



PROCUREMENT NOTICE FOR INTERNATIONAL/ LEAD EXPERT

Title: *Baseline Analysis on Secondment in Public Service in the Western Balkan*

Section 1 Introductory Information

1.1 Assignment:

For the purpose of preparation of the Baseline Analysis on Secondment Policy and Legislation in Public Administrations in the WB region, ReSPA is seeking to engage one International/Lead Expert who shall identify at least two EU countries as good models that WB region might replicate and conduct a Baseline Analysis . In addition, the International/ Lead Expert shall coordinate the work of Local Experts and fine-tune the inputs received from them.

A detailed description of the assignment is provided in the Terms of Reference attached to this Procurement Notice. Interested qualified individual is invited to apply for this assignment in order to be considered through a competitive procedure.

1.2 Purpose of the Assignment:

Purpose of the assignment is to conduct a baseline analysis on secondment. The baseline analysis shall:

- encompass the state of art in the secondment policy and legislation in WB public administrations,
- ensure a comparison among the countries of the WB region, as well as the WB countries and identified samples from EU Member States (preferably from the latest enlargement process) in the achieved progress, with a special focus on the potential regional cooperation in this process of building this instrument.

This baseline analysis will serve as the main document for further support to WB administrations in drafting the necessary policies and legal documents at the national levels.

1.3 Expected deliverables / results:

The following deliverables shall be produced and delivered to ReSPA during the course of the assignment:

- Draft outline of the Baseline Analysis;
- Draft Baseline Analysis;
- Final Baseline Analysis;

Presentation of the draft outline of the Baseline Analysis at the ad hoc Secondment Working Group;
Presentation of the draft Baseline Analysis and recommendations at the ad hoc Secondment Working Group meeting prior to its finalisation.

1.4 Tentative timeframe: The Assignment shall be conducted by the end of March 2017, while presentation of the Baseline Analysis at ReSPA events will be conducted until June 2017 (2 days).

1.5 Budget and payment conditions:

The budget for the contract will be based on a daily rate to be agreed upon, with a total ceiling amount of the contract. The assignment foresees one consultative meeting required for initiating the baseline analysis, presentation of the draft at the WG meeting at ReSPA as well as at ReSPA activities. The final draft of the baseline analysis will be subject of approval from the ReSPA before the payment is executed.

The assignment foresees work from home with a potential travel from home to ReSPA and WB region. In addition to the expert's fee, for the meetings held in ReSPA premises, ReSPA organises or covers the costs of the international travel (economy class), as well as the transfers from Podgorica airport to Danilovgrad, and arranges and covers full accommodation at location, including all meals and refreshment. For the meetings held outside of the ReSPA premises, the expert will receive per diems in line with EC per diem rates.

1.6 Note: Any individual employed by a company, organization or institution who would like to submit an offer in response to this Procurement Notice must do so in his/her individual capacity, even if he/she expects his/her employer to sign a contract with ReSPA. In such a case the expert shall notify ReSPA in the Application on the company, organization or institution is his/her employer. **Please note that public servants from ReSPA Members and Kosovo*¹ are not eligible to apply / will not be considered under this Procurement Notice.**

1.7 Request for clarification: Any request for clarification of this Procurement Notice must be sent in writing by e-mail, to the e-mail address indicated at the end of this Notice, by **12 December 2016** 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) by **16 December 2016**.

Section 2 Preparation of CV and supporting documentation

2.1 Language: The CV and supporting documentation shall be written in English language.

2.2 The CV should provide information on qualifications and competencies of the expert, her/his general track record and previous specific experience in similar assignments as stated in the Terms of Reference.

Section 3 Submission of CV and supporting documentation

3.1 Interested individuals are invited to submit the following documentation:

- Personal CV, **not longer than three pages**, including past experience in similar assignments
- The total budget required for fulfillment of the assignment.
- Cover letter with brief description of methodology

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

3.2 The CVs and supporting documentation should be submitted in electronic format by e-mail.

3.3 The e-mail address for submission is: procurement@respaweb.eu

3.4 Deadline: The CVs and supporting documentation must be **submitted before 26 December 2016**. Late submissions will not be considered for evaluation.

Section 4 Evaluation of CVs

4.1 The CVs will be evaluated against required qualifications and competences.

4.2 The applicant with the highest final ranking will be invited to negotiate the contract. If negotiations are successful the selected candidate will be awarded the contract. Should the negotiations fail, the second ranked candidate will be invited to negotiations.

4.3 The financial proposal shall specify a number of days required for the assignment and the total amount in EURO. Please note that the cost of preparing a proposal and negotiating a contract, including any related travel, is not reimbursable as a direct cost of the Assignment.

Section 5 Final Considerations

5.1 The payment will be conducted in one instalment, following the submission and approval by ReSPA of the final version of the report.

5.2 The following document is attached to this Procurement Notice:

- Terms of Reference



Terms of Reference

Lead Expert on Secondment in Public Service in the Western Balkan

Introduction

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 is a beneficiary and observer. 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 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.

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 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;

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

(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.

Following the consultations undertaken in the region in regard to the secondment, it has been decided that secondment in public service in the Western Balkans (WB) region needs to be developed and introduced. Therefore, ReSPA is in search of a Lead Expert/Consultant to support envisaged activities in this domain in the Western Balkan.

Purpose

The purpose of the consultancy is to conduct a baseline analysis on the secondment policy and legislation in Public Administrations in the WB region and to identify at least two EU countries as good models that WB countries might replicate.

The main expected deliverable is the study with baseline analysis on secondment, which will encompass the state of art in secondment in public service in WB countries, and examples of at least two selected EU Member States in this field of work which could possibly be replicated in the WB countries.

Background

Since 2014 European Commission has tried to strengthen the credibility of enlargement policy and enhanced its transformative power by ensuring a stronger focus on the three pillars of enlargement process: rule of law, economic governance and public administration reform. Public administration reform as one of the three key pillars is comprehensive itself and requires a lot of resources. Human resources are one of them and it is crucial. Human capacity development is essential on one side but not an easy task to deal with, due to many challenges and constrains, financial ones, political, educational, cultural, etc.

Strategic human resources management and development (HRMD) is essential to the good governance and management of public administration. It is a necessary to build a professionally compliant public administration that meets the needs of the citizens on one side and which is able to handle the EU integration process in all WB countries on the other side. Human resources capacity building and development is needed both horizontally and vertically. It is obvious that there is a need for diversifying tools and methodologies in the process of strengthening capacities. Secondment has been identified as an instrument/method of exchange of knowledge and experience within the countries, among WB countries and the exchange of knowledge and experience of the respective countries and international organizations. Strengthening of the public administrations' capacities will be supported through

exchange of individuals among the offices in which strengthening is needed for a certain area. It is important to analyze and identify the gaps and challenges that might be overcome through secondment.

Secondment is a useful way of developing people's skills and abilities through exchange of experiences, learning from one another and through boosting performance of individuals and institutions they come from.

ReSPA is seeking to support public administrations in the WB countries in introducing secondment as another way of strengthening capacities of individuals and institutions. Secondment can contribute to the following advantages and benefits:

- ✓ Sharing the personal expertise with the host institution/organization;
- ✓ Increasing the reputation of the institution throughout the region;
- ✓ Advancing knowledge and skills also through learning from the host institution;
- ✓ Strengthening the relations between the institutions from which a secondment is coming from with the hosting institution/organisation.

Secondment positions are used a lot by the international organizations such as: OSCE, CoE, EC, etc. It is also used by academic institutions. Secondment practices are recognized in the private sector as well, mostly internal secondment, by opening an opportunity to the staff for developing their skills in the overall company business.

There are a number of benefits for the staff which can be achieved through secondment such as²:

- Career development
- Gaining new skills or experience
- Providing individuals with the chance to work on short term projects
- Providing potential cover for short term absences
- Avoiding redundancies
- Enabling the individuals to remain with the original employer and to preserve some specific benefits such as pension schemes

All these aspects will be broadly and more concretely discussed at the up-coming ReSPA *ad hoc* Secondment Working Group meeting at which the secondment benefits, both at individual and institutional level, might be elaborated.

² <http://www.inbrief.co.uk/employees/employee-secondment/>

Description of the Assignment

Conducting a baseline analysis on secondment will encompass the state of art in the secondment policy and legislation in WB public administrations. It will also provide a comparison among the countries of the WB region, as well as the WB countries and identified samples from EU Member States (preferably from the latest enlargement process) and the progress made. Special focus will be put on the potential regional cooperation while building this instrument. This baseline analysis will serve as the main document for further support to WB administrations in drafting their necessary policies and legal documents.

More specifically, the Study with baseline analysis should contain the following segments:

- Secondment policy in public service: origins, role and chronology (at least 3-5 pages);
- Importance of secondment in public service in WB countries and examples of secondment practices in EU Member states (at least 3-5 pages);
- Overview of secondment policies and mechanisms (at least 5-8 pages);
- Identification of the gaps and possibilities of secondment practices in public service in the Western Balkan countries, and benefits of sharing the experiences among the countries of the region (at least 5-8 pages);
- Potential for regional cooperation in the area of secondment in public service and possible staff exchange and time limits, as well as the role of ReSPA in further developing and spreading this cooperation (at least 2-5 pages);
- Conclusions and recommendations regarding secondment in public services in the Western Balkan countries, both regional and national ones (at least 2-4 pages).

The Study should contain two Annexes:

- Annex 1: Comparison of the public service in WB countries with at least two selected EU member states (at least 5-8 pages) with comparison of individual and institutional capacity development through secondment;
- Annex 2: SWOT analysis of secondment implementation in public service in each of the Western Balkan countries, and in the region as a whole (8-10 pages)

Tasks and Responsibilities

The Lead Expert is expected to perform the following tasks:

- Present methodology and the work to be undertaken, the outline of the study at the first meeting of the ad hoc Working Group meeting on Secondment which will be led at ReSPA premises;
- Conduct a desk research on the legal infrastructure on secondment in public services in the region and broader in the EU member states;

- Conduct research on the state of play in the area of the costs and intra and inter-institutional coordination for secondment in respective public administrations in Albania, Bosnia and Herzegovina, Kosovo*, Macedonia, Montenegro and Serbia;
- Lead and coordinate the work of national experts from each ReSPA members and Kosovo, engaged by ReSPA to support development of the Study, and provide in depth data on secondment in public service;
- Prepare a comparative report – state of play, legal infrastructure, best practices, experiences on secondment in public service;
- Prepare a SWOT analysis that will comprise strengths and weaknesses, opportunities and threats of secondment implementation in public service in the Western Balkan countries;
- Prepare conclusions and recommendations for the application of secondment in public service in the Western Balkan region, based on the above conducted research;
- Present the draft baseline analysis and recommendations at the ReSPA *ad hoc* Secondment Working Group meeting prior to its finalisation.
- Take into consideration the comments received from the *ad hoc* Secondment Working group and ReSPA and to make a final changes accordingly.

Within the above framework, the Lead Expert is expected to liaise directly with the ReSPA Programme Manager in charge for Human Resource Management and Development on issues related to the assignment, and to take into consideration the instructions received before hand.

Necessary Qualifications

Education and skills:

- Master in Law or in any other similar field (Human Resource, Law, Political Science, Social Science etc);
- Ability to work with people of different nationalities, religions and cultural backgrounds;
- Excellent organisational skills, proven communication and presentation skills and ability to work in an environment requiring liaison and collaboration with multiple actors including government representatives, international organizations, and other stakeholders.
- Excellent written and oral communication skills in English;
- Advanced computer literacy.

General professional experience:

- At least 7 years of working experience in public administration
- Management of studies and/or reports related to public administration
- Experience in working in the Western Balkan countries

Specific professional experience:

- Experience in drafting analytical papers, legislation, academic papers or policy documents related to secondment or human resources;
- Previous experience in dealing with secondment;
- Experience of working with international organisations is an asset.

Time-frame, Level of Effort and Location

The main work on the Comparative Study, including travel to ReSPA premises and/or within the Western Balkan region, is to be completed by the end of March 2017, while presentation of the baseline analysis at ReSPA events will be conducted until June 2017, 2 (two) days.

The Level of Effort is estimated at 24 (twenty-four) working days, as follows:

- preparation of the outline of the study 1 (one) day, (by the end of January 2017);
- presentation of the outline of the baseline analysis at the meeting with local experts and WG members at ReSPA (1 day);
- desk research and comparative analysis 10 (ten) days);
- preparation of the summary findings and recommendations 5 (five) days;
- finalizing the baseline analysis based on comments obtained from stakeholders and ReSPA 3 (three) days; third week of February 2017
- presentation of the draft baseline analysis at the WG meeting at ReSPA 1 (one) day; by the end of April 2017.
- finalisation of the baseline analysis based on the inputs received at the WG meeting 1 (one) day; (by 15 March 2016)
- presentation of the baseline analysis at ReSPA activities 2 (two) days.

The assignment foresees work from home with a potential travel from home to ReSPA and WB region. In addition to the expert's fee, for the meetings held in ReSPA premises, ReSPA organises or covers the costs of the international travel (economy class), as well as the transfers from Podgorica airport to Danilovgrad, and arranges and covers full accommodation on location, including all meals and refreshment. For the meetings held outside of the ReSPA premises the expert will receive per diems in line with EC per diem rates.

Deliverables and payment

The following deliverables shall be produced and transferred to ReSPA during the course of the assignment:

- Draft outline of the Baseline analysis;

- Draft Baseline analysis;
- Final Baseline analysis.

The related Expert will be requested to deliver the following documents for conducting the payment:

- *Report on the assignment*
- *Timesheets* (signed original)
- *Invoices* (signed original)

The payment will be conducted in two instalments:

- The first instalment (30%) on submission of the approved draft Baseline analysis;
- The second instalment (70%) on submission of the final Baseline analysis and its approval by ReSPA;

Quality Control

The Lead Expert should ensure an internal quality control during implementing and reporting phase of the assignment. The quality control should ensure that the draft Baseline analysis complies with adequate quality standards before sending them to stakeholders for comments. The quality control should ensure consistency and coherence between findings, conclusions and recommendations. It should also ensure that findings reported are duly substantiated and that conclusions are supported by relevant judgment criteria. Recommendations should list both policy and legal recommendations.

Application Information

Eligible experts are required to submit an application to ReSPA that includes:

- CV (up to three pages) of relevant knowledge and experience with contact details (phone/mobile number and e-mail addresses) for reference;
- A brief one page concept on advantages of secondment. Concepts with more than one page will not be taken into consideration.