

# Procurement Notice

*Assignment name:*

**Notice for Experts: Expert for conducting the Work Load Analysis (WLA) and review the staff's Job Descriptions (JDs) in the Regional School of Public Administration**

**Reference Number: "TA - Expert for conducting the WLA and review the staff's JDs in ReSPA".**

## **Section 1. Introductory Information**

### 1.1 Background information on the Regional School of Public Administration (ReSPA)

The Regional School of Public Administration (ReSPA) is a regional organization established in 2010 as a joint initiative financed by European Commission and Western Balkans (WB) administrations. It is managed and governed by five ReSPA Members: Albania, Bosnia and Herzegovina, North Macedonia, Montenegro and Serbia, while Kosovo\*<sup>1</sup> is beneficiary. ReSPA's purpose is to assist governments in the region to develop better public administration, public services and overall governance systems for their citizens and businesses, and prepare for the membership to European Union.

ReSPA establishes close co-operation with Ministers, senior public servants and heads of units in Member countries' administrations. ReSPA also works in partnership with the European Union, specifically Directorate General for Neighborhood 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 endeavor in Public Administration Reform, has contributed to capacity-building and networking activities through in-country support mechanisms, peering and the production of regional research materials.

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 representatives of institutions in charge of PAR, Public Financial Management (PFM) and government policy planning and the European Integration (EI) co-ordination process and five Working groups: (1) Centre-of-Government Institutions; 2) Better Regulation; 3) Human Resource Management and Development; 4) E-Governance; and 5) Quality Management.

During 2018-2020 ReSPA underwent the Common Assessment Framework (CAF) process as well as the External Feedback Procedure (PEF). As a result of these complementary processes, in June 2020 ReSPA was awarded the "Effective CAF User Label", proof of the overall excellent

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<sup>1</sup> \*This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the **Kosovo** Declaration of Independence.

institutional performance<sup>2</sup>. In order to receive the Label, ReSPA had to prepare an action plan of any shortage identified by the external evaluators during the PEF procedure, with concrete deadlines and responsibilities for tackling them. In this regard, one of the few remaining issues identified in the abovementioned action plan, still to be addressed, is the one related to the improvement of ReSPA Organizational Chart and conduction of the Work Load Analysis.

ReSPA is implementing its activities through the Secretariat which is consisting of 16 staff members from the Western Balkan region. The Secretariat is located in Danilovgrad, Montenegro.

1.2 ReSPA now seeks to engage one expert to support ReSPA in conducting the Work Load Analysis (WLA) and review the staff's Job Descriptions (JDs).

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 period July 2021-October 2021.

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/organization 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 general and specific professional experience, in line with ToR;
- Professional experience in the role of lecturer / researcher.

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:

- **Proposal/Methodology:** explaining their experience related to the analysis subject 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).

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<sup>2</sup> Please see more on CAF: <https://www.respaweb.eu/files/user/docs/CAF/CAF%202020%20FINAL.pdf>

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 **14 July 2021, before midnight**. Late submissions will not be considered for evaluation. **The application should contain in the e-mail title the following reference: “TA - Expert for conducting the WLA and review the staff’s JDs in ReSPA”.**

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 submit a financial proposal (the financial proposal shall specify a total sum amount in EURO for expert’s daily fee) and negotiate the contract. 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. Gentian Xhaxhiu, Programme Manager (Legal) via e-mail: [g.xhaxhiu@respaweb.eu](mailto:g.xhaxhiu@respaweb.eu), by **12 July 2021** (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 **13 July 2021**. Any request for clarification must be sent by standard electronic communication to the above e-mail address.



## Terms of Reference

### Request for Services

#### Expert for conducting the Work Load Analysis (WLA) and review the staff's Job Descriptions (JDs) in the Regional School of Public Administration

#### 1. Introduction and background

The Regional School of Public Administration (ReSPA) is a regional organization established in 2010 as a joint initiative financed by European Commission and Western Balkans (WB) administrations. It is managed and governed by five ReSPA Members: Albania, Bosnia and Herzegovina, North Macedonia, Montenegro and Serbia, while Kosovo<sup>\*3</sup> is 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 for the membership to European Union.

ReSPA establishes close co-operation with Ministers, senior public servants and heads of units in Member countries' administrations. ReSPA also works in partnership with the European Union, specifically Directorate General for Neighborhood 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 endeavor in Public Administration Reform, has contributed to capacity-building and networking activities through in-country 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. The current EC grant supports the implementation of the activities required for contribution to the achievement of the three strategic objectives during the period 2019-2022.

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 representatives of institutions in charge of PAR, Public Financial Management (PFM) and government policy planning and the European Integration (EI) co-ordination process and five Working groups: (1) Centre-of-Government

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Institutions; 2) Better Regulation; 3) Human Resource Management and Development; 4) E-Governance; and 5) Quality Management.

During 2018-2020 ReSPA underwent the Common Assessment Framework (CAF) process as well as the External Feedback Procedure (PEF). As a result of these complementary processes, in June 2020 ReSPA was awarded the “Effective CAF User Label”, proof of the overall excellent institutional performance<sup>4</sup>. In order to receive the Label, ReSPA had to prepare an action plan of any shortage identified by the external evaluators during the PEF procedure, with concrete deadlines and responsibilities for tackling them. In this regard, one of the few remaining issues identified in the abovementioned action plan, still to be addressed, is the one related to the improvement of ReSPA Organizational Chart and conduction of the Work Load Analysis.

## 2. Purpose

The purpose of this assignment is to improve the organizational chart of ReSPA in line with needs and priorities as well as available funds. This will require the revision of the current Job Descriptions and conduction of the Work Load Analysis (current status quo and future perspectives).

## 3. Problem statement and description of the assignment

In terms of human resources, ReSPA has currently a total of 14 Staff members (ReSPA Secretariat), as well as 2 project staff members. ReSPA Secretariat is the executive body of ReSPA (composed of the Director and the ReSPA staff) is in charge for the implementation of the so-called Operational activities as well as the Programme activities, while project staff is mainly in charge for the implementation of the EC Grant contract.

The main legal basis that regulates staff issues in ReSPA and provide the general framework of the job profiles, tasks and responsibilities are the followings:

- Agreement Establishing ReSPA;
- ReSPA Staff Regulation;
- ReSPA Financial Regulation.

Out of the abovementioned documents, the most important and comprehensive legal document that regulates matters related to staff management is the “ReSPA Staff Regulation”, which establishes the fundamental conditions of service of the ReSPA Secretariat and establish the rights and responsibilities of the staff. Nevertheless, ReSPA Director has issued various Directives that contain procedures to ensure that the principles in specific Staff Regulations provisions are implemented.

ReSPA has a relatively small staff, therefore staff members know each other and have a good sense of each one’s contribution to the overall organizational aims. ReSPA aims to have an organizational structure to create a flatter and leaner body capable of meeting the new demands

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<sup>4</sup> Please see more on CAF: <https://www.respaweb.eu/files/user/docs/CAF/CAF%202020%20FINAL.pdf>

that it faces. Staff members are clear about what work they must do and how they are going to do it. ReSPA is judged on what it delivers and how it delivers. ReSPA continued success and therefore future funding, depends on the performance of its staff.

In line with the requirements of the Staff Regulation, ReSPA has developed and is implementing its own Performance management and development (PMD) system. The system ensures that the performance and promotion of staff members shall be subject to periodic evaluation and assessment based on the annually agreed work objectives.

ReSPA staff has the following composition:

- International staff:
    - o Director 1
    - o Operations & Finance Manager 1
    - o Programme Manager Coordinator 1  
*(internally appointed within managerial staff)*
    - o Programme Managers 2
    - o Programme Manager (Legal) 1
  - Technical Staff:
    - o Personal Assistant of the Director 1
    - o Programme Assistants 4
    - o Financial Assistant 1
    - o Technical & Operations Assistant/IT 1
  - Service Staff
    - o General Services – Driver 1
  - Project/Grant implementation Staff
    - o Communication and Visibility Officer 1
    - o Administrative Assistant 1
- TOTAL 16**

Based on the Job Profiles which are annexed to the Staff Regulation, ReSPA Staff developed in April 2021 detailed Job Descriptions (JDs), taking into account different aspects of their daily tasks and responsibilities. The JD of each staff member makes a brief description of the mission and purpose of the job position, describe main/core duties, provide a list of main responsibilities related to planning and management, technical duties, institutional representation and cooperation. In addition, the JD provides specific descriptions related to problem solving, managerial environment, supervision, applicable rules and specific requirements. In order to improve the quality, clarity and all-inclusiveness of the Job Descriptions, one of the tasks of the expert will be to review the current JDs and provide comments/recommendations on their content. In addition, the expert will be required to develop a Work Load Analysis for ReSPA as well as propose a revised/improved organizational chart.

## 4. Tasks and responsibilities

In order to lead and coordinate the whole process of preparing the required deliverables, the expert shall perform the following tasks and has the following responsibilities:

- 1) **Acquaintance with the ReSPA legal framework**, staff situation, organizational chart, job profiles, job descriptions, and other relevant documents. For the successful performance of the assignment the expert might also need to be familiarized with the ReSPA Strategy 2019-2024 and any other relevant document.
- 2) **Conduct interviews with ReSPA Director and Staff**, in group and individually, in order to better understand the background and specificities of all the various job positions in ReSPA, responsibilities, daily tasks, work load, etc. Prepare one brief report on the conclusions of the interviews.
- 3) **Prepare revised Job Descriptions** with concrete recommendations for improvements, including improvement of the JD template, sub-sections, etc.
- 4) **Prepare the Work Load Analysis for ReSPA** (current status quo and future perspectives),
- 5) **Prepare a revised/upgraded organizational chart of ReSPA** in line with needs and priorities as well as available funds, taking into account future perspectives and the WLA.
- 6) **Present the draft deliverables to ReSPA Director and PM-L for their consideration and comments.**
- 7) **Prepare a final report to ReSPA** on the implementation/performance of the assignment, indicating key challenges, lessons learnt and relevant recommendations.

The abovementioned tasks and responsibilities represent the milestones of the assignment, but the expert, may propose slight changes/adaptations, upon agreement with the ReSPA Programme Manager in charge.

## 5. Necessary Qualifications of the expert

The expert shall possess the following profile:

### Qualifications:

- MA or graduate degree in Human Resources management, Law, Public Management and Administration, Economics, Finance and related/similar fields.
- PhD shall be considered an asset.

### General professional experience:

- At least 7 (seven) years of experience working in/with public administration and/or related matters.

### Specific professional experience:

- At least 5 years of experience in positions and/or assignments related to human resources management and development;

- Previous concrete experience in preparation of work load analysis, job descriptions, organizational charts and experience in delivering trainings, workshops, conferences;

#### 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 in team;
- Training and moderation skills;
- Proficient in Microsoft Office package;
- Ability to prepare and deliver well-structures Power point presentations;
- Ability to work with people of different nationalities, religions and cultural backgrounds.

In addition, the expert shall possess the following competencies and core values:

- Demonstrates professional competence to meet responsibilities and task requirements, and is conscientious and efficient in meeting commitments, observing deadlines and achieving results;
- Results orientation: plans and produces quality results to meet established goals, generates innovative and practical solutions to challenging situations;
- Demonstrates integrity and fairness by modelling ReSPA values and ethical standards;

## **6. Timing and Location**

The assignment foresees mainly work from office/home and limited work on the site (ReSPA premises in Danilovgrad, Montenegro), if the expert believes that this is important. Meetings in person (if any) shall be organized in small groups respecting all restriction measures imposed by Covid-19 pandemic.

The assignment will be performed, tentatively, from July to September 2021.

## **7. Remunerations**

The assignment foresees up to **16 (sixteen) working days** for the expert and shall be (tentatively) organised as following:



No.	Activity	Maximum no. of working days
1	Acquaintance with the ReSPA legal framework, staff situation, organizational chart, job profiles, job descriptions, and other relevant documents.	2
2	Conduct interviews with ReSPA Staff, in group and individually, in order to better understand the background and specificities of all the various job positions in ReSPA, responsibilities, daily tasks, work load, etc. Prepare one brief report on the conclusions of the interviews.	2
3	Prepare revised Job Descriptions for all the positions in ReSPA, with concrete recommendations for improvements, including improvement of the JD template, sub-sections, etc.	3
4	Prepare the Work Load Analysis for ReSPA and relevant annexes (current status quo and future perspectives), continuous interviews with ReSPA staff;	6
5	Prepare a revised organizational chart of ReSPA in line with needs and priorities as well as available funds, taking into account future perspectives and the WLA.	1
6	Present the draft deliverables to ReSPA staff;	1
7	Prepare a final report to ReSPA on the implementation / performance of the assignment, indicating key challenges, lessons learnt and relevant recommendations.	1
<b>TOTAL:</b>		<b>16</b>

Due to the complexity of the assignment and the number of deliverables, the relocation of working days is possible, only if the selected expert agrees so with ReSPA. Nevertheless, the total maximum days for this assignment cannot be increased. The payment will be done in one instalment upon completion of all the phases of the assignment and after submission of the intended outputs and payment documents (please see section 8 of these ToR). The deliverables/outputs (described under Section 4 and 8 of these ToR) will be subject to approval from ReSPA before the execution of the payment.

Note: No other costs will be covered apart from 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. Reporting and Final Documentation

The expert will be requested to deliver the following documents (outputs) before the payment is executed:

### **Outputs**

- One report describing brief conclusions of the interviews with the ReSPA staff;
- Revised Job Descriptions (16 in total) for all the positions in ReSPA, with concrete recommendations for improvements, including improvement of the JD template, sub-sections, etc.;
- One document (and related annexes, if any) laying down the Work Load Analysis for ReSPA (taking into account the current status quo and future perspectives);
- One revised organizational chart of ReSPA in line with needs and priorities as well as available funds, taking into account future perspectives and the WLA;
- One PPT to present the deliverables to ReSPA staff;
- One final report to ReSPA on the implementation/performance of the assignment, indicating key challenges, lessons learnt and relevant recommendations for future work of ReSPA in this area.

### **Documents required for payment:**

- Invoice (original and signed);
- Timesheets (original and signed);
- Final report in English, no later than seven days after the completion of the Assignment. The report will be subject of approval by ReSPA as contracting authority<sup>5</sup>;

The abovementioned documentation shall be delivered to the following contact person and address:

**Mr. Vladimir Nikolic, Programme Assistant**  
**Regional School of Public Administration - ReSPA**  
**PO BOX 31, 81410 Danilovgrad, Montenegro**  
[v.nikolic@respaweb.eu](mailto:v.nikolic@respaweb.eu)

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<sup>5</sup> The Final Report will be required for the execution of the payment.