



# Terms of Reference Request for Services

## *Expert 2 for coaching*

### 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.

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<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.

With this document, ReSPA is seeking for Expert 2 who would conduct the below stated activities.

## Tasks and responsibilities

The Expert 2 shall perform the following tasks and responsibilities jointly with other expert on coaching:

- Present the results of the two studies on coaching cultures in organisations;
- Provide support in preparation of a template for a policy on the introduction of coaching;
- Provide support in the development of a questionnaire for institutions for obtaining inputs for the development of a policy on introduction of coaching in the Western Balkan countries;
- Prepare a promotional paper/document on coaching which will accompany the questionnaire;
- Provide support in analyzing the obtained input and creating a policy for introduction of coaching in the relevant countries which will be a base for discussion during the meeting;
- Based on the inputs received from the Working group members, provide support in updating the questionnaire template to be used as a model for development of a policy for introduction of coaching for any institution;
- Provide support in the development of a scenario for the session on introduction of coaching;
- Provide support in the preparation of the Discussion paper and Agenda for the Workshop;
- Provide support in the moderation of the sessions jointly with other experts and ReSPA staff;
- Prepare the report on the undertaken activities with recommendations for the follow up activities on coaching for the next EC grant (2019-2022).

## Necessary Qualifications

The Expert shall possess the following qualifications:

### Educational background:

- University degree;
- Possessing certificate in coaching;

### General professional experience:

- Minimum 5 (five) years of experience in the field of Human Resource Management.

### Specific professional experience:

- Minimum 5 years of working experience in coaching;
- Working experience on capacity building activities in the field of coaching;
- 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 5 (five) man days (*two days for preparation, two days 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:

- Policy document produced with support of WG members;
- Report on the conducted assignment with recommendations;
- Timesheets (original and signed);
- Invoice (original and signed);
- Boarding passes (original).