

Procurement Notice

Assignment name: Development of the user-friendly guidelines for conducting performance appraisal of the senior civil servants in public institutions in the Western Balkans.

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.

In 2018 ReSPA developed a six-year strategy which was adopted in November 2018. One of the strategic objectives of ReSPA is: *Improved professionalisation and depoliticisation of the Senior Civil Service*. ReSPA shall contribute to the achievement of this objective through its work on two thematic areas: merit-based recruitment and selection and performance appraisal and career development.

In order to implement the ReSPA Strategy 2019-2024, ReSPA developed a two-year Programme of Work and one of the activities that have been planned is the development of user-friendly guidelines for conducting performance appraisal which could serve as a base for conducting training of trainers. The Expert shall develop guidelines for conducting performance appraisal of senior civil servants based on the Baseline analysis recommendations, the existing material on performance appraisal in ReSPA Members and beneficiary, but also the Expert's own experience.

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

1.2 ReSPA now seeks to engage for the Expert who would develop user-friendly guidelines for conducting performance appraisal of the senior civil servants in public institutions in the Western Balkans.

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 2019 - February 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 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 **30 September 2019** before Midnight. Late submissions

will not be considered for evaluation. **The application should contain in the e-mail the Reference Number 19018.**

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 **26 September 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 **27 September 2019**.

Terms of Reference

Request for Services

Expert for development of the guidelines for conducting performance appraisal

1. 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 organizations. 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.

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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2. Description of the assignment

In 2018 ReSPA developed a six-year strategy which was adopted in November 2018. One of the strategic objectives of ReSPA is: *Improved professionalisation and depoliticisation of the Senior Civil Service*. ReSPA shall contribute to the achievement of this objective through its work on two thematic areas: merit-based recruitment and selection and performance appraisal and career development.

In contribution to the performance appraisal area of work, in 2018 ReSPA produced *Baseline analysis on Individual Performance Appraisal of Employees in Central Public Administration in Western Balkans with recommendations for improvement*. The analysis assesses the quality of implementing individual staff performance appraisal in the Western Balkan countries. The ReSPA analysis provides a comprehensive overview of similarities and differences of trends in performance appraisal vis a vis EU countries and provides recommendations for improvement.

The analysis shows that performance appraisal is minimally (if at all) linked at horizontal level with other HR functions, particularly recruitment and development and that individual actors lack relevant skills to implement performance appraisal effectively. This is further enhanced by missing comprehensive guidelines (both on central and organisational levels) and training for appraisers. There is also a problem of data collection during the performance appraisal which does not have informative value and which is not used for any of the HR decisions: career promotion, pay for performance, poor performance identification and development. Furthermore, due to lacking a link to the overall organisational framework, collected data are not being used or organisational level either.

In order to implement the ReSPA Strategy 2019-2024, ReSPA developed a two-year Programme of Work and one of the activities that have been planned is the development of user-friendly guidelines for conducting performance appraisal which could serve as a base for conducting training of trainers. The Expert shall develop guidelines for conducting performance appraisal of senior civil servants based on the Baseline analysis recommendations, the existing material on performance appraisal in ReSPA Members and beneficiary, but also the Expert's own experience.

With this document, ReSPA is seeking for an Expert who will develop in English language the general guidelines for conducting performance appraisal in public institutions in the Western Balkans.

3. Tasks and responsibilities

The Expert shall develop user-friendly guidelines for conducting performance appraisal of the senior civil servants. The guidelines shall ensure the link with other HR functions at horizontal level, particularly recruitment and development.

The Expert shall perform the following tasks and responsibilities:

3.1. Preparation phase (3 days in total)

- Read the material relevant for performance appraisal: *ReSPA Baseline analysis on Individual Performance Appraisal of Employees in Central Public Administration in Western Balkans; Performance Appraisal in the Eu Member States and the European Commission*;
- Read and analyse other documents/reports relevant to the performance appraisal in the Western Balkans/ReSPA (performance appraisal documents in each country) Communicate with HRMD WG members/contact points in regard to development of the user-friendly guidelines;
- Preparation of the draft content of the guidelines and sending them to ReSPA and HRMD WG for comments.

3.2. Development of guidelines (15 days)

The Expert shall develop the guidelines which shall, among others, contain the following:

A. Introduction

- General explanation of performance appraisals, elaborating pros and cons;
- Summary of the current state and challenges faced regarding performance appraisal in the Western Balkans, based on the ReSPA analysis;
- List of recommendations for improvement of the performance appraisal in the WB, including the recommendations from the ReSPA analysis;
- Provide an example of competency framework with competencies which would incorporate professional managerial competencies, traditional public service values and the modern requirements of the senior civil service, with elaboration of each.
- Importance of linking performance appraisal with other HR functions at horizontal level.

B. Preparation of performance appraisal

- Provide measurement instrument by which competencies can be expressed and assessed which would keep focus on continuous development not only at personal level but also at the organisational and state level. Put emphasise on more descriptive ratings;
- Development of a performance appraisal form to be used during the performance appraisal process. (example of form);
- Defining a frequency of performance appraisal;
- Defining skills required for an appraiser;
- Development of organisational objectives (provide examples of organisational objectives);
- Development of individual objectives and connecting them with organisational objectives (examples of organisational objective, individual objectives).

C. Initiating and conducting of performance appraisal

- How to initiate individual performance appraisal?
- How to use the performance appraisal forms?
- Where to conduct performance appraisal?
- How to relate performance appraisal to other?
- How to conduct performance appraisal, which questions to ask (provide concrete questions to be asked)? Provide instructions how to describe ratings more specifically (provide examples of descriptive ratings).

D. Use of obtained input

- What to do with the obtained input?
- How to measure progress towards the achievement of the organisational objectives?

3.3. Updating of the guidelines (1 day)

- Sending draft document to ReSPA/HRMD WG members for comments
- Updating the document in line with the inputs received.

The engaged Expert will liaise directly with ReSPA Programme Manager in charge of the assignment and will take into consideration the instructions received beforehand.

The final product will be subject to approval from ReSPA before the payment is executed.

4. Necessary Qualifications

The Expert shall possess the following profile:

Qualifications and skills:

- 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.

5. Timing and Location

The assignment foresees work from home. The assignment will be performed from October 2019–February 2020. The duration of the assignment is **19 working days** (spread over a period of 4 months).

6. Remunerations

The assignment foresees up to **19 working days** for the Expert.

Activity	Max. No. of working days
3.1. Preparation	3
3.2. Development of the guidelines	15
3.3. Updating of the guidelines	1
TOTAL:	19

The payment will be done in one installment on completion of the activities.

Note: No other costs will be covered apart from the expert cost per day.

7. Reporting and Final Documentation

The Expert will be requested to deliver the following documents before the payment is conducted:

Outputs

- Guidelines for conducting performance appraisal.

Documents required for payment

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