	June	June	July	October	October
<b>CAF Self-assessment Workshop</b> (2-day workshop)	July	July	September	October	October
<b>Self-assessment Report</b> (2 weeks for developing the report)	July	September	September	November	November
<b>Action Plan Workshop</b> (1/1and a half day workshop)	September	September	October	November	November
<b>Action Plan Report</b> (2 weeks for developing the report)	September	September	October	December	December

## 6. Remunerations

The remuneration envisaged for this assignment is up to **EUR 12,000.00** for a total of up to **30 working days**.

The ReSPA expert selection procedure will be applied to define the daily fee of up to **EUR 400** 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:

No other costs will be covered apart from the expert fee per day.

## 7. Reporting and Final Documentation

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

### ***Outputs***

- Communication Plan developed for each institution
- Agendas for CAF training prepared for each institution
- Training delivery in each institution
- Summarized responses from the CAF Questionnaire (Excel table) for each institution
- Agenda for the CAF Consensus workshop prepared for each institution
- Summarized outputs from the CAF Consensus Workshop for each institution
- Delivered co-training of the self-assessment group during the workshop with ReSPA/RQMC staff and the MPA QM unit
- Draft of the Self-Assessment report and Action Plan Report for each institution
- Materials for the CAF Improvement Action Plan workshops
- Preparation and delivery of the CAF Improvement Action Plan Workshop according to the agreed format
- Preparation of the CAF Improvement Action Plan report based on the workshop results
- Preparation of the CAF Self-Assessment Final Report

### ***Documents required for payment***

- Invoices (original and signed);
- Timesheets (original and signed);
- Final Report.