

## Procurement Notice

**Assignment name:** Lead Expert for conducting a staff satisfaction survey of civil servants in Serbia and Bosnia and Herzegovina

**Reference Number:** 80/2023 - Lead Expert for conducting a staff satisfaction survey of civil servants in Serbia and Bosnia and Herzegovina

### 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\* 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 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 is implementing its activities through the Secretariat located in Danilovgrad, Montenegro.

1.2 ReSPA now seeks to engage Lead expert who would conduct a survey of public servants in accordance with international best practices and generate evidence for Serbian Human Resources Management Service (HRMS) and the Civil Service Agencies of the joint institutions of Bosnia and Herzegovina (CSA BiH), Civil Service Agency of the Federation of Bosnia and Herzegovina (CSA FBiH) and the Civil Service Agency of the Republika Srpska (CSA RS).

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

1.4 Tentative timeframe: the assignment is expected to be performed from October 2023 to June 2024.

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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

**1.5 NOTE: Please, clearly indicate in the Methodology that you shall submit the entity with whom the contract would be concluded (in case your application will result 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 be also provided).

**This cannot be changed in the procedure to follow.**

**In addition, you are kindly requested to fill 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 document 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 subject of the assignment, how they understand the ToR 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 document.

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 **22 September 2023 before Midnight**. Late submissions will not be considered for evaluation.

**The application should contain in the e-mail title the following reference:**

***80/2023 - Lead Expert for conducting a staff satisfaction survey of civil servants in Serbia and Bosnia and Herzegovina***

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 negotiations.

#### **Section 5. Final Considerations**

5.1 The payment will be done as per the Terms of Reference, 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: Ms. Ranka Bartula Musikic, Programme Manager via e-mail: [r.bartula@respaweb.eu](mailto:r.bartula@respaweb.eu), by **14 September 2023** (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](http://www.respaweb.eu)) by **19 September 2023**. Any request for clarification must be sent by standard electronic communication to the above e-mail address.

# Terms of Reference

## Request for Services

*Lead Expert for conducting a staff satisfaction survey of civil servants in Serbia and Bosnia and Herzegovina*

### 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\* 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 establishes close cooperation with Ministers, senior public servants and heads of units in Member countries. ReSPA also works in partnership with the European Union, specifically Directorate General for Neighbourhood and Enlargement Negotiations (DG NEAR), other regional actors 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 endeavour in Public Administration Reform, has contributed to capacity-building and networking activities through on-demand support mechanisms, peering and the production of regional research materials.

The European Commission (EC) provides directly managed funds for the support of the ReSPA activities (research, training and networking programmes) in line with the EU accession process. Currently, ReSPA is implementing its fifth EC Grant Contract "Support to the Regional School of Public Administration for implementing PAR Agenda and facilitating EU accession process in the WBs".

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 senior civil servants representing the

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ministries responsible for the Public Administration, ministries of Finance, and institutions in charge of the European Integration process coordination of the ReSPA Members and four regional thematic groups: (1) Policy planning, better regulation and coordination of Centre of Government, (2) European integration and accession negotiations; (3) Human Resources Management and Professional Development; (4) Service Delivery (digitalization and quality management).

## 2. Purpose

The purpose of this assignment is to conduct a survey of public servants in accordance with international best practices and generate evidence for Serbian Human Resources Management Service (HRMS) and the Civil Service Agencies of the joint institutions of Bosnia and Herzegovina (CSA BiH), Civil Service Agency of the Federation of Bosnia and Herzegovina (CSA FBiH) and the Civil Service Agency of the Republika Srpska (CSA RS) with a focus on:

- evaluating key attitudes and behaviours of public servants, including job satisfaction and well-being, work motivation, public service motivation, retention and organizational commitment
- assessing management practices such as recruitment and selection, onboarding, career advancement, performance appraisal, salary management, training and competence development, teamwork and leadership
- enabling benchmarking across institutions and groups of staff
- deriving actionable recommendations for HRMS of Serbia and Civil Service Agencies in Bosnia and Herzegovina for developing public administration and civil service reform strategies, action programmes and change management interventions.

## 3. Description of the assignment

The quality of human resources management in public administration is essential for economic development, the delivery of public services and public trust in government. The global COVID-19 crisis has provided a powerful reminder of the capacity of public administration to respond to the pandemic. The European Union has fully recognised the importance of public personnel management for European integration by making the professionalisation of the civil service a condition for the accession of Western Balkan countries. However, national governments often lack evidence of the quality of human resources management practices in public administration. Despite well-intentioned reform efforts, it remains challenging for national governments to effectively and reliably monitor the quality of implementation by individual institutions to identify compliance gaps, and differences in management practices across institutions and groups of civil servants.

Moreover, national governments lack evidence of whether reform measures achieve their objectives. Civil service reforms are intended to increase civil servants' productivity, performance, and integrity. However, national governments and their civil service agencies usually lack robust evidence to gauge the effectiveness of their reform efforts. In order to support ReSPA Members

in addressing the lack of evidence, ReSPA piloted in 2022 civil service surveys in the two ReSPA Members, Albania and North Macedonia.

Within this assignment, the survey on the satisfaction of civil servants will be conducted in Serbia and Bosnia and Herzegovina, based on the interest shown by the HRMS and Civil service agencies in BiH (CSA BiH, CSA FBiH and CSA RS).

The surveys should provide reliable evidence to top managers and political representatives about key staff management challenges and critical employee outcomes (such as professionalization, work motivation, job satisfaction, engagement, staff retention and integrity of civil servants) that are generally associated with higher government performance. The surveys should enable participating institutions to monitor the quality of the implementation of human resources management and to understand their strengths and areas for development. The surveys should also showcase implementation gaps in best practice and relation to OECD/SIGMA's Monitoring Reports, provide tailored advice to the respective governments and institutions on how to improve the practice of human resources management and establish clear links to each Member's Public Administration Strategy.

The surveys could also assist partners (ReSPA, OECD/SIGMA, European Commission, etc.) in developing future activities that will support the respective administrations in implementing good-quality human resources management.

The survey must comply with all relevant National and European data protection legislation, particularly GDPR.

The survey targets in Serbia:

- Central government institutions, i.e. ministries, subordinated organisations, executive and independent agencies and other central offices.
- All ranks of public/civil servants, i.e. Secretaries of Ministries, Assistant Ministers, Directors, senior/managerial civil servants, civil servants in experts / non-managerial positions, and other staff regardless of rank and employment types (e.g. temporary staff, civil servants under probation period, staff with a time-limited contract of employment, staff in acting positions, part-time staff etc.).

The survey targets in BiH:

- Public servants of the public administration institutions in Bosnia and Herzegovina at all three levels (the level of joint Institutions of Bosnia and Herzegovina, Republika Srpska and the Federation of Bosnia and Herzegovina, including the Cantonal level).
- Ministries, subordinated organisations, executive and independent agencies, the cantonal administration and other relevant offices.
- All ranks of public/civil servants, i.e. Secretaries of Ministries, Secretaries General, Deputy Ministers, Directors, senior/managerial civil servants, civil servants in expert / non-managerial positions, and other staff regardless of rank and employment types (e.g. temporary staff, civil servants under probation period, staff with a time-limited contract of employment, staff in acting positions, part-time staff etc.).

The survey shall exclude public servants and employees in public service delivery roles such as teachers, doctors, nurses, law enforcement personnel, police, army, and staff of judicial and

legislative bodies. In addition, political positions such as Ministers, State Secretaries shall be excluded from the survey.

The survey shall:

- Prioritise all aspects of human resources management but may cover other areas of public management where appropriate.
- Evaluate critical employee outcomes, including civil servants' attitudes towards work, their work performance and experience with ethics and integrity at work

The questionnaires should consist of a regional component, with questions that are comparable across ReSPA Members, including Serbia and Bosnia and Herzegovina. In addition, the questionnaires may include components tailored to the needs of Serbia and Bosnia and Herzegovina upon their request. The Civil service management authority of Serbia and Civil service agencies of Bosnia and Herzegovina should be consulted to propose themes of particular interest to them. These themes should be developed into administration-specific components added to the regional component. The administration-specific components should not make up more than 20 per cent of the overall survey length in each ReSPA member.

The scope of the target population should be as wide as possible to allow for a comprehensive understanding and analysis of human resources management practices within and across the public administration of Serbia and Bosnia and Herzegovina. The survey should be conducted as an online survey. In Serbia, the survey should represent the level of civil servants in central government institutions as a minimum. In addition, local government units (municipalities) may be included in the survey if desired by the civil service management authority of Serbia.

ReSPA does not cover the licensing fees. The online platform that will be used should have adequate capabilities for the implementation of the survey and should be selected in consultation with ReSPA. The survey shall be conducted in the local language(s). All communication and reporting should be in English. ReSPA will ensure the translation of the questionnaire.

The survey shall consist of three phases listed below which have to be undertaken.

**PHASE 1:** Preparation and design of survey (October – December 2023)

**PHASE 2:** Survey implementation and analysis: (January – March 2024)

**PHASE 3:** Preparation of survey reports and their presentation (April – June 2024)

## **OUTPUTS**

- Questionnaires in English used for the survey in Albania and North Macedonia updated in line with the inputs from the participating ReSPA Members.
- Questionnaires in local languages translated from English (for Serbia one questionnaire, and for BiH, three questionnaires).

- 2 reports for the participating ReSPA Members: Serbia and Bosnia and Herzegovina (including the three different levels). The reports should cover all survey areas and provide actionable recommendations for further civil service reform and improving management practices. The report should include annexes with a detailed presentation of survey results.
- For BiH 3 reports dedicated to the joint institutions of Bosnia and Herzegovina, the Federation of Bosnia and Herzegovina and Republika Srpska that shall mirror the structure of the general report for Bosnia and Herzegovina.
- Institutional reports for public administration institutions that reach a response rate of 30 % and return a minimum of 10 completed responses (NB: the number of institutional reports will depend on the number of institutions/units that participate in the survey and pass the threshold).

#### 4. Assumptions

1. Commitment of the civil service management authorities, ministries of public administration including their political leadership, and the senior management of public administration institutions in which the survey will be conducted.
2. Designation of one civil servant per Civil Service Agency as a contact point for the support and coordination in the civil service management authority of the survey implementation.
3. Administrative data from central public administration institutions to enable the survey implementation, including organisational charts, staffing data including institution size and demographic information. Additional information shall be provided, if available, by participating institutions. In order to guarantee confidentiality and full compliance with GDPR, non-disclosure agreements could be signed whenever required.

#### 5. Tasks and responsibilities

To lead and coordinate the whole process of preparing the required outputs, the Lead expert shall be engaged for up to **30 days (thirty) days** and shall perform the following tentative tasks:

##### **PHASE 1: Preparation and design of survey (October – December 2023, 7 days)**

- Identifying institutions, collecting staffing and contact information in the participating ReSPA Members (to be supported by the contact points in the ReSPA Members and ReSPA).
- Adapting the existing questionnaire in consultation with HRMS of Serbia and the three Civil Service Agencies in Bosnia and Herzegovina and ReSPA.
- Pre-testing of the survey instrument in the participating ReSPA Members.

##### **PHASE 2: Survey implementation and analysis: (January – March 2024, 7 days)**

- Roll out of one survey in Serbia and three surveys in BiH (one for each level), coordination and ongoing monitoring of the implementation of the survey.
- Cleaning and analysis of survey data.

##### **PHASE 3: Preparation of survey reports and their presentation (April – June 2024, 16 days)**

- Preparation of the report for Serbia and institutional reports.
- Preparation of the report for Bosnia and Herzegovina and the reports for each of the three levels, and the institutional reports.
- All reports should be written in the English language. Ensure that a native English speaker proofreads all reports.
- Prepare a report for ReSPA on the implementation/performance of the assignment, indicating key challenges, lessons learned and relevant recommendations.

The abovementioned tasks and responsibilities represent the milestones of the assignment, but the expert and ReSPA Programme Manager in charge can propose changes/adaptations upon mutual agreement. The Lead expert shall closely work with the team of experts composed of a Data Scientist and the Local experts in finalizing the deliverables of the assignment.

## 6. Timing and Location

The assignment foresees work from the office/home. The assignment will be performed tentatively from **October 2023 to June 2024**. The assignment should be implemented faster if requested and sufficiently supported by the ReSPA member.

## 7. Remunerations

The assignment foresees up to **30 (thirty) expert days** of up to 18.000EUR.

The payment will be made in two instalments, the first one after finalisation of phases 1 and 2 (14 working days) and the second one on completion of the assignment (16 days of work) and submission of the intended outputs and payment documents. The final outputs listed above will be subject to ReSPA quality control and approval before payment is executed.

Note: No other costs will be covered besides the expert cost per day. The expert cost per day comprises of expert's fee per day and (if needed) a lump sum for covering related costs, which include, travel, accommodation, local transport, meals and other incidentals.

## 8. Necessary Qualifications of the Expert

The expert shall possess the following profile:

### Qualifications and skills:

- At least Master Degree in Public Administration, Management, Political Science or other relevant Social Sciences
- PhD shall be considered an asset.

### General professional experience:

- At least 10 (ten) years of experience in the area of public administration reform and management

- Familiarity with OECD/SIGMA's Principles of Administration and the European Union's policy towards public administration reform in the context of Enlargement
- Experience of working with international organisations is desirable

*Specific professional experience:*

- At least 7 years of proven experience in tasks and assignments related to human resources management in the public sector
- Familiarity with public administration reform and management trends, in particular, in the area of civil service and human resources management, in the Western Balkans
- Management of large-scale cross-country surveys in human resources management in the Western Balkans or globally.

*Skills:*

- Excellent written and oral communication skills in English;
- Ability to write clear and coherent guidance documents;
- Excellent communication skills, including the ability to convey complex concepts and recommendations in a clear and persuasive style;
- Ability to prepare and deliver well-structured PowerPoint presentations;
- Ability to work with people of different nationalities, religions and cultural backgrounds.

## **9. Reporting and Final Documentation**

Besides the outputs stated in the ToR the expert will be requested to deliver:

***Documents required for payment***

- Invoice (original and signed);
- Timesheets (original and signed);
- Report in the English language on the implementation of the assignment, indicating key challenges, lessons learnt and relevant recommendations.