

Procurement Notice

Assignment name: Expert for development of the check list for 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.

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.

1.2 ReSPA now seeks to engage Expert for development of the check list for performance appraisal

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 **25 September 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 **21 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 **23 September 2020**.

Terms of Reference

Request for Services

Expert for development of the check list for performance appraisal

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 a review of ISPA practices 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, recommendations for improvement.

The first draft review has to be further supplemented with a checklist for performance appraisal

as a tentative framework, which can be used during the implementation of each key stage of the Individual Staff Performance Appraisal. The check list should be based on the new trends and research evidence about what works well in the field.

ReSPA has also planned to organise workshop on performance appraisal which would provide floor for exchanging experience among the members of the HRMD working group on performance appraisal and presenting the draft review.

That is why, with this document, ReSPA is seeking to engage an **Expert for performance appraisal** who would conduct the tasks below.

Tasks and responsibilities

The assignment will include the following tasks and responsibilities:

Development of a checklist for performance appraisal (8 days)

- Read the draft review, consult the adequate literature and make a list of steps that need to be undertaken in order to ensure effective performance appraisal.
- Develop a check list for each step of performance appraisal:
 - Checklist for preconditions of effective ISPA procedures
 - Checklist how to set employees objectives
 - Check list on understanding the link between competency and performance
 - Checklist for providing performance feedback to employees
 - Checklist for the final review and performance interview
 - Checklist for conducting ISPA in emergency situations
- Introduce the check list in the draft review. The check list will serve as a base for development of a self-assessment framework for performance appraisal.

Preparation and delivery of presentation at the Workshop (3 days)

- Provide comments/proposals for changes in the Discussion paper and Agenda of the Workshop in line with the specificity of her task;
- Prepare a power point presentation of the draft review as well as the check list as its constituent part;
- Deliver presentation of the review with a focus on the check lists;
- Ensure active involvement of the participants of the workshop and motivate them to ask questions and help in finalising the study. Provide participants with adequate answers;
- Participate in the discussion about performance appraisal on both days.

Finalisation of the study after workshop (5 days)

- Based on the inputs obtained during the workshop finalise the check list as well as the study.
- Cooperate with expert 5 when finalising the study.

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:

- Master in Human Resources or in any other similar field (Law, Political Sciences, Social Sciences, 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 HRMD;
- Experience in provision of capacity building;
- Practical experience in conducting performance appraisal will be considered as an advantage.

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 an online Workshop organised by ReSPA. The assignment will be performed from September-November 2020. The Workshop is planned to be held on 14-15 October 2020. The Expert will be required to participate in the Workshop on both days.

Remunerations

The assignment foresees engagement of **16 (sixteen) working days**.

Activity	Max. No. of working days
Development of a check list for performance appraisal	8
Preparation and delivery of presentation at workshop	3
Finalisation of the study after workshop	5
TOTAL:	16

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;
- Finalised review.

Documents required for payment

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