

Procurement Notice

Assignment name: Regional expert for providing support to government officials in Montenegro in conducting assessment of HRMIS and digitalisation of HR processes

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 would like to run the analysis of the action plans for the respective PAR strategies of its members in regard to HRMD and digitalisation in the area of HRMD. Analysis of the activities planned to be implemented within new PAR strategies will be beneficial for ReSPA's further work in digitalisation of HRM processes.

Therefore, ReSPA is looking for a Regional expert for providing support to government officials in Montenegro in conducting assessment of HRMIS and digitalisation of HR processes

1.2 ReSPA now seeks to engage a Regional expert for providing support to government officials in Montenegro in conducting assessment of HRMIS and digitalisation of HR processes.

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 March – June 2022.

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 **15 March 2022** before 2 PM CET.

Late submissions will not be considered for evaluation.

The application should contain in the e-mail the Reference Number: 22042/ Regional expert for providing support to government officials in Montenegro in conducting assessment of HRMIS and digitalisation of HR processes.

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 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 **11 March 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) by **14 March 2022**.

Terms of Reference

Request for Services

Regional expert for providing support to government officials in Montenegro in conducting assessment of HRMIS and digitalisation of HR processes

Background

The Regional School of Public Administration (ReSPA) is a regional organization established in 2010 as a joint initiative financed by European Commission and Western Balkans (WB) administrations. It is managed and governed by five ReSPA Members: Albania, Bosnia and Herzegovina, North Macedonia, Montenegro and Serbia, while Kosovo^{*2} is 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 the membership to European Union.

ReSPA establishes close co-operation with Ministers, senior public servants and heads of units in Member countries' administrations. ReSPA also works in partnership with the European Union, specifically Directorate General for Neighbourhood and Enlargement Negotiations (DG NEAR), other regional actors 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 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 materials. 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. The current EC grant supports the implementation of the activities required for contribution to the achievement of the three strategic objectives during the period 2019-2022.

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 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

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among individuals and institutions, and generate ideas which would promote more effective solutions to strengthen HRMD in WB.

Following the meeting of the HRMDWG held in September 2015 in Tirana when the participants had an opportunity to learn about the HRMIS developments in Albania and to compare and contrast their own activities in this regard with those in other countries in the region, a practical follow-up meeting was organized in May 2017 and ReSPA produced the “Baseline Analysis on HRMIS in the WB region”. This study reported on the current state of progress in relation to the development of HRM dedicated IT systems, and shared information on the different solutions implemented in various ReSPA members and provided recommendations for further regional cooperation in this area. In 2020, the new study was launched to assess the progress made as of 2017 and report new inspiring practices and different solutions implemented in various ReSPA members and provide recommendations to advance the digital transformation of HR processes.

The digitalisation of public administration has progressed rapidly over the last decade and has been reinforced by the pandemic. In this context, efforts have been made in the Western Balkans to establish or plan the establishment of state-of-the-art human resources management information systems.

In this regard, 2020 analysis could provide a foundation for the development of a self-assessment framework for HRMIS in the short term. The self-assessment framework should focus not only on technical, IT issues and the content of information contained in the systems, but also on the use of HR data to inform decision making. This would help leverage the previous research undertaken by ReSPA by drawing broader lessons from the Western Balkans for the Western Balkans on how to make digital transformation of HR processes more effective. This should be done by developing a framework for the assessment of HR digitalisation processes and practices in the ReSPA members. This framework is conceived as a self-assessment tool that will enable ReSPA members to reflect on their digitalization practices, data availability, to identify gaps, to learn from the experiences of others in the region and to initiate efforts to exchange relevant knowledge among them. The self-assessments are to be completed by each ReSPA member with support of regional experts for thematic areas established in previous ReSPA studies on HRMIS.

ReSPA shall also organize a workshop which shall provide a floor for presentation of the self-assessment reports by each country, the exchange of experience among the ReSPA Members and presentation of the progress achieved.

In addition, ReSPA would like to run the analysis of the action plans for the respective PAR strategies of its members in regard to HRMD and digitalisation in the area of HRMD. Analysis of the activities planned to be implemented within new PAR strategies will be beneficial for ReSPA's further work in digitalisation of HRM processes.

Therefore, ReSPA is looking for a regional expert for providing support to Government officials in Montenegro in conducting assessment of HRMIS and digitalisation of HR processes.

Tasks and Responsibilities

The regional HR expert shall perform the following tasks and responsibilities for up to 5 (five) days:

- Closely collaborate with the Senior expert in digital transformation and Senior expert in HRM throughout the assignment. Participate in an online training delivered by senior experts who will present the guidelines for conducting self-assessment and provide any clarifications. (0,5 day)
- Meet with the delegated government officials and assist them in conducting self-assessment and filling out the self-assessment framework developed by the senior experts. The filled out self-assessment framework shall contain the state of art in the country, best practices and recommendations for improvement and it will serve as an input for the summary regional report that will be prepared by the senior experts (3,5 days)
- Revise the draft version as well as the final version of the report. (1 day)

Throughout the duration of the assignment, the expert will collaborate closely with ReSPA Programme Manager in charge of the project. The expert will take into consideration the instructions received beforehand.

Necessary Qualifications, Experience and Skills

The Expert shall possess the following profile:

Qualifications and skills:

- At least B.Sc. (M.Sc. would be considered as an advantage) in Public Administration, Computer Science, Information and Communication Technologies, Law, Economy, Social Sciences, Business Administration or related field.

General professional experience:

- At least 3 (three) years of relevant professional experience in the field of Digital transformation of Public Administration/E government/IT or Human Resource Management;
- Experience of working in the Western Balkans on similar actions (desirable).

Specific professional experience:

- Experience in drafting analytical papers or other country inputs for public administration in the area of Digital transformation of Public Administration/E government/IT.

Skills:

- High presentation 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 the work from home and participation in the workshop. The work will be performed during **March – June 2022**.

Remunerations

The assignment foresees up to **5 (five) man days**. The final outputs will be subject to approval from ReSPA before the payment is executed.

The daily fee shall be determined based on the assessed and evaluated expert's capacities, in line with ReSPA expert selection procedure adopted by the ReSPA Governing Board. The payment will be made in one instalment, following the submission of the final report.

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 in English language before the payment is conducted:

Outputs

- Filled out self-assessment framework for monitoring of HR processes for the relevant country

Documents required for payment

- Invoice (original and signed);
- Timesheet (original and signed);
- Final report in English on the performed tasks. The report shall be submitted not later than 7 (seven) working days after the completion of the task. The report shall include relevant remarks, inputs and feedback related to the task performed and will be subject of approval by ReSPA.