

Procurement Notice

Assignment name: Expert for Human Resource Management

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 has planned to organise in October 2020 an online workshop on performance appraisal which would provide floor for presenting the draft Review study study - Towards effective performance appraisal in the Western Balkans: How to develop performance?. This presentation shall provide floor for discussion about the document and its finalisation in line with the comments obtained. The link between merit-based recruitment and performance appraisal will also be addressed through discussion on the state of art on merit recruitment in WB countries, use of competency framework both in the process of merit-based recruitment and performance appraisal.

1.2 ReSPA now seeks to engage Expert in Human Resource Management 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 October 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 **02 October 2020** before 2 PM CET. 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 **29 September 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 **01 October 2020**.

Terms of Reference

Request for Services

Expert for Human Resource Management

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.

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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.

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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.

In September 2020 ReSPA developed a draft Review study - Towards effective performance appraisal in the Western Balkans: How to develop performance? which provides the analysis of the current state of art in the WB countries regarding performance appraisal, examples of good practice in implementation of the performance appraisal, new trends in conducting performance appraisal, and recommendations for improvement.

ReSPA has also produced a study Making Merit Recruitment Work: Lessons from and for the Western Balkans. What both merit-based recruitment and performance appraisal have in common is a competency-based framework.

ReSPA has planned to organise in October 2020 an online workshop on performance appraisal which would provide floor for presenting the draft Review study. This presentation shall provide floor for discussion about the document and its finalisation in line with the comments obtained. The link between merit-based recruitment and performance appraisal will also be addressed through discussion on the state of art on merit recruitment in WB countries, use of competency framework both in the process of merit-based recruitment and performance appraisal.

That is why, with this document, ReSPA is seeking for engagement of an **Expert in Human Resource Management** who would participate in the Workshop organised by ReSPA for one day and who would conduct the below listed tasks.

Tasks and responsibilities

The assignment will include the following tasks and responsibilities:

Preparation (2 day)

- Reading and critically reviewing the draft document prepared by ReSPA on performance appraisal in 2020 in preparation of the workshop presentations and discussions;
- Reading and exploring synergies with the study on merit-based recruitment *Making Merit Recruitment Work: Lessons from and for the Western Balkans*.

Delivery (2 day)

- Active participation during the Workshop and providing comments and initiating discussion among the participants regarding use of competency framework in merit-recruitment and performance appraisal which will result in recommendations for improvement of the performance appraisal study;
- Providing mentoring to ReSPA in final review of the study, given further comments from the workshop.

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 profile:

Qualifications and skills:

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

General professional experience:

- Minimum 5 (five) years of relevant professional experience in field of Human Resource Management;
- Experience of working in the Western Balkans (desirable).

Specific professional experience:

- Experience in drafting analytical papers or other country inputs in the area of merit-based recruitment;
- Experience in provision of capacity building.

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 online Workshop. The assignment will be conducted in October 2020. The Workshop is planned to be held from 14-15 October 2020.

Remunerations

The assignment foresees engagement of 4 (four) man days: 2 (two) days for preparation (work from home) and 2 (two) days for implementation.

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

- Report from the Workshop

Documents required for payment

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