

Procurement Notice

Assignment name: Participation at the Workshop organised by ReSPA devoted to the performance appraisal

Section 1. Introductory Information

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

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. 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 the membership of the European Union.

ReSPA establishes close co-operation with ministers, senior public servants and heads of function in Member countries. ReSPA also works in partnership with the European Union, specifically Directorate General for Neighbourhood and Enlargement Negotiations (DG NEAR), other regional players such as OECD/SIGMA and Regional Cooperation Council (RCC), as well as agencies and civil society organisations. Since its inception, ReSPA, as an international organisation 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 material.

ReSPA is in the process of developing Guidelines for conducting performance appraisal for the Western Balkans (WB). The guidelines shall consist of: preparation, initiation and conducting of performance appraisal, as well as the use of inputs obtained during the evaluation process. The Guidelines will be presented at the Workshop on Performance appraisal which will be held on 18 and 19 March 2020 in Belgrade (Serbia).

1.2 ReSPA now seeks to engage for the Expert who would participate in the Workshop organised by ReSPA.

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 March 2020.

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

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

their employers to sign a contract with ReSPA. In such a case, the applicant shall notify ReSPA in the application which institution is his/her employer.

Section 2. Preparation of CVs and supporting documentation

2.1 Language of application:

The CVs (maximum 3 pages, Ariel 11) 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:

- General professional experience;
- Specific professional experience, in line with ToR.

2.3 The required qualifications 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: explaining their experience related to the 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).

3.2 The required documentation should be submitted in electronic format by e-mail to the following address: procurement@respaweb.eu by **28 February 2020** before Midnight. Late submissions will not be considered for evaluation. **The application should contain in the e-mail the Reference Number 20015.**

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 one installment, as explained in 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 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, by **20 February 2020** (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) by **21 February 2020**.

Terms of Reference

Request for Services

Background

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*² 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 the membership of the European Union.

ReSPA establishes close co-operation with ministers, senior public servants, and heads of function in Member countries. ReSPA also works in partnership with the European Union, specifically Directorate General for Neighbourhood and Enlargement Negotiations (DG NEAR), other regional players such as OECD/SIGMA and Regional Cooperation Council (RCC), as well as agencies and civil society organisations. Since its inception, ReSPA, as an international organisation and a key regional endeavour in Public Administration Reform, has contributed to capacity-building and networking activities through in-country support mechanisms, peering and the production of regional research material.

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) coordination 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.

ReSPA established the Human Resources Management and Development Working Group (HRMDWG). It is composed of senior professionals, decision-makers and expert practitioners who are granted an opportunity to share lessons learned, establish lasting working relations among individuals and institutions, and generate ideas which would promote more effective solutions to strengthen HRMD in WB.

² * 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

Description of the assignment

In November 2018, ReSPA Strategy 2019-2024 was adopted and the two-year Programme of Work with an Action Plan was developed. ReSPA Strategy recognises that further professionalisation and depoliticisation are needed for adequate improvement of the public administration capacity in the Western Balkans (WB). In accordance with SIGMA findings, the institutional capacities for ensuring adequate implementation of HRM practices are limited. All WB countries face similar challenges in the public service and in Human Resources Management (HRM). Improving professionalisation and depoliticisation of the senior civil service has been a focus of ReSPA from its establishment and will be continued with the main focus on the following areas identified by the beneficiary administrations of the region: merit-based recruitment and selection and performance appraisal and career development.

In November 2018 ReSPA produced *Baseline analysis on Individual Performance Appraisal of Employees in Central Public Administration in Western Balkans*. This baseline analysis assesses the quality of implementing individual staff performance appraisal in the Western Balkan countries. The study offers the insight on institutional arrangement and support to conduct individual performance appraisal in central public administration and the way of the use of information stemming from it. The analysis also provides recommendations and opportunities for improvement, for sharing of experience and starting discussion on better knowledge utilisation in strategic HRM across the countries.

The study reveals that the formal – legal framework to a large extent fits the EU trend of individual staff performance appraisal. The main challenge in Western Balkans (WB) concerns ineffective implementation of formal rules mostly due to a) lack of general managerial culture and context. b) low managerial accountability. c) A failure to link individual performance appraisal to the objectives of the institution. As a result, even when formal rules are applied, they do not reach expected outcomes. As long as the efforts to institutionalise Individual Staff Performance Appraisal (ISPA) is restricted to its formal design and anchoring in Civil Service Law without its internalisation by leadership (Senior Civil Servants) and HR department, it will be challenging if not impossible to make it effective.

A different perspective has evolved in EU countries around performance appraisal: a shift from measurement-centered approach towards more context-centered one. In this approach, performance appraisal is an integral part of overall organisational managerial culture, from management of the organisational vision, goals into individualised ones to a social process that fosters communication and interaction between civil servants, their immediate supervisors, senior civil service and/or most top representatives (be it senior civil servants, political nominees or political leaders). In this light, performance appraisal context matters because it is linked to the objectives and activities of the institution.

Based on the recommendations from the study, ReSPA is in the process of developing *Guidelines for conducting performance appraisal for the Western Balkans (WB)*. The guidelines shall consist of: preparation, initiation and conducting of performance appraisal, as well as the use of inputs obtained during the evaluation process. The Guidelines will be presented at the Workshop on Performance appraisal which will be held on 18 and 19 March 2020 in Belgrade (Serbia).

Besides presenting the Guidelines, the workshop shall provide floor for presentation of:

- *Baseline analysis on Individual Performance Appraisal of Employees in Central Public Administration in Western Balkans;*
- *Performance Appraisal in the EU Member States and the European Commission;*
- Inputs for the manual on how to make merit-based recruitment work;
- *Draft Guidelines on conducting performance appraisal;*
- Demo for Electronic performance appraisal;
- Agile performance appraisal; and for
- Enabling exchange of information on the developments in the area of performance appraisal as of November 2018.

That is why, with this document, ReSPA is seeking for engagement of an **Expert for performance appraisal** who would participate in the Workshop organised by ReSPA for both days and who would conduct the below tasks.

Tasks and responsibilities

The assignment will include the following tasks and responsibilities:

Preparation (3 days)

- Preparation of the power point presentation for the ReSPA Baseline analysis on Individual Performance Appraisal of Employees in Central Public Administration in Western Balkans, produced in November 2018;
- Preparation of the power point presentation for Performance Appraisal in the EU Member States and the European Commission with a focus on examples from countries where performance appraisal is linked to salary increase and with presentation of performance appraisal in Northern Ireland which was recognised by SIGMA as the best example of performance appraisal.
- Providing comments/proposals for changes in the Discussion paper and Agenda of the Workshop.

Delivery (2 days)

- Delivering both presentations at the Workshop in Belgrade planned for 18 and 19 March 2020;
- Participation at the Workshop organised in Belgrade on both days;
- Initiate discussion after each presentation and provide answers to the questions;
- Participate in the discussion about performance appraisal on both days.

The Expert shall take into considerations the comments and suggestions received from ReSPA. The presentations will be subject to approval from ReSPA before the Workshop is implemented.

Necessary Qualifications

The Expert shall possess the following qualifications:

Educational background:

- PhD Degree in Law, Public Administration, Political Sciences, Social Sciences, Economics, MBA or related field.

General professional experience:

- Minimum 5 (five) years of experience in the field of Human Resource Management.

Specific professional experience

- Experience in the research on performance evaluation in EU or the Western Balkan region;
- Experience in drafting analytical papers or other country inputs related to the area of expertise.

Skills:

- Team work;
- Project development skills;
- Training skills and moderation skills;
- Excellent written and oral communication skills in English;
- Ability to write clear and coherent guidance documents;
- Ability to work with people of different nationalities, religions and cultural backgrounds.

Timing and Location

The assignment foresees work from home and participation in the Workshop organised by ReSPA at location identified by ReSPA in Belgrade (Serbia). The assignment will be conducted in March 2020. The Workshop is planned to be held on 18-19 March 2020. The Expert will be required to participate in the Workshop on both days.

Remunerations

The assignment foresees engagement of 5 (five) man days: 3 (three) days for preparation (work from home) and 2 (two) days for delivering presentations and participating at the workshop organised in Belgrade.

The daily fee will be defined in accordance with the ReSPA expert selection procedure, based on assessed and evaluated expert's capacity. The payment will be made in one instalment, following the submission of the publication and its approval by ReSPA.

Note: No other costs will be covered apart from the expert cost per day.

Reporting and Final Documentation

The Expert will be requested to deliver the following documents before the payment is conducted:

Output

- Power point presentations.

Documents required for payment

- Invoice (original and signed);
- Timesheets (original and signed);
- Report on the conducted assignment.