



## **Terms of Reference Request for Services**

### ***Regional Expert for Montenegro for preparation of the Baseline Analysis on Performance Appraisal in the Western Balkans***

#### **Background**

The Regional School of Public Administration (ReSPA) is the inter-governmental organisation 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\*<sup>1</sup> is a beneficiary. The 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 them for membership in the European Union (EU). Since its inception, ReSPA has contributed to the development of human resources and administrative capacities through training programmes and innovative cooperation mechanisms such as the exchange of good practices, peer reviews and development of know-how.

European Commission (EC) provides directly managed funds for support of ReSPA activities (research, training and networking programmes) in line with the EU accession process. So far, two EC Grant Contracts (GCs) have been implemented by ReSPA, during the period 2010-2015. The new EC grant will support the main objective of ReSPA Programme of Work 2016-2017: improving regional cooperation in the field of PAR and EU integration and strengthening administrative capacities in the beneficiaries.

This objective will be achieved through the following three pillars of ReSPA Programme of Work for 2016-2017:

- 1) European Integration Pillar: Increased capacity of public administration in the ReSPA Members necessary for successful conducting of the European Integration process;
- 2) Public Administration Reform Pillar: Facilitated and enhanced cooperation and exchange of experience in Public Administration Reform and European Integration activities in ReSPA Members;
- 3) Governance for Growth Pillar: Ensured effective coordination of the implementation of the Effective Public Services Dimension within Governance for Growth pillar of the SEE 2020 Strategy.

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

---

<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

The SIGMA OECD Principles of Public Administration reinforce the need for performance appraisal as a guiding principle in HR management. The 6<sup>th</sup> Principle states that *the professional development of public servants is ensured through regular training, fair performance evaluation, and mobility and promotion based on objectives and transparent criteria and merit.*

At the meeting of the ReSPA HRMD Working group (HRMDWG) which was held in Tirana from 30-31 May 2017 it was confirmed that performance appraisal systems were an essential component of modern human resources management in the public sector. It was also recognised that the performance appraisal systems were established in each of the ReSPA members and Kosovo\* and were implemented on a regular basis. However, the quality of implementation is widely criticised. The linkage to personal development, career advancement and salary management remains under-developed.

There was a major interest among the members of the HRMDWG in the analysis of performance appraisal systems and the development of actionable recommendations. The approach would build on the experience of the regional study on merit recruitment that was conducted in 2015.

Having in mind the above said, one of the recommendations from the above meeting was to conduct a regional study on the performance appraisal.

At the meeting it was agreed for the Regional Baseline Analysis to involve: (i) comprehensive analysis of the current systems of performance appraisal, (ii) proactive role for HRMDWG members in designing and implementing the study, (iii) inclusion of regional experts, (iv) use of innovative appraisal methods such as a survey of personnel managers of ministries, agencies and other subordinated organisations, (v) development of regional and country-specific recommendations to be followed up in the activities of ReSPA and national governments in the region.

## Objectives and Scope of the Assignment

The objective of the consultancy is to support the improvement of the quality of implementation of the performance appraisal in the WB region.

The main expected deliverable is the Regional Baseline Analysis which will encompass: state of art in the performance appraisal in the WB countries with a special a special focus on the improvement of the performance appraisal implementation, comparison among the countries of the WB region, the examples of the existing good practice in the EU or worldwide, and recommendations for improvement of performance appraisal, both regional and country ones.

The Regional Baseline Analysis should, among others, be focused on:

- Formal anchoring of Performance Appraisal (PA) in Civil Service Law and subordinated legislation (mandatory nature, different categories of staff, etc.)
- Overview of overall trends of the formal structure of PA in the Western Balkans vis a vis EU Member States (major similarities and differences)
- Understanding reasons behind any reforms conducted in PA
- Application of PA in practice: major gaps, threats, perceived weaknesses, use of information from PA
- Best practice examples in the EU or worldwide
- Country-specific recommendations
- Regional recommendations

Production of the Regional Baseline Analysis will be supported by the Regional Experts, one in each ReSPA Member and Kosovo\*, and it will be coordinated by the Lead Expert. With this document, ReSPA is seeking for the Regional Expert for Montenegro who would conduct the below-stated activities.

## Tasks and responsibilities

The Regional Expert for Montenegro shall undertake the following tasks and responsibilities:

- Liaise with the Lead Expert online and via telepresence regarding the aims and objectives of the Regional Baseline Analysis and the specific purpose of the questionnaires developed by the Lead Expert (the background questionnaire, online survey questionnaire, questionnaire for conducting of semi-structured interviews);
- Translate the questions from the online survey into BCSM language as well as the answers to the questions from BCSM language into English;
- Coordinate directly on a person-to-person basis with the HRMD WG members from Montenegro for clarification of questions set in the background questionnaire; providing relevant national documentary material such as legislation; providing contacts of HRM experts at the central level;
- Conduct interviews with the HRMD WG members, HRM experts at the central level, civil society organisations and faculties that are dealing with performance appraisal, as per the developed semi-structured interview questionnaire;
- Screen the responses to an online survey of HRMDWG members and HRM experts contact points in central government ministries and provide a written summary of the responses, in particular, insofar as responses to open questions are concerned, as well as a summary of background information from relevant national sources. Develop country specific recommendations;
- Share and review national inputs and country-specific findings, assist in development of the regional recommendations, including the participation in the consultative meeting on the finalization of the study at ReSPA premises.

Throughout the duration of the project, the Regional Expert for Montenegro will collaborate closely with the Lead Expert in the context of the assignment.

The Regional Expert for Montenegro shall take into considerations the comments and suggestions received from the Lead Expert. The final inputs will be subject to approval from the ReSPA before the payment is executed.

## Necessary Qualifications

The Regional Expert for Montenegro shall possess the following qualifications:

### Educational background:

- University degree in Law, Public Administration, Political Sciences, Social Sciences, Economics, MBA or related field.

### General professional experience:

- Minimum 5 (five) years of experience in the field of Human Resource Management at national or international level.

### Specific professional experience

- Excellent knowledge of public administration and administrative reform, in particular, in relation to human resources management, in the country for which the expert is selected;
- Experience in drafting analytical papers or other country inputs related to the area of expertise.

### Skills:

- Team work;
- Project development 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 (1) work from the home office of the Regional Expert for Montenegro, and (2) one consultative meeting at ReSPA premises (for the finalization of the Regional Baseline Analysis). The date for the completion of the Regional Baseline Analysis is 1 October 2018.

## **Remunerations**

The assignment foresees engagement of 11 (eleven) man days for the Regional Expert for Montenegro. 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 made in one instalment, following the submission of the Regional Baseline Analysis and its approval by ReSPA.

*Note:* For the planned meeting held in ReSPA premises, ReSPA will organize or cover costs of the international travel (economy class). In addition, ReSPA will organise and cover the round trip transfers from Podgorica airport to Danilovgrad, and arrange and cover full accommodation on location, including all meals and refreshments.

## **Reporting and Final Documentation**

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

- Final version of the Regional Baseline Analysis with recommendations by 1 October 2018;
- Report on the conducted assignment;
- Timesheets (original and signed);
- Invoice (original and signed);
- Boarding passes (original).