

Procurement Notice

Assignment name: One Expert for Human Resource Management

Reference Numbers: 17014, 17015, 17016, 17026, 17043, 17049

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 them for membership in the European Union (EU). The European Commission (EC) provides directly managed funds for support of ReSPA activities (research, training and networking programmes) in line with the EU accession process.

The new EC grant supports the main objective of ReSPA work in 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 Governance for Growth pillar of the SEE 2020 Strategy.

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 activities in area of Human Resource Management.

1.3 Expected deliverables of the assignment are: as per Terms of Reference.

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

1.4 Tentative timeframe: the assignment is expected to be performed during period May - October 2017.

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 professional experience in providing expert's assistance in the area of Human Resource Management.

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 **17 April 2017** before Midnight. Late submissions will not be considered for evaluation. **The application should contain in the e-mail title the following reference number 17014, 17015, 17016, 17026, 17043 and 17049.**

Public servants from ReSPA Members and Kosovo* are not eligible to apply.

Section 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 **12 April 2017** (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 April 2017**. Any request for clarification must be sent by standard electronic communication to the above e-mail address.

TERMS OF REFERENCE

One Expert for Human Resource Management

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, Macedonia, Montenegro and Serbia, while Kosovo*² 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 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.

The European Commission (EC) provides 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 work in 2016-2017: Improving regional cooperation in the field of Public Administration Reform (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 Governance for Growth pillar of the SEE 2020 Strategy.

Within the PAP Public Service and Human Resources Management (HRM), ReSPA's activities will contribute towards the creation of a dynamic and citizen-oriented Human Resource capacity in public administrations. The objective will be achieved through comparative studies, baseline analysis, workshops, peer to peer learning, study visits, in-country support through specifically required short-term expertise, etc.

For purpose of preparing and realizing the events in the above-mentioned areas, ReSPA has identified need for external support from individual experts, speakers and contributors from regional level as well as from EU level.

² * This designation is without prejudice to positions on status, and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence

Description of the Assignment

Based on the recommendations from related ReSPA working groups, several high-level events will be organised in 2017. The assignment will include the following activities:

- 1) The preparation meeting with the ReSPA staff which will contribute to setting up a general plan of action (2-3 pages) and ensuring continuity and sequencing of ReSPA activities;
- 2) The conference devoted to Service Delivery which will be organised in Tirana (Albania) on 18-19 May 2017 as a comprehensive component of the Public Administration Reform (PAR).
- 3) The next event will be the Open Data Conference in Brussels (Belgium) which will be held on 14 June 2017 and ReSPA Open Day in Brussels which will be organized on 15 June 2017.

Both mentioned events will have local media coverage and will be shared in the social media of RESPA and partner institutions.

- 4) Due to the fact that Albania has developed a new model of recruitment which could serve as an example of good practice for the Western Balkan region, ReSPA has planned the next meeting of the HRMD WG to be held in Tirana (Albania) in May 2017 (the exact date tbc). This meeting will also be used for presentation of the Albanian Human Resource Information Systems (HRMIS). Both events organised in Tirana (3) and 4)) will be organized in close cooperation with the Government of Albania (GoA).
- 5) The conclusions from events 2), 3) and 4), if deemed appropriate, will feed in the final agenda of 10th ReSPA Annual Conference *Innovation for improving quality of public services* which will be organized on 12-13 October 2017, at which the expert's engagement will be required as well.
- 6) ReSPA has planned another meeting of the HRMD Working group which will be held on 18-19 September 2017 at ReSPA premises. The meeting will be focused on strengthening the competencies of the senior civil servants and making plan for future HRM activities that will be implemented in 2018.

By means of these Terms of Reference (ToR), ReSPA is seeking for one expert in Human Resource Management (HRM) who would support ReSPA in organizing and implementing the above events.

Tasks and Responsibilities

The Human Resource Management Expert shall work closely with ReSPA in performing the tasks foreseen with this document and as elaborated above. Moreover, the expert shall perform the following tasks and responsibilities:

MAY 2017

- a) Meeting at ReSPA and setting up general plan of action (2-3 pages) ensuring continuity and sequencing of ReSPA activities;

Number of days: 2 days

- b) Moderate two sessions during the Service Delivery Conference in Tirana, Albania i.e.:

- ✓ During day one moderate the second session devoted to Baseline assessment of citizen's feedback mechanism and Quality management in Public Administration;
- ✓ During the day two of the conference moderate the third session devoted to Performance monitoring of staff and within latter mention session give brief presentation (7-10 minutes) on the regional trends in Merit based recruitment and
- ✓ Prepare the synopsis for the both sessions with proposal for questions
- ✓ Communicate in advance with the sessions speakers (if applicable)
- ✓ Prepare the report with an emphasis of role of ReSPA HRM related activities in the process of improvement of public service delivery

Number of days: 4 days (2 for preparation and reporting and 2 for implementation)

- c) Support study visit to Tirana, Albania i.e. meeting of ReSPA Human Resource Working group and in particular focusing on merit-based recruitment and HRMIS.

- ✓ Develop discussion paper and the agenda
- ✓ Prepare and provide presentation on merit based recruitment (tbc)
- ✓ Provide support to event moderation (co-moderation)
- ✓ Prepare the report with recommendations on follow up activities

Number of days: 5 days (3 for preparation and reporting, and 2 for implementation)

JUNE 2017

- d) 1st event - Support activities and support moderation of the Open Data Conference in Brussels, Belgium, in particular session on *Open Government and Open Data region*

- ✓ Prepare the synopsis for the session *Open Government and Open Data region* with proposal for questions
- ✓ Communicate in advance with the sessions speakers (if applicable)

- ✓ Prepare the report with an emphasis of role of open data in domain of HRM RESPA follow up activities

2nd event in Brussels (mid-June 2017) – Moderates as RESPA Open day which will include the following topics:

- ✓ Present ReSPA regional study *Improving the implementation of merit recruitment procedures in the WB* (<http://www.respaweb.eu/11/library#respa-publications-2017-7>)
- ✓ Support moderation during the presentation of the following studies:
 - Study: The Optimization of Public Administration in the Western Balkans
 - Comparative regional study on Better regulation in the Western Balkans
 - Study: Abuse of IT for corruption
- ✓ Support moderation during presentation of regional projects implemented by thinks thanks: WEBER and Western Balkan 6 Advocacy Group

For getting prepared for above stated topics the expert should:

- get general familiarity with above stated studies <http://www.respaweb.eu/11/library>
- communication prior to the event with other engaged experts and foreseen speakers in the event

Number of days for 3): 5 days (1 1/2 days for preparation / communicating with other engaged experts and foreseen speakers and reporting and 1 day for implementation per each event)

SEPTEMBER 2017

- e) Support the meeting of ReSPA Human Resource Working group which will be held at ReSPA premises, with the focus on strengthening the competencies of senior civil servants and future HRM activities to be implemented in 2018.
 - ✓ Develop discussion paper and the agenda,
 - ✓ Prepare and provide presentation (topic tbc)
 - ✓ Provide support to event moderation (co-moderation)
 - ✓ Prepare the report with recommendations and a plan for future activities for 2018.

Number of days: 5 days (3 for preparation and reporting, and 2 for implementation)

OCTOBER 2017

- f) Support activities i.e. prepare the questions for related sessions and moderate at least two sessions at 10th ReSPA Annual Conference.
- ✓ Moderate during day one the session: *Facilitating Access to Services and Using e-Government to Improve Public Service Delivery* and
 - ✓ During day two moderate the session *Reviewing organizational design*
 - ✓ Support the identification of speakers, communicate with speakers engaged in above stated two sessions and prepare the questions for them
 - ✓ Finalize of the related documents including the follow up activities (Draft agenda for 11th ReSPA Annual Conference and contribute to the final conclusions)

Number of days: 6 days (4 for preparation and reporting and 2 for implementation)

The expert should liaise directly with ReSPA and take into consideration the instructions received beforehand.

Total number of days: up to 25.

Necessary Qualifications

The expert shall possess the following qualifications:

Educational background:

- BA (MA would be advantage) in Social Sciences, Human Resource Management, Economics, Business Administration, Development studies, Public Administration, or related field;

General professional experience:

- Minimum five years of experience in the field of Human Resource Management or similar field;

Specific professional experience:

- Working experience on similar networking and capacity building activities in domain of Human Resource Management or Public Administration in the Western Balkans and in the EU;
- Prior experience in research and development of Comparative Studies/ research analysis and similar papers including relation of HRM with the Optimization of Public Administration, Innovations of Public services delivery and similar;

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

ReSPA will provide overall technical and logistical support for participation of the Expert in the ReSPA activities. ReSPA reserve the right to change the timing and location of the activity and will timely inform the expert.

- 1) The first meeting which will ensure continuity and sequencing of ReSPA activities will be organised at ReSPA (the exact date of the meeting to be defined);
- 2) Service Delivery Conference in Tirana will be organised in Albania on 18-19 May 2017;
- 3) The event to follow will be the ReSPA HRMD working group meeting which will also be organized in Tirana, Albania, in May (exact date to be defined).
- 4) Open Data Conference in Brussels, Belgium will be organized on 14 June 2017 and ReSPA Open Day in Brussels which will be organized on 15 June 2017
- 5) The second meeting of the Working group will be held at ReSPA premises on 18-19 September 2017.
- 6) 10th ReSPA Annual Conference will be organized at ReSPA, Montenegro on 12-13 October 2017.

Activity	Location	April	May	June	July	Aug.	Sept.	Oct.
1) Setting up an action plan and meeting at ReSPA	ReSPA		tbc					
2) Service Delivery Conference	Tirana		18-19					
3) HRMD WG meeting in Tirana	Tirana		tbc					
4) Open Data Conference	Brussels			14				
5) ReSPA Open Day	Brussels			15				
5) HRMD WG meeting	ReSPA						18-19	
6) 10 th ReSPA Annual Conference	Skopje							12-13

Remunerations

The selected expert will submit the financial offer including methodology and unit per day. The payment will be done in three instalments, following the submission of the reports (one after each event).

Activity	Maximum number of working days
1) Setting up an action plan and meeting at ReSPA	2
2) Service Delivery Conference in Tirana	4
3) HRMD WG Meeting in Tirana	5
4) Open Data Conference in Brussels	2.5
5) ReSPA Open Day	2.5
6) HRMD WG meeting at ReSPA	5
7) 10 th ReSPA Annual Conference	6
TOTAL	27

Payment will be conducted in three instalments³:

1. First installment on conducting the first three activities: (1) submitted plan of actions and meeting at ReSPA and 2) Service Delivery Conference in Tirana and
2. Second installment on conducting of 3) HRM working group meeting in Tirana and 4) Open Data Conference and 5) ReSPA Open Day in Brussels;
3. Third - final installment on conducting: 6) HRMD Working group meeting at ReSPA and 7) 10th ReSPA Annual Conference at ReSPA, Montenegro.

Note: in case the event is organised at ReSPA campus, no per-diems are to be covered during the assignment. However, ReSPA will reimburse the international round trip travel for the Expert to and from Podgorica; ReSPA will organise and cover the transfers of the Expert from Podgorica Airport to Danilovgrad and back; and arrange and cover full accommodation including all meals and refreshments.

In case of organisation of the event out of ReSPA Campus, ReSPA will provide per-diems related to the assignment in line with the EC per diem rates for the specific country where the event will take place. ReSPA will also reimburse the international round trip travel for the Experts to the event cite and back.

³ Separate reports will be designed for all related events

Reporting and Final Documentation

The expert will be requested to deliver the following documents which are required for conducting payments:

- Six reports⁴, submitted two weeks upon completion of each event;
- The submission of the following:
 - *Timesheets* (original and signed);
 - *Invoices* (original and signed);
 - *Boarding passes* (original).

Ms. Vanja Ivanovic

ReSPA Programme Assistant

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⁴ Six reports: Action plan and reports for each of the activity 2, 3, 4, 5,6 and 7.