**Procurement Notice**

Assignment name:

**A contractor specialized in providing capacity building activities in domain of Quality Management in Public Administration**

**Reference Numbers: 17023**

**Section 1. Introductory Information**

* 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\*[[1]](#footnote-1) is a beneficiary. ReSPA’s purpose is to help governments in the region to 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 ReSPA 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 Contractor to provide support in domain of Quality Management (CAF – Common Assessment Framework).

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 December, 2017 to March, 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 / CAF.

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 parties 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;

• 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 **06 December 2017** before midnight. Late submissions will not be considered for evaluation. **The application should contain in the e-mail title of the assignment and the following reference number: 17023.**

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 which shall specify a total price (EURO) per day (shall include all required costs envisaged for conducting assignment including travel costs, per diems, etc.) and therefore ReSPA will not be liable for any additional cost for performing related assignment.

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 two installments, 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, by **27 November 2017 by 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) by **30 November 2017**. Any request for clarification must be sent by standard electronic communication to the above e-mail address.

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 **TERMS OF REFERENCE** *A contractor specialized in providing capacity building activities in domain of Quality Management in Public Administration*

**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\*[[2]](#footnote-2) is a beneficiary. ReSPA’s purpose is to help governments in the region to 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.

Quality Management (QM) has been identified as crucial thematic area of ReSPA focus, enabling pattern on how to improve the quality of public services in comprehensive and systematic manner on a long run. Also, Quality Management belongs to 3rd area of PA principles: Public Service and HRM.

In July 2015, ReSPA expert Working Group on Quality in Public Administration and Public
Services (QPAS) has been established. Its overall objective was to assist ReSPA Member States and Kosovo\* in enhancing the quality of their public sector by exchanging information on Quality of Public Administrations & Services and looking for challenges and solutions to be elaborated at regional basis. In this manner, ReSPA intends to sustain a platform which will allow countries to effectively exchange the state of play, targeted goals and priorities, examples of successful implementation and critical challenges on the issue of Quality of Public Administrations & Services. Several meetings in the area have been organized by ReSPA by initiating synergies with national, regional and international institutions. Finally the Feasibility Study on ReSPA Quality Management Centre which was finalized in October 2017 and it underlined the need to increase the internal capacities of RESPA staff in domain of quality management with the emphasis on CAF, EFQM and ISO 9001.

**Description of the Assignment**

Based on the recommendations from related Quality Management ReSPA working group as well the inputs received from ReSPA Governing Board (both senior and ministerial level), ReSPA has identified the need to increase its capacities in domain of QM in order to start implementing related QM instruments. One of the most common used QM instruments is CAF (Common Assessment Framework). It is a tool developed by the European countries to increase the quality of public sector organisations and their services for citizens. By using CAF, all European public-sector organisations may improve themselves towards excellence. Therefore, the training for all ReSPA staff (up to 15 members) will be required. It has to be tailored made with a practical orientation towards knowledge exchange at the same time enabling raise awareness of the values and the challenges of CAF and to enable ReSPA to design future activities especially linking CAF activities with other ReSPA programmes.

By means of these Terms of Reference (ToR), ReSPA is seeking for one contractor specialized in domain Quality Management in Public Administration who would design and implement the related activity. ReSPA reserves the right to change the scope, time and place of the assignment.

**Tasks and Responsibilities**

The assigned contractor shall work closely with ReSPA in performing the tasks foreseen with this document and as elaborated above. Moreover, the contractor shall perform the following tasks and responsibilities:

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| **Activities** | **Period** | **Number of days** |
|  |  | Expert 1 | Expert 2 |
| 1. Designing three-day training devoted to CAF
 | December 2017 | 1 |  |
| 1. Implementing the three day training at ReSPA premises
 | January 2018 | 4 | 4 |
| 1. Design of Report
 | February 2018 | 1 | 1 |
| 1. Preparing of draft documents for CAF implementation in ReSPA
	1. Programme Management
	2. Information of Staff / Communication Plan
	3. Self-Assessment Workshop
	4. Self-Assessment Report
	5. Improvement Plan Workshop
	6. Improvement Plan
	7. Adjusted CAF-Questionnaire
 | February 2018 | 1 | 9 |
| 1. Supporting the CAF implementation
	1. Mentoring of CAF-Team during Self-Assessment Workshop
	2. Designing of Self-Assessment Report
 | March 2018 | 33 | 33 |
| **Total** |  |  | **33** |

**Contractor profile requirements:**

The Contractor should preferably possess:

* At least 7 years of implementing CAF at national, regional and local level
* Being correspondent of CAF or proven experience in setting up national correspondents or CAF centres
* Practical experiences with the setting up of the PEF systems (procedure for external CAF feedback) or being PEF organization
* Proven implementation or being PEF organization
* Experience of linking CAF with the performance management systems
* Experiences with versioning CAF to local, regional and national level as well as thematic versions
* Proven experience in working in subject area in the Western Balkans region

The selected Contractor should ensure that engaged trainers are adequately supported and equipped during the implementation of the contract, as required.

The selected Contractor shall be responsible for all reporting under the contract and advise, propose, coordinate and implement all of the above in accordance with ReSPA’s requirements (the Contracting Authority).

The selected Contractor is expected to provide reports and written contributions that require minimum editorial and English corrections by the Contracting Authority (ReSPA). ReSPA will provide the training venue and all needed technical equipment required for the training implementation (computers, video projector, etc.). The Contractor shall be responsible to the Contracting Authority for project backstopping of the assignment, administration and financial management, and for the provision of technical experts as defined in the Terms of Reference and the Technical Proposal to ensure the efficient implementation of this project assignment.

All costs relating to the provision of experts (including any applicable travel and subsistence/per diems – with the exception of the presentation of the study) and project direction/backstopping costs of the assignment must be included in the overall fee rates of the experts.

**Expert profile requirements**

Note that civil servants and other staff of public administrations are not eligible for this assignment.

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

**Lead QM expert (trainer)**

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 of Public Administration or similar field;

Specific professional experience:

* Proven working experience in designing and conducting trainings in domain of CAF for at least 7 years
* Proven working experience on Quality management approaches and in cooperation with international stakeholders in the Western Balkan region
* Proven working experience in setting up of the PEF systems (procedure for external CAF feedback)
* High ability in developing strategic documents for implementation of quality management systems/models (CAF, EFQM, ISO) on long-term basis
* CAF Trainings, CAF Trainer, through proven continuous and up-to date courses/certification

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

**Pool of QM experts (at least one senior expert in a team along with Lead QM expert) / trainers**

Educational background:

* B.Sc. in Social Sciences, Political Sciences, Computer Science, Development studies, Public Administration, or related field;

General professional experience:

* Minimum 7 years of experience in the field of Public Administration or similar field;

Specific professional experience:

* Proven working experience in designing and conducting trainings in domain of CAF for at least 5 years
* Proven working experience on Quality management approaches and in cooperation with international stakeholders in the Western Balkan region
* Proven experience in implementation PEF (procedure for external CAF feedback)
* High ability in developing strategic documents for implementation of quality management systems/models (CAF, EFQM, ISO) on long-term basis
* CAF Trainings, CAF Trainer, through proven continuous and up-to date courses/certification

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**

1. The first sequence of the activities will start in December 2017 (training programme development);
2. CAF training will be implemented in the second half of January 2018;
3. Self-assessment workshop and Self-assessment report will be implemented until March 2018

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| Activity | **Dec****2017** | **Jan****2018** | **Feb****2018** | **Mar****2018** |
| 1) Needs assessment and setting up training curricula  |  |  |  |  |
| 2) CAF training |  |  |  |  |
| 3) Design of Report  |  |  |  |  |
| 4) Preparing draft documents for CAF implementation |  |  |  |  |
| 5) Supporting CAF-implementation |  |  |  |  |

**Remunerations**

The selected Contractor will submit the financial offer including methodology and unit per day. The payment will be done in three instalments, following the submission of the reports (one after each event).

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| **Project-milestones** | **Maximum number of working days** |
| Needs assessment and setting up training curricula | **1** |
| CAF training, Design of Report, CAF-draft documents | **20** |
| Supporting CAF-Implementation | **12** |
| TOTAL | **33** |

Payment will be conducted in two instalments:

1. First installment on conducting the first activity: (1) Needs assessment and (2) setting up training curricula;
2. Second - final installment on conducting: (3) CAF training and (4) reporting.

**Reporting and Final Documentation**

The expert will be requested to deliver the following documents:

* The report, submitted two weeks upon completion of assignment;
* The submission of the following:
	+ *Invoices* (original and signed);

Should be in accordance with the above stated deadlines for the reports submission

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 [↑](#footnote-ref-1)
2. \* 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 [↑](#footnote-ref-2)