

Terms of Reference (ToR)

» *Senior Reform Expert Engagement* «

January 2024

The CEF is an International organization based in Ljubljana, Slovenia. We work closely with our [constituency](#) and serve as a knowledge hub for the region. As leaders in learning, our vision is to inspire public officials, both individuals and teams, to shape institutional governance that drives successful economies and fair societies. We support capacity development of public officials and their institutions in South East Europe through learning and knowledge sharing.

The CEF is searching for a Senior Reform Expert join the CEF Core Expert Team based in Montenegro for implementing the EU-funded Action “*Support to coordination, monitoring and reporting on Public Administration Reform (PAR) Strategy and Public Financial Management (PFM) Reform Programme 2022-2026*” [henceforth ‘the Strategies’]. The Action is implemented in the period September 2023 to August 2026.¹

The Action will be implemented in close consultations with the target audience to ensure their dedicated involvement and clear ownership in its activities. This shall be ensured through the [CEF's people-focused approach](#), whereby people are involved in all steps of the process including the design of the activities, implementation and evaluation phase to make them tailored to their needs as much as possible. On the individual, team, and institutional levels, the CEF is striving to address the content that participants find useful for their learning. Therefore, it will engage the target audience in reflections about how their capacity development relates to the capacity development of the teams and institutions they are part of.

The **objective** of engaging the Expert is to **promote the capacity development of the target audience on the coordination, monitoring, and reporting of the Strategies.**

Specific tasks to be executed

- **support the two reform coordination teams** (and other involved institutions) in:
 - promoting cross-fertilization between the two reform processes, and better linking them to other key processes at national level such as, for example, national development planning, budget planning, etc.
 - identifying areas in need of reform, suggesting improvements, and introducing innovative approaches when relevant
 - steering the Strategies through high-level political and policy dialogue – within the country, as well as with the EU
 - leading change management efforts by fostering a culture of reform within the public sector, overcoming resistance, and facilitating smooth transitions

¹ For more information on the Action, see enclosed sheet.

- assisting changes to relevant policy frameworks to enable and support public administration and public finance reform efforts
- identifying potential risks and challenges associated with reform initiatives and propose solutions to mitigate these risks
- ensuring effective communication and information sharing among all relevant stakeholders to keep them informed and engaged throughout the reform process
- continuously evaluating the effectiveness of reform efforts, and incorporating lessons learned into future projects to improve outcomes
- promoting reform initiatives and alignment with government priorities through collaboration with relevant government agencies, departments, and ministries, as well as external stakeholders
- establishing and maintaining quality control processes to ensure that reform initiatives meet set standards and deliver intended results
- developing a skilled and capable team to assist in the implementation of reform initiatives
- promoting collaboration and synergy between various government departments and ministries to ensure that reform efforts are coordinated and aligned
- understanding the importance of trust building among all stakeholders and thus making the reform process more effective, predictable, and credible
- providing guidance and expert advice to other government officials and decision-makers regarding public administration and public finance reform issues
- **consult existing policies, procedures, and regulations and stays updated on global best practices** within public administration and finance reform to be best informed when supporting the Action's target audience
- **surface and update the target audience's given knowledge** on how those strategies connect with the national development and EU negotiation process
- **co-design and implement experiential and participatory learning initiatives**, and manage individual learning journeys / activities
- **provide additional backstopping support in the field of the Strategies** to the Action's project manager / team leader

The Expert shall work under the guidance of a designated CEF manager, and closely cooperate with the Action's project manager / team leader, other relevant CEF staff and experts, and the Action's stakeholders.

Duration

The Expert shall be engaged as soon as possible – preferably still in Q1/2024 – until June 30, 2024, whereby an extension for a longer period thereafter is an option that will be mutually discussed the latest by May 15, 2024.

The Expert is expected to be available on a 50% full-time equivalent for delivering the required work, representing on average 9 effective working days per month, based on 8 hours of work per day (incl. 30 min of break).

Work conditions

The work required under this ToR shall be primarily carried out in Montenegro; some activities may take place elsewhere, including CEF headquarters – in that case, the CEF will arrange the travel and accommodation. The CEF will support the Expert in seeking to work as much on-site of the target institutions, as possible.

The Expert will be provided with all relevant documents and access to relevant CEF systems, as needed to carry out the work.

Performance standards

For each quarter ahead, the designated CEF manager and the Expert will further specify and agree on the Expert's deliverables (e.g., delivery deadline, description of expected outputs, stakeholders to consult, etc.), taking the Expert's unique knowledge and skills into account; and review them regularly. The Expert will provide regular progress updates to the designated CEF manager, ensuring transparency and accountability in his/her work.

The Expert will be invited (after agreeing with the designated CEF manager on a case-by-case basis) to participate without a fee in CEF internal and external learning and knowledge sharing initiatives during the contract period at his/her own time and expense.

Conflict of interest requirements

The Expert is required to inform the designated CEF manager of any potential conflict of interest for expert activities outside of the CEF at least 15 days before formally accepting any such engagement. The CEF will assess the potential/actual conflict of interest and communicate its response to the Expert within three days from being informed. Decisions will be reached through mutual discussion on a case-by-case basis. If not explicitly approved by the CEF, the Expert may not share any Action related documents, inputs, deliverables consultations, agreements, etc. with any third party.

Qualifications and skills required

- Master's degree in governance, economics, law, or another related field that deals with public policies and organizational change; a PhD degree shall be considered an asset
- at least 15 years of experience working with public administration, preferably in the field of development and collaboration with cross-functional teams, of which at least 7 years in Montenegro
- Knowledge of the EU integration process, reform experience of other countries in the South East Europe
- proficiency in Montenegrin and English language
- skills: team work; moderation, communication, interpersonal, and analytical skills; persistency; proactiveness; empathy
- relevant professional network in Montenegro and among its development partners
- experience in cooperating with the EU institutions, especially the EU Delegation Office in Podgorica
- some familiarity with approaches to facilitate learning and knowledge exchange; and readiness to learn and take a people-focused approach to capacity development
- preferred: track record in working with the CEF or similar learning institution / knowledge hub

Submission of documentation

Interested experts are invited to submit a proposal consisting of the following documentation:

- **Short introduction letter** explaining the applicant's specific fit and motivation, and expressing his/her availability for the period and scope of the requested services, and confirming that he/she would be based in Montenegro for that period
- **Personal Curriculum Vitae**, including relevant qualifications, competencies, and work experience (general track record, specific experience in similar assignments)
- **Two references** (name and position of referee, email address and phone number), who the CEF may contact

Public servants from Montenegro are not eligible to apply. However, they are warmly invited to express interest to contribute their expertise to the implementation of the Action in-kind.

The CEF reserves the right to cancel this procurement procedure at any moment, without any compensation to the applicants. The cost of preparing the above documentation, participation in the selection process and negotiation of a contract, including any related travel, cannot be reimbursed by the CEF under any circumstances, nor can the CEF be held liable for it, regardless the outcome of the procurement procedure.

Submission deadline

The required documents should be **submitted electronically by January 31, 2023 to robert.bauchmuller@cef-see.org**.

Selection Process

The candidates will be evaluated against the required expertise (qualifications, experience, skills, and competencies), as defined in the Terms of Reference. The CEF may invite the three highest ranking candidates to a short interview, which may result in updating individual rankings.

The candidate securing the highest final ranking will be invited to negotiate the contract and the fee proposed by the CEF. 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.



PROJECT NAME

SUPPORT TO COORDINATION, MONITORING AND REPORTING ON PAR STRATEGY AND PFM REFORM PROGRAMME 2022-2026

Duration	1. September 2023 – 30. August 2026
Contracting Authority	Delegation of the EU to Montenegro
Implemented by	CEF
Target Audience ¹	Ministry of Public Administration and Ministry of Finance of Montenegro

Progress will be measured through the following **outcome indicators**:

- ❖ **Observance of roadmaps of key steps and roles** in coordinating, monitoring, and reporting of the strategies
- ❖ **Quality annual reports** on strategy implementation

Progress towards these outcomes is documented in the following **outputs**:

- i. **MPA/MoF strategy coordination teams lead effort to efficiently facilitate coordination structures**
- ii. **Exchange of good practice and ways to manage common implementation challenges promoted**
- iii. **Target audience established functional and sustainable lines of communication**, supporting strategy implementation, monitoring, and sharing of results and evolving needs
- iv. **Increased capacity in systematic data gathering, analysis, and monitoring**, with IT support when available, for developing and communicating monitoring reports
- v. **Target audience leads effort to perform mid-term strategy evaluation**, considering possible upgrades and amendments in the next period

OBJECTIVES

Overall objective:

To increase performance and impact of the strategies through learning (together and from each other) and knowledge exchange.

Specific objectives:

1. **Increased capacity for monitoring and coordinating strategy implementation**
2. **Improved and more efficient monitoring and communication mechanisms, including reporting**

Project will support the target audience in a range of **learning journeys**, which are:

- ❖ organized on-the-job, around selected coordination, monitoring, and reporting tasks and duties – not as a parallel process
- ❖ rooted in a profound joint problem-analysis, involving key stakeholders
- ❖ building on already given knowledge and capacities at the individual, team, and institutional level
- ❖ framed before their start in terms of their expected duration and envisaged outcome
- ❖ incorporating a set of different learning elements aimed at
 - promoting knowledge exchange and deepening – peer-to-peer and through different knowledge and learning products
 - showcasing good practice through visibility actions and joint celebrations
 - promoting regular feedback loops and iterative adaptation of future action
- ❖ embracing different learning and knowledge sharing focuses in a modular design
- ❖ including relevant knowledge partners and experts on respective focuses to ensure access to new knowledge and perspectives

¹ Primary target audience. Additional target audiences are other institutions that are part of the coordination structures of the strategies and are already defined in the strategies.