

# Procurement Notice

*Assignment name: Expert for preparation of the comparative analysis of good practices (EU and Western Balkans) on the role of Human Resource Units in strategic management within State administration.*

## **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\*<sup>1</sup> 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.

Ministry of Public Administration and Local-Self Government of Serbia (MPALSG) requested ReSPA in-country support mechanism in order to strength their capacity building activities. Moreover, in the new PAR Strategy in the Republic of Serbia 2021-2030 and the Action Plan for the Implementation of the PAR Strategy 2021-2025, MPALSG will focus on improving the process of personnel planning according to real needs, merit-based employment and organizational development, as well as developing human resources management capacity, promoting public administration as a desirable employer and establishing quality management mechanisms. The draft Action Plan particularly stresses the importance of transforming the HR units into the modern HR units.

Considering all planned activities of the Ministry in this area, it would be of particular importance to provide an expert to prepare an analysis on the role of HR Units within state administration in the strategic 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 ICJ Advisory opinion on the Kosovo Declaration of independence

1.2 ReSPA now seeks to engage an expert who would develop an Analytical document on the role of HR units within state administration in the strategic management, methods and instruments of their work and their role in the organization of the public administration.

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 2020 to February 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 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](mailto:procurement@respaweb.eu) by **23 October 2020** before Midnight. Late submissions will not be considered for evaluation. **The application should contain in the e-mail the Reference Number 19600/1.**

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 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](mailto:r.bartula@respaweb.eu), by **20 October 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](http://www.respaweb.eu)) by **21 October 2020**.

# Terms of Reference

## Request for Services

### *Expert in Human Resources Management*

## Background

The Regional School of Public Administration (ReSPA) is the inter-governmental organisation for enhancing regional co-operation, 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<sup>2</sup> 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.

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 2010-2015. The current EC grant CN 2019/ 405 139 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) 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.

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ReSPA supports its members through its mechanisms of support and one of them is the in-country support mechanism. This mechanism addresses the specific needs of ReSPA Members, supporting public administration reforms in the areas covered by the ReSPA Programme of Work.

This Terms of Reference (ToR) refers to the request submitted to ReSPA by the Ministry of Public Administration and Local-Self Government of Serbia that requested preparation of the comparative analysis of good practices (EU and Western Balkans) on the role of HR Units in strategic management within State administration.

## Description of the assignment

The institutional framework for human resources management in the state administration of the Republic of Serbia is defined by a number of laws (of which the umbrella regulation is the Law on Civil Servants) and bylaws regulating personnel planning, job analysis, recruitment, competence framework for civil servants, career development, through titles, salaries, performance appraisal, etc.

In December 2018, the Law on Civil Service in Serbia was amended (Official Gazette No. 95/2018) to improve the deficiencies of the current system and introduce a competency framework in HRM in the civil service. The new provisions entered into force on 1 January 2019. Amendments to the CSL introduce a system of competences in a number of HRM functions (job analysis, recruitment and selection, transfer, performance appraisal, etc.) for the first time in the Serbian civil service. But in practice, the „personnel administration” prevails and the main task of HRM units is to prepare legal documents on labour and civil service relations and to perform various administrative functions. This practice does not constitute modern HR management.

The recently conducted survey of the capacities of the HR units in the Serbian civil service to carry out modern HRM functions (May 2019) confirms the observation that the HR units conduct tasks of administrative nature, which takes away sample amount of their time and resources, and does not allow them to engage in substantive HRM issues. The analysis was conducted by the SIGMA/OECD in cooperation with the Ministry of Public Administration and Local Self Government and the Human Resources Management Service, as key central Government institutions responsible for human resources management. One of the key reasons for identified problems is the existence of fairly bureaucratic and formalistic HRM procedures related to deciding on statutory questions of civil servants, which requires considerable efforts on the part of the HRM Units to ensure the compliance with the prescribed procedures. Another closely related issue is malfunctioning of the HRMIS system, which does not allow civil service institutions to automatically issue typical decisions related to statutory issues (annual leave, remuneration etc.). The findings of the analysis have also shown that the share of HRM staff in relation to the total number of staff in individual institutions varies widely throughout the Serbian civil service.

In August 2020, within the project "Support to Public Administration Reforms in Serbia" implemented by GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH) an action plan was prepared for strengthening the capacity of human resources units in the state administration bodies of the Republic of Serbia. The action plan contains a description of the

existing institutional framework for human resources management in state administration bodies, an analysis of the current role and capacity of human resources units in state administration bodies, a description of the desired role and a proposal for capacity building HR units by 2023 and, finally, a plan of communication of the proposed action plan. The document which contain this action plan refers to the role that HR units should play in strategic planning in the body through the creation of partnerships with the strategic level of management, with the aim of harmonizing the planning goals of the state body and the required quality of service delivery with the quantitative and qualitative structure of employees in the state body.

A new Public Administration Reform Strategy in the Republic of Serbia 2021-2030 and an Action Plan for the Implementation of the PAR Strategy 2021-2025 are currently being drafted, showing that in the coming period, strong attention will be paid to improving the employment process in public administration and establishing an integrated human resources management system. In the new PAR Strategy in the Republic of Serbia 2021-2030 and the Action Plan for the Implementation of the PAR Strategy 2021-2025, MPALSG will focus on improving the process of personnel planning according to real needs, merit-based employment and organizational development, as well as developing human resources management capacity, promoting public administration as a desirable employer and establishing quality management mechanisms. The draft Action Plan particularly stresses the importance of transforming the HR units into the modern HR units.

Considering all planned activities of the Ministry in this area, it would be of particular importance to provide an expert to prepare an analysis on the role of HR Units within state administration in the strategic management.

With this document ReSPA is seeking for an expert who would develop an Analytical document on the role of HR units within state administration in the strategic management, methods and instruments of their work and their role in the organization of the public administration.

## Tasks and responsibilities

The Expert shall perform the tasks listed below:

Develop analytical document on the role of HR Units within State administration in the Strategic Management, which shall include recommendations. The analytical document shall:

- Explain the goals of human resources management within the strategy of the organization, show how the data that are prepared by HR units contribute to quality of strategic planning within of the state administration bodies;
- Clarify what methods of communication HR units are using the with employees;
- Explain the role of HR units as an agent of changes and methods used to encourage the changes;

- Help creating a partnership relation with decision makers in state administration bodies through proposing policy, practices, strategies to ensure that structure of employees of the organization will provide optimized quality services to the citizens.

**Preparation of the analytic document shall include the following phases:**

1. Preparation of analysis (1 day)

- Hold a briefing meeting with representatives of the Sector for Human Resources Management within the Ministry of Public Administration and Local Self – Government;
- Prepare inputs for preparation of analysis;
- Agree on the document's structure.

2. Conducting analysis (9 days)

- Explore and identify examples of good practice in EU countries or Western Balkans countries where HR units contribute to strategic management.

3. Preparation of the document (13 days)

The analytical document on the role of HR Units within state administration in the Strategic Management, methods and instruments of their work and their role in the organization of the public administration should contain:

- Defined methods and instruments of work of HR units and their role in the organization of the public administration. Detailed explanation how the data that are prepared by HR units contribute to quality of strategic planning within of the state administration bodies and which methods of communication are used by the HR units with employees and management, the role of HR units as an agent of change and what methods are used to encourage the changes; (8 days)
- Description of the participation of HR units in strategic planning in the state administration body, how they create partnerships with the strategic level of management in the state administration body with the aim of harmonizing the planning goals of the state administration body and the required quality of service delivery with the quantitative and qualitative structure of employees in the state administration body. (5 days)

4. Presentation and finalisation of the analysis (5 days)

- Send draft analysis to the Ministry by email for preliminary reading before the preparation;
- Draft the annexes (list of interviews, regulations, job descriptions, statistics, etc.); (1 day)
- Present the draft analysis and its presentation to the Ministry. Collection of remarks and requests for amendments; (1 day)

- Finalise analysis according to the instructions and recommendations of the Ministry; (3 days)
- Present the final analysis to the Ministry.

#### 5. Adaptation of the analysis and reporting (3 days)

- Adaptation of the analysis for ReSPA as a regional organisation. (2 days)
- Preparation of the report for ReSPA with recommendations for future regional activities. (1 day)

The engaged Expert will liaise directly with the Ministry of Public Administration and Local-Self Government of Serbia team that will work together with the expert on the assignment and will provide all necessary information. The engaged expert shall also liaise with the ReSPA Programme Manager in charge of the assignment and will take into consideration the instructions received beforehand.

## Necessary Qualifications

The Expert shall possess the following profile:

#### Qualifications and skills:

- At least Bachelor's degree in Social Sciences (Law, Political Sciences, or related field).

#### General professional experience:

- At least 5 (five) years of relevant work experience in the field of human resource management.

#### Specific professional experience:

- Previous experience in making analyses or projects related to labour law, civil service system;
- Previous experience in management of projects in the field of human resource management.

#### Skills:

- Teamwork;
- 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 on location. Due to pandemic situation face to face meetings could be held online. The assignment will be performed from October 2020 to February 2021.

## Remunerations

The assignment foresees up to **31 (thirty-one) working days** for the Expert.

No	Activity	Maximum No of working days
1.	Preparation of analysis	1
2.	Conducting analysis	9
3.	Preparation of analytic document	13
4.	Presentation and finalization of the analytic document	5
5.	Adaptation of the analysis and reporting	3
	<b>TOTAL:</b>	<b>31</b>

The payment will be done in two (2) instalments.

- The first instalment will be transferred on completion of the activities 1 and 2 (10 days);
- The second instalment will be transferred on completion of the activities 3, 4 and 5 (21 days);

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:

### **Outputs**

- Analytical document for Serbia
- Adapted analytical document for ReSPA
- Report on the assignment with recommendations

### **Documents required for payment**

- Invoice (signed original);
- Timesheets (signed original).