

## Procurement Notice

*Assignment name: **Expert for presentation of the results of staff satisfaction surveys in Albania and North Macedonia.***

Reference Number: **#22047**

### **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 Neighborhood 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 organization 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 2010-2018. The current EC grant 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) co-ordination 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 is implementing its activities through the Secretariat which is consisting of 15 staff members from the Western Balkan region. The Secretariat is located in Danilovgrad, Montenegro.

1.2 ReSPA now seeks to engage one expert to provide support in the area of Human Resource Management and Development (HRMD).

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 until 30 November 2022.

1.5 **NOTE:** Please, clearly indicate in the Methodology that you shall submit, the entity with whom the contract would be concluded (in case your application will result successful), i.e. whether the contract would be concluded with:

- the expert as a physical person;
- a company on behalf of the expert (the name of the company should be also provided).

This cannot be changed in the procedure to follow.

In addition, you are kindly requested to fill and submit the following documents:

Legal Entity File (for individual expert) –

[https://ec.europa.eu/info/sites/default/files/about\\_the\\_european\\_commission/eu\\_budget/legent\\_indiv\\_en.pdf](https://ec.europa.eu/info/sites/default/files/about_the_european_commission/eu_budget/legent_indiv_en.pdf)

Legal Entity File (for private company) –

[https://ec.europa.eu/info/sites/default/files/about\\_the\\_european\\_commission/eu\\_budget/legent\\_privcomp\\_en.pdf](https://ec.europa.eu/info/sites/default/files/about_the_european_commission/eu_budget/legent_privcomp_en.pdf)

Please, also submit any supporting document required in these templates.

## Section 2. Preparation of CVs and supporting documentation

2.1 Language of application:

The CVs 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:

- Length of general and specific professional experience, in line with ToR;
- Professional experience in the role of lecturer / presenter.

2.3 The required qualifications, experience 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 analysis 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 **28 October 2022 by midnight**. Late submissions will not be considered for evaluation. **The application should contain in the e-mail title the following reference: Activity No 22047.**

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 as per 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 of 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 **26 October 2022 (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 **27 October 2022**. Any request for clarification must be sent by standard electronic communication to the above e-mail address.

# Terms of Reference

## Request for Services

*Expert for presentation of the results of staff satisfaction surveys in Albania and North Macedonia*

### 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, Montenegro, North Macedonia, and Serbia, while Kosovo\*<sup>1</sup> is a beneficiary. ReSPA's purpose is to help governments in the region to develop better public administration, public services and overall governance systems for their citizens and businesses, and prepare for membership in the European Union.

ReSPA establishes close co-operation with ministers, senior and middle public servants 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 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 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, capacity building and networking programmes) in line with the EU accession process.

ReSPA works primarily through regional networks which operate at three levels: Governing Board at Ministerial level, Governing Board at Senior Officials level, 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 has recently piloted staff satisfaction surveys in Albania and North Macedonia. It is planned to present the pilot results to each administration respectively. The overview of the survey conducted in Albania will also be presented at the open session in the follow-up of the 14th ReSPA

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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

Governing Board meeting at the Ministerial level, and in the meeting of Directors of training institutions/Departments of Public Administration.

## Description of the assignment

Transformation of the civil service and HR policies is required to address, among others, the attractiveness of public administrations and retention of talents, values of public administration, skills development and training, the ageing workforce and generational solidarity, etc. When retention rates are low, organisations suffer staff turnover. Western Balkan administrations are facing the problem of a high number of knowledgeable and experienced civil servants leaving the public sector. This is particularly true for the staff who are working on European integration processes, management of EU funds and employees from the IT sector. Having this in mind ReSPA initiated piloting of staff satisfaction survey in Albania and North Macedonia during 2022 with the aim to address staff retention, motivation and job satisfaction, among others.

In order to start having a systemic approach to addressing these problems, ReSPA piloted a staff satisfaction survey in two of its members, Albania and North Macedonia, while in the following years, it is planned to conduct the survey in the remaining ReSPA members. The online survey was designed in close cooperation with the relevant public institutions. Staff satisfaction survey was implemented in Albania online between May and August 2022. It generated 5842 responses from 70 institutions. The survey measures (i) key attitudes of civil servants in the central and local state administration of Albania including their job satisfaction, work motivation, commitment and well-being (part 1 of the report), and (ii) the experience of civil servants with human resources management practices in their institutions such as the experience with recruitment, salary management and leadership (part 2 of the report). The survey was implemented in all sectors of the state administration. It includes all ministries, institutions under the supervision, and local government institutions. The report has been produced and it should be presented to the wider audience. The staff satisfaction survey in North Macedonia initiated in September will be completed by the end of November 2022 when the report will be produced. It is planned to present the results of surveys to the representatives of the institutions from Albania and North Macedonia at respective meetings.

On 15 November 2022, ReSPA organises the open session of the GB meeting at the Ministerial level at which the discussion will be initiated about the retention and motivation of public servants in the Western Balkans. The meeting will also raise awareness of the importance of the participatory approach of the employees and their involvement in finding solutions to the problems. That is why the results of the survey conducted in Albania will be presented.

The open session shall also enable a brief reflection on the state of play and progress attained on PAR and the 2022 Enlargement package and country reports, presentation of innovative EU model of internal consultancy and public expertise and their mobilization for the transformation of public administrations, presentation of the voices of the public administration: Insights from staff satisfaction survey piloted in Albania. The session shall also provide a floor for informal discussion among the ministers and their reflection on the motivation of civil servants, staff turnover, and their views on the transformation of civil services into modern and attractive ones.

This open session will gather ReSPA Governing Board Members at the ministerial level, high officials from ReSPA administrations, GB SL members, Directors of Schools of PA, EU

representatives, representatives of SIGMA, and Albanian institutions who participated in the survey. On 16 November ReSPA shall organise a meeting of Directors/Heads of training institutions in the ReSPA Members at which the contribution of the expert will also be required.

In line with the above-said, ReSPA is seeking for an Expert who would present the findings of the survey and also contribute to the meeting of Directors of training institutions/departments.

## Tasks and responsibilities

The expert shall be engaged for up to **10 (ten) days** to perform the following tasks and responsibilities:

- Moderation of the Open session of the 14<sup>th</sup> ReSPA Governing Board meeting at the ministerial level and delivering presentation of the staff satisfaction survey conducted in Albania. The presentation shall, among others, include: information about the general benefits of staff satisfaction surveys and reference to good practices in OECD countries; an overview of the pilot staff satisfaction survey conducted in Albania.
- Participation in the meeting of Directors/Heads of training institutions/departments which will be held on 15 November (half day) and 16 November (half day), and providing support through comments and recommendations. (1 day)
- Preparation of a detailed PowerPoint presentation on the results of the survey conducted in Albania and presentation of the results to the Department of Public Administration of Albania (DoPA) and other Albanian institutions that participated in the survey. (2 days preparation, 1 day implementation)
- Preparation of the detailed PowerPoint presentation on the results of the survey conducted in Macedonia and presentation of the results to the Ministry of Information Society and Administration (MISA) and other Macedonian institutions that participated in the survey. (2 days preparation, 1 day implementation)

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

## Necessary Qualifications

The Experts shall possess the following profile:

### Qualifications:

- Advanced university degree (at least MA) in Public Administration, Management, Political Science or other relevant Social Sciences

### General professional experience:

- At least 10 years of experience in the area of public administration reform and management, in particular, human resources management in the public sector
- Familiarity with public administration reform and management trends, in particular, in the area of civil service and human resources management, in the Western Balkans.

Specific professional experience:

- At least 5 years of experience in consultancy with a focus on HR;
- Preparation of the reports from country surveys in the field of human resources management in the Western Balkans or globally

Skills:

- ✓ Teamwork;
- ✓ Ability to write clear and coherent documents;
- ✓ Ability to organize and plan effectively;
- ✓ Excellent written and oral communication skills in English;

## Timing and Location

The assignment foresees work from home/office and in the field. The expert shall attend the meetings held on **15 and 16 November 2022 in Tirana (Albania)**. The assignment will be executed in **October- 30 November 2022**.

## Remunerations

The assignment will require up to **10 (ten)** working days in total. The payment will be done in one (1) instalment. The payment will be processed upon submission of the final document.

Note: No other costs will be covered apart from the expert's fee.

ReSPA reserves the right to change the timing and volume of the assignment and will timely inform the assigned expert if such changes occur.

## Reporting and Final Documentation

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

### **Outputs**

- PowerPoint presentations

### **Documents required for payment**

- Invoices (original and signed);
- Timesheets (original and signed);
- Report