

Procurement Notice

Assignment name:

Lead Expert for preparation of the self-assessment framework for performance appraisal and conducting self-assessment

Reference Number: #21032

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.

1.2 ReSPA now seeks to engage one Lead Expert who will develop a self-assessment framework in English language for the public institutions in the Western Balkans as well as guide the work of regional experts in supporting the HRMD WG members to conduct self-assessment.

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 2021 - December 2021

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 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 by **06 October 2021, by 2 PM CET**. Late submissions will not be considered for evaluation. **The application should contain in the e-mail title the following reference: Activity No 21032/ Lead Expert**

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, 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, by **04 October 2021** (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 **05 October 2021**. Any request for clarification must be sent by standard electronic communication to the above e-mail address.



Terms of Reference

Request for Services

Lead Expert for preparation of the self-assessment framework for performance appraisal and conducting self-assessment

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*¹ 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.

¹ *This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the **Kosovo** Declaration of Independence.

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 country and provides recommendations for improvement.

In 2020 ReSPA developed a user-friendly guideline for conducting performance appraisal *Towards Effective Performance Appraisal in the Western Balkans*². The guidelines review practices, present new trends and present examples of best practice, which can enhance the implementation of individual staff performance appraisal (ISPA) and make it more effective. The guidelines also provide an indicative, non-exhaustive checklist which can be used during the implementation of each key stage of ISPA.

As a next step of its work in the performance appraisal, ReSPA plans to develop a user-friendly self-assessment framework which will be based on the check list provided in the guidelines on performance appraisal. ReSPA shall also organize a workshop which will be held in the Western Balkans in November 2021 which shall provide a floor for presentation of the draft self-assessment reports, the exchange of experience among the ReSPA Members and presentation of the progress achieved. Simultaneously with the development of the self-assessment framework for performance appraisal ReSPA shall conduct revision of the merit-based recruitment framework, and cooperation with the Lead expert for this assignment will be required.

Having in mind the above said, with this document, ReSPA is seeking for a Lead Expert who will develop a self-assessment framework in English language for the public institutions in the Western Balkans as well as guide the work of regional experts in supporting the HRMD WG members to conduct self-assessment.

Tasks and responsibilities

The Expert shall be engaged for **up to 12 (twelve) days** and shall perform the following tasks:

- Read the guidelines for conducting performance appraisal *Towards Effective Performance Appraisal in the Western Balkans*. Based on the provided check list develop

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<https://respaweb.eu/download/doc/Towards+Effective+Performance+Appraisal+in+the+WBs.pdf/7b629959a17409fff11bdf2ad049345c.pdf>

the self-assessment framework. Cooperate with the Lead expert for development of the performance appraisal self-assessment framework and exchange experience and ideas about the framework development/revision by phone or through online meetings (6 days)

- Prepare the guidelines for regional experts for filling out of self-assessment framework with HRMD WG members. (1 day)
- Screen and prepare the report for all ReSPA Members and Kosovo* based on the inputs received from the regional experts. (3 days)
- Based on the inputs received from the workshop revise and finalise the regional reports (2 days).

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.

Necessary Qualifications

The Expert shall possess the following profile:

Qualifications and skills:

- At least 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 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 the workshop. The work will be performed during **October and December 2021**. The workshop will be held in one of ReSPA Members on **17 and 18 November 2021**.

Remunerations

The assignment foresees up to **12 (twelve) working days** for the Lead Expert.

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 done in one instalment on completion of the activities.

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

Outputs

- Self-assessment report on performance appraisal;
- Report on the conducted Workshop on performance appraisal;

Documents required for payment

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