

# Procurement Notice

*Assignment name:*

***Regional Expert for North Macedonia for Updating the Merit-based Recruitment Self-assessment Framework***

***Reference Number: #21030***

## **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\* 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 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 activities through in-country support mechanisms, peering and the production of regional research material.

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. So far, three EC Grant Contracts (GCs) have been implemented by ReSPA during the period 2010-2018. The current EC grant supports the implementation of the activities required for contribution to the achievement of the three strategic objectives during the period 2019-2021.

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.

1.2 ReSPA now seeks to engage one Regional expert to provide support to the HRMD Working group members from North Macedonia to conduct the self-assessment and prepare the draft report in line with the Guidelines prepared by the Lead expert.

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 October 2021 - December 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 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 / 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:

- Proposal: 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).

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 **07 October 2021, by 2 PM CET**. Late submissions will not be considered for evaluation. **The application should contain in the e-mail title the following reference: Activity No 21030/ Regional Expert for North Macedonia**

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, 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 **05 October 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 **06 October 2021**. Any request for clarification must be sent by standard electronic communication to the above e-mail address.



# Terms of Reference

## Request for Services

### *Regional Expert for North Macedonia for Updating the Merit-based Recruitment Self-assessment Framework*

#### 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>1</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 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 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 Institutions; 2) Better Regulation; 3) Human Resource Management and Development; 4) E-Governance; and 5) Quality Management.

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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.

## Description of the assignment

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.

In 2015, the Working Group on HRMD commissioned a regional study on the implementation of merit recruitment procedures in the Western Balkans. The regional study stressed the significant progress that has been made in the area of merit-recruitment since the early 2000s and it also provided regional and country specific recommendations.

In 2018 ReSPA conducted an update of the study in which it allowed for an examination of progress between 2015 and 2018, the extent to which recommendations were implemented and the identification of new challenges that had emerged since the publication of the 2015 regional study. One of the challenges that was identified was that the capacity to effectively implement merit-recruitment procedures.

In 2020 ReSPA supported the development of the study *Making merit-recruitment work: Lessons from and for the Western Balkans*<sup>2</sup>. The aim of the study is to leverage the previous research undertaken by ReSPA by drawing broader lessons *from* the Western Balkans *for* the Western Balkans on how to make merit-based recruitment work more effectively. The study has been developed with the support of six regional experts from the Western Balkans and the lead expert from the University of Nottingham. A central output of the 2020 study has been the development of a framework for the self-assessment of merit-based recruitment. The self-assessment framework has been applied to the ReSPA Member countries and Kosovo\*.

This assignment refers to the revision and extension of the the merit-based recruitment framework in line with the lessons learned.

Having in mind the above said, there is a need to engage a Regional expert to provide support to the HRMD Working group members from North Macedonia to conduct the self-assessment and prepare the report in line with the Guidelines prepared by the Lead expert.

## Tasks and responsibilities

The Expert shall be engaged for up to **6 (six days)** and shall perform the following tasks:

- Read the study on *Making merit-recruitment work: Lessons from and for the Western Balkans* and the self-assessment report for North Macedonia and work with the Lead expert in preparation of the meeting with the HRMD WG members from North Macedonia. (2 days)
- Meet with the WG members in person and prepare the input for the report. (3 days)
- Revise the draft version as well as the final version of the report. (1 day)

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<sup>2</sup>

[https://respaweb.eu/download/doc/Making+Merit+Recruitment+Work\\_Lessons+from+and+for+the+WBs.pdf/7b036d5ba854ac346372dbf0771a8c19.pdf](https://respaweb.eu/download/doc/Making+Merit+Recruitment+Work_Lessons+from+and+for+the+WBs.pdf/7b036d5ba854ac346372dbf0771a8c19.pdf)

The Expert shall take into consideration the comments and suggestions received from the ReSPA Programme Manager in charge of this action. The final document will be subject to approval by ReSPA before the payment is executed.

## Necessary Qualifications

The Expert shall possess the following profile:

### Educational background:

- University 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 at national or international level.

### Specific professional experience

- Excellent knowledge of public administration and administrative reform, in particular, in relation to human resources management, in the country for which the expert is selected;
- Experience in drafting analytical papers or other country inputs related to the area of expertise.

### Skills:

- Team work;
- Project development 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 meetings with the HRMD WG members from North Macedonia. The work will be performed during **October and December 2021**.

## Remunerations

The assignment foresees up to **6 (six) working days** for the Regional expert.

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 done in one instalment on completion of the activities.

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***

- Report for North Macedonia

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

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