Terms of Reference
Request for Services

Expert for providing support in the analysis of the state of play for establishing/advancing IT systems for Human Resources Management at the local level in Montenegro

Background

The Regional School of Public Administration (ReSPA) is the inter-governmental organisation for enhancing regional co-operation, 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 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, 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.

ReSPA supports its members through its mechanisms of support and one of them is the in-country support mechanism. This mechanism addresses the specific needs of ReSPA

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[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

Members, supporting public administration reforms in the areas covered by the ReSPA Programme of Work.

This Terms of Reference (ToR) refers to the request submitted to ReSPA by the Human Resources Management Authority of Montenegro for providing support in development of the analysis on the state of play for establishing/advancing IT systems for Human Resources Management at the local level.

Description of the assignment

The Ministry of Public Administration, Digital Society and Media adopted Public Administration Reform Strategy 2022-2026 (PAR Strategy) in December 2021. One of identified priorities within this strategic objective is also further advancement of the CPR IT system, also called HRMIS. Originally, this system has been developed in November 2020, with the support of EU funds and is constantly in the process of upgrading, while the maintenance of the system is the responsibility of HRMA. The new IT system has all functionalities of the previous one and has been upgraded with the following modules:

- o *My personal file* (which allows all civil servants and employees insight into their own data as well as communication with a person working in human resources in the body. This functionality will not only improve the timeliness and significantly improve the quality of all data in the system efficient and effective management of human resources in government agencies. Also, this module will greatly improve and speed up communication between employees and persons in charge of data entry into the system)
- o *Help desk* (module for communication between the civil servant and the person in charge of data entry in the CIS, as well as the CIS user with the Human Resources Administration. Through this module, requests are sent and processed and implemented)
- o *Training* (this module allows employees to access training organised by the Human Resources Administration (via desktop and mobile phone); the process of professional development is conducted through this module, as well as records of lecturers and the possibility of creating questionnaires to conduct training needs analysis)
- o *Internal labour market* (module containing data on all civil servants, i.e. available employees)
- o *Personnel plan* (a module that enables state bodies to draft a staff plan, and the Human Resources Administration to monitor its implementation)
- o *Data for salary calculation* (module containing data on the basis of which the Ministry of Finance is performing salary calculation)

IT system now successfully run at the central level is linked with the payroll system of the Ministry of Finance. It is of utmost importance to develop also same system to be used at the local level. In line with the Law on Local Self-Government, articles 147 and 148, it is the responsibility of LSG units to submit data from their central personnel records to HRMA (as institution in charge of administering Central Personnel records). In order for data to be directly provided to HRMA, and further used by the Ministry of Public Administration for various strategic, programmatic and planning purposes, the same (HRMIS) system should be developed also at local level. Moreover, within PAR Action Plan 2022-2024, under activity

3.1.15 Upgrading the CPR system software through the development of CPR at the local level, it is planned for the HRMIS system to be further expanded and used also at the level by the local self-governing units (LSG units), and in particular following is planned:

- Analysis of the state of human resources management in human resources units at the local level

- Development of tender procedure/project prepared and tender announced

- CPR system at the local level upgraded with CPR functions at the central level

Therefore, the local IT system will have the same platform, functionalities and modules as the one at central level, respecting differences in the process of managing human resources at local level. Overall, the purpose of such comprehensive system will be to achieve efficient employment, adequate career planning, strengthening motivation, monitoring professional development, successful evaluation, promotion and rewarding of civil servants and employees, i.e. quality and effective human resource management at all levels.

Having in mind the above said ReSPA is seeking for an **expert who will provide support in the analysis of the state of play for establishing/advancing IT systems for Human Resources Management at the local level in Montenegro.**

Tasks and responsibilities

The expert shall be engaged for up to *13 (thirteen) days* to perform the tasks which will include following tasks:

- Develop a questionnaire for all LSG units and analyse the responses obtained through the questionnaire (3 days)
- Moderating three focus groups on occurring issues to existing IT mechanisms at the local level (3 days)
- Preparation of the Analysis of the state of play for establishing/advancing IT system for HRM at the local level. (4 days)
- Presentation of the Analysis and obtaining comments. Finalisation of the Analysis in line with the comments obtained. (2 days)
- Preparation of the report on the conducted assignment for ReSPA with recommendations for replicating similar activity in the administrations of ReSPA Members. (1 day)

The engaged expert will liaise directly with the Human Resources Management Authority of Montenegro. HRMA will provide the expert with all necessary information. HRMA will also provide facilities and/or necessary logistics in order to enable and facilitate implementation of the activities during preparatory phase, coordination meetings, focus group events, etc. The engaged expert shall also liaise with the ReSPA Programme Manager in charge of the assignment and will take into consideration the instructions received beforehand.

Necessary Qualifications

The expert shall possess the following profile:

Qualifications and skills:

- At least B.Sc. in Public Administration, Economics, Political Science or related field;

General professional experience:

- At least 5 (five) years of experience in the area related to PA

Specific professional experience:

- At least 2 (two) years of experience in HRM at both local and central level
- Experience in preparation of similar reports

Skills:
- Teamwork;

- 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 on the site. The assignment will be performed within the period June – October 2022. The planned meetings/focus groups will be implemented in line with the country COVID restriction measures.

Remunerations

The assignment foresees up to **13 (thirteen) working days**.

The payment will be done in one instalment on completion of the assignment.

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:

Outputs

- Report on the analysis on the state of play for establishing/advancing IT system for HRM at the local level

Documents required for payment

- Invoice (signed original);

- Timesheets (signed original);

- Report for ReSPA on the conducted assignment with recommendations (in English language).