



# Terms of Reference Request for Services

## *Expert 4 for performance evaluation*

### 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\*<sup>1</sup> 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.

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 network on Human Resources Management and Development (HRMD) Working Group. 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

## Description of the assignment

Between November 2016 and March 2017, ReSPA, together with a faculty of regional and international experts, conducted a baseline analysis on coaching in Public Administration in the WB region. The results of the study were presented to the HRMD Working group members at the meeting held in May 2017 in Tirana. At the meeting coaching has been recognised as an advanced methodology in strengthening the capacities of public administration. Coaching methodology can be used to support managers to create a culture that is participative and adaptive. As a practical follow-up to this meeting, ReSPA shall organise a meeting of the HRMD Working group members on the progress made as of 2017 and preparation of the policy for introduction of coaching in the Western Balkans.

Besides coaching as one of the topics of the meeting, performance evaluation and merit based recruitment studies will be the additional topics that will be covered during the workshop. Performance evaluation systems are an essential component of modern human resources management in the public sector. They have been established in each of the ReSPA members and Kosovo\* and are 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. During the meeting in Tirana, HRMDWG members showed interest in the analysis of performance evaluation systems and the development of actionable recommendations.

With this document, ReSPA is seeking for Expert 4 who would conduct the below stated activities.

## Tasks and responsibilities

The Expert 4 shall perform the following tasks and responsibilities:

- Present the results of the research on performance evaluation conducted in Europe;
- Provide support in the preparation of the Discussion paper and Agenda for the Workshop;
- Moderate the session on obtaining inputs for the outline of the study on performance evaluation in WB jointly with other experts and ReSPA staff;
- Prepare the report on the undertaken activities with recommendations for the follow up activities regarding HRM, performance evaluation in specific, for the next ReSPA EC grant (2019-2022).

## Necessary Qualifications

The Expert shall possess the following qualifications:

### Educational background:

- PhD 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.

### Specific professional experience

- Experience in the research on performance evaluation in EU or the Western Balkan region;
- Experience in drafting analytical papers or other country inputs related to the area of expertise.

### 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 will take place on 27-28 February 2018 in Belgrade (Serbia).

## **Remunerations**

The assignment foresees engagement of 4 (four) man days (*two days for preparation, one day for implementation and one day for reporting*). The daily fee per man day will be defined in accordance with ReSPA expert selection procedure, based on assessed and evaluated expert capacities. The payment will be made in one instalment, following the submission of the final report.

Note: ReSPA will provide per-diems related to the assignment in line with the EC per diem rates for the country of travel. ReSPA will also organize the international round trip travel for the Expert to the event site.

## **Reporting and Final Documentation**

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

- Report on the conducted assignment with recommendations;
- Timesheets (original and signed);
- Invoice (original and signed);
- Boarding passes (original).