

Procurement Notice

Assignment name: Regional Expert for North Macedonia for preparation of the publication on "How to make merit-based recruitment in the Western Balkans work"

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 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.

The objective of the consultancy is to support the improvement of the quality of the implementation of merit-based recruitment in the WB region. The main expected deliverable is the publication of a manual on making merit-based recruitment in the Western Balkans work which will provide:

- the state of art of the merit-based recruitment in the WB countries,
- an understanding why merit-based recruitment is often not effectively implemented in practice, i.e. what are the constraints on better implementation?
- examples of existing good practice in the EU or worldwide, and

- actionable recommendations on how to make merit-based recruitment work in the Western Balkans.

The production of the publication on how to make merit-based recruitment work will be conducted in cooperation with the University of Nottingham and it will be supported by Regional Experts; one in each ReSPA Member and Kosovo*, and it will be coordinated by the Lead Expert.

1.2 ReSPA now seeks to engage the Expert who would provide support in preparation of the publication on "How to make merit-based recruitment in the Western Balkans work".

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 November 2019 - 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 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 (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 **1 November 2019** before Midnight. Late submissions will not be considered for evaluation. **The application should contain in the e-mail the assignment name: Activity No: 19028**

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 October 2019** (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 **30 October 2019**.

Terms of Reference

Request for Services

*Regional Expert for North Macedonia for
preparation of the publication on How to make merit-based recruitment in the
Western Balkans work*

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*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 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

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

to strengthen HRMD in WB.

Merit recruitment is at the centre of professional, de-politicised civil service systems. It is essential for the economic development, democratisation and the performance of government. In 2015, the Working Group on HRMD commissioned a regional study on the implementation of merit recruitment procedures in the Western Balkans. The study involved close collaboration with Working Group members, research by regional experts and a survey of personnel managers of central government ministries, subordinated organisation and, in the cases of Kosovo* and Macedonia, municipalities. 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 have emerged since the publication of the 2015 regional study. One of the challenges that has been identified is that the capacity to effectively implement merit recruitment procedures often remains insufficient.

The objective of the consultancy is to support the improvement of the quality of the implementation of merit-based recruitment in the WB region. The main expected deliverable is the publication of a manual on making merit-based recruitment in the Western Balkans work which will provide:

- the state of art of the merit-based recruitment in the WB countries,
- an understanding why merit-based recruitment is often not effectively implemented in practice, i.e. what are the constraints on better implementation?
- examples of existing good practice in the EU or worldwide, and
- actionable recommendations on how to make merit-based recruitment work in the Western Balkans.

The production of the publication on how to make merit-based recruitment work will be supported by Regional Experts; one in each ReSPA Member and Kosovo*, and it will be coordinated by the Lead Expert. With this document, ReSPA is seeking for the Regional Expert for North Macedonia who would conduct the below-stated activities.

Tasks and responsibilities

The Regional Expert for North Macedonia shall undertake the following tasks and responsibilities:

- Liaise with the Lead Expert online and via telepresence regarding the aims and objectives of the Regional publication and the specific purpose of the questionnaires developed by the Lead Expert (background questionnaire, topic guides for conducting of semi-structured interviews);
- Coordinate directly on a person-to-person basis with the HRMD WG members from North Macedonia for clarification of questions set in the interview guide and background questionnaire; providing relevant national documentary material such as legislation; providing contacts of HRM experts at the central level;

- Conduct approximately 10 interviews and summaries of the interviews with the HRMD WG members, HRM experts at the central level, civil society organisations and faculties that are dealing with merit-based recruitment, as per the topic guide for the conduct of semi-structured interviews;
- Assist in development of the regional recommendations,
- Participate in one-day consultative meeting on the finalization of the document organised with the HRMD WG members in one of the ReSPA Members (first half of February 2020).

Throughout the duration of the project, the Regional Expert for North Macedonia will collaborate closely with the Lead Expert in the context of the assignment.

The Regional Expert for North Macedonia shall take into considerations the comments and suggestions received from the Lead Expert. The final inputs will be subject to approval from the ReSPA before the payment is executed.

Necessary Qualifications

The Regional Expert for North Macedonia shall possess the following qualifications:

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 (1) work from the home office of the Regional Expert for North Macedonia, and (2) one consultative meeting in one of the ReSPA Member countries (for the finalization of the publication). The date for the completion of the publication is 31 March 2020.

Remunerations

The assignment foresees engagement of 5 (five) man days for the Regional Expert for North Macedonia: four days for the work from home and one day for participation in the consultative meeting organised with the members of the HRMD WG. 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. The expert cost per day comprises of expert's fee per day and a lump sum for covering related costs, which include travel, accommodation, local transport, meals, and other incidentals.

Reporting and Final Documentation

The Regional Expert for North Macedonia will be requested to deliver the following documents before the payment is conducted:

Output

- Final version of the publication on how to make merit-based recruitment work by 31 March 2020;

Documents required for payment

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