

## Procurement Notice

**Assignment name: Local Expert for supporting the conduction of a staff satisfaction survey of civil servants in Serbia**

**Reference Number: 80/2023 - Local Expert for supporting the conduction of a staff satisfaction survey of civil servants in Serbia**

### 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 Local Expert who would conduct a survey of public servants in accordance with international best practices and generate evidence for Serbia's Human Resources Management Service (HRMS)

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.

**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:**

---

<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

- 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 - Local Expert for supporting the conduction of a staff satisfaction survey of civil servants in Serbia**

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

*Local Expert for supporting the conduction of a staff satisfaction survey of civil servants in Serbia*

### 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 ministries responsible for the Public Administration, ministries of Finance, and institutions in

---

\* 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.

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 Serbia's Human Resources Management Service (HRMS) 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 to develop 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 based on the interest shown by the HRMS.

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 public/civil servants of the central government institutions.

- 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 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 and 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. In addition, the questionnaires may include components tailored to the needs of each ReSPA member upon their request. The civil service management authority of Serbia 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 broad as possible to allow for a comprehensive understanding and analysis of human resources management practices within and across the

public administration of Serbia. The survey should be conducted as an online survey. 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. 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 and local languages developed for the participating ReSPA Member.
- Questionnaire in English and local languages developed with up to ten questions connected to the SIGMA Methodological Framework
- 1 report for the participating ReSPA Member: Serbia. The report should cover all survey areas and conclude with actionable recommendations for further civil service reform and improving management practices. The report should include annexes with a detailed presentation of survey results.
- 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 authority, ministries of public administration, including their political leadership, and the senior management of public administration institutions where the survey will be conducted.
2. Designation of one civil servant 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

The expert shall be engaged for up to **8 (eight) days** and perform the following tasks and have the following responsibilities:

### **PHASE 1: Preparation and design phase (October – December 2023, 3 days)**

- Consultation with the civil service management authority of Serbia in collaboration with a lead expert to provide project briefings
- Provision of country background material to adapt the survey questionnaire to the country's context
- Translation of survey instrument, survey invitations and reminders
- Providing support in pre-testing of survey instrument and review of the online version of the survey questionnaire
- Coordination with the civil service management authority of Serbia to ensure the availability of information about institutions and staff as part of the preparation of the survey frame

### **PHASE 2: Survey implementation and analysis (Jan – March 2024, 3 days)**

- Responding to user questions in local languages
- Translation of open-text answers from the survey where required to assist in data analysis

### **PHASE 3: Preparation of survey reports (April – May 2024, 2 days)**

- Review the report for Serbia and institutional reports, recommendations and action plan for the Civil Service Management Authority of Serbia.

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 Local expert shall closely work with the team of experts composed of the Lead expert and Data Scientist.

## 6. Timing and Location

The assignment foresees work from the office/home. The assignment will be performed tentatively from **October 2023 to June 2024**.

## 7. Remunerations

The assignment foresees up to **8 (eight) expert days** of up to 3.200EUR.

The payment will be made in one instalment upon completion of all the phases of the assignment and after submission of the intended outputs and payment documents.

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:

- University degree in Public Administration, Management, Law, Political Science or any other relevant academic discipline

### General professional experience:

At least 7 (seven) years of general professional experience working in/with public administration,

### Specific professional experience:

- At least 5 (five) years of specific professional experience in positions/tasks related to human resources management;
- Excellent knowledge of public administration and management trends in Serbia, in particular, in the area of civil service and human resources management;
- Experience in drafting analytical papers or other country inputs related to the area of expertise.

### 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 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 English on the implementation of the assignment, indicating key challenges, lessons learnt and relevant recommendations.