

# Terms of Reference

## Request for Services

*Expert in analysing legal frameworks and preparing strategic documents for human resources development at the administrative levels of Bosnia and Herzegovina – institutions of Bosnia and Herzegovina, Republika Srpska and Brčko district*

### 1. Background

The Regional School of Public Administration (ReSPA) is an inter-governmental organisation that enhances regional cooperation, promotes shared learning, and supports the development of public administration in the Western Balkans. ReSPA Members are Albania, Bosnia and Herzegovina, Montenegro, North Macedonia and Serbia, while Kosovo\* is a beneficiary. ReSPA's purpose is to support governments in the region in developing better public administration, public services, and overall governance systems for citizens and businesses and preparing them for membership in the European Union.

ReSPA establishes close cooperation with ministers, senior public servants, and unit heads in member administrations. ReSPA also works in partnership with the European Union, specifically the Directorate General for Neighbourhood and Enlargement Negotiations (DG NEAR), other regional actors 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 on-demand support mechanisms, peering and the production of regional research materials.

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

ReSPA works primarily through regional networks operating at three levels: Ministerial, Senior Officials, and networks/working groups of experts and senior practitioners. There is one network – Programme Committee composed of the senior civil servants representing the ministries responsible for the Public Administration, ministries of Finance, and institutions in charge of the European Integration process coordination of the ReSPA Members and four regional thematic groups: (1) Policy planning, better regulation and coordination of Centre of Government, (2) European integration and accession negotiations; (3) Human Resources Management and Professional Development; (4) Service Delivery (digitalisation and quality management).

### 2. Description of the assignment

Within the project "Strengthening HRM in the institutions of Bosnia and Herzegovina," all administrative levels in Bosnia and Herzegovina have initiated improvements in regulations

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\* This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and ICJ opinion on the Kosovo Declaration of independence.

related to enhancing HRM policy. As a result, following the PAR Strategy 2018-2027 action plan, measure 2.1, all administrative levels in BiH have adopted the document of (framework) Policy on Human Resources Development.

The Policy represents a fruitful starting point for a) a new model of harmonised civil service system aligned with SIGMA principles in the field of human resource management and civil service; b) supporting long-term and medium-term strategic goals and priorities of governments; c) a comprehensive approach to governance policy of development of human resources which support and implement strategic management human resources, which includes: optimisation of civil service bodies; human resource planning, workload analysis; classification and systematisation jobs; filling vacancies; professional development. Since the civil service management system is not harmonised enough and HR functions are not fully in place, the development of a strategic document and its Mid-term Action plan is required in order to respond to the current situation regarding the implementation of different civil service laws at BiH administrative levels requesting the support.

This project aims to provide a short overview of the current situation in implementing HR functions and propose some activities that can contribute to the enhancement of HR functions in civil service authorities. The structure of the documents shall follow key principles: a) open coordination method; b) equal opportunities for all and gender equality; c) horizontal and vertical coordination; d) partnership; e) transparency. The structure of the document will include the development of a strategic platform, including situation analysis, a short overview of the current situation and vision, the development of measures and strategic goals, and the identification of indicators.

The strategic documents shall be focused on the legal aspects of the implementation of civil service laws, which may include specific elements: HR planning; vacancy and recruitment procedures (using a competency-based model); job positions in the civil service; HRMIS database interoperability; professional development and performance appraisal; disciplinary procedures; mobility of civil servants; dismissal of civil servants, attraction and retention of employees, digital skills, green skills.

Having in mind the above, ReSPA is seeking an expert who will provide support in the development of the strategic documents for Human Resources Development at the administrative levels of Bosnia and Herzegovina – institutions at the levels of Bosnia and Herzegovina, Republika Srpska and Brčko district.

### **3. Tasks and responsibilities**

The expert shall perform the following tasks and responsibilities **for up to 30 (thirty) days**:

#### **PHASE 1 Conducting desk research and preparation of the inception report**

- Analyse civil service laws and HRM practices at the administrative levels of Bosnia and Herzegovina – institutions at the levels of Bosnia and Herzegovina, Republika Srpska and Brčko district.
- Draft methodological approach in coordination with CSAs/Sub-department.
- Define coordination methodology between expert and CSAs/Sub-Department.

- Draft timeline and key stakeholders needed to be consulted during the process (expert and CSAs/Sub-Department).
- Prepare an Inception report (maximum ten pages) summarising the desk research's main findings.

**PHASE 2 Collecting data through defined instruments (focus groups, interviews) and preparation of the Strategic document**

- Conduct three focus groups with key stakeholders (one focus group for each administrative level).
- Conduct three interviews with key stakeholders (one interview per each administrative level).
- Draft three strategic documents with mid-term action plans and send the draft documents to CSAs/Sub-Department for comments.
- Finalise the documents based on the comments obtained.
- Present and promote the strategic documents (three presentations, one for each administrative level).
- Preparing the report in English for ReSPA, with recommendations for future regional activities.

Each administrative level will nominate a contact point for communication with the expert. They will provide the expert with all necessary information. They will also provide facilities and/or logistics required to enable and facilitate the implementation of the activities during the preparatory phase, coordination meetings, focus group events, etc., whether held online or in conference rooms. The engaged expert will liaise directly with the administrative levels of Bosnia and Herzegovina – institutions at the levels of Bosnia and Herzegovina, Republika Srpska and Brčko district. The engaged expert shall also liaise with the ReSPA Programme Manager in charge of the assignment and will consider the instructions received beforehand.

## 4. Necessary Qualifications

The expert shall possess the following profile:

**Qualifications and skills:**

- At least a University degree in law, economy, social sciences, business administration, public administration, or related field;

**General professional experience:**

- At least 7 (seven) years of experience in the area related to PAR.

**Specific professional experience:**

- At least five years of relevant professional experience in the analysis of legal frameworks, preparation of analytical documents/procedures/methods/tools;

**Skills:**

- Written and oral communication skills in English;
- Ability to write clear and coherent guidance documents;

- Ability to prepare and deliver well-structured presentations;
- Ability to work with people of different nationalities, religions and cultural backgrounds.

## 5. Timing and Location

The assignment foresees work from home/office and in the field. The assignment is expected to be performed between **April – September 2024**. The expert is expected to participate in the final events that will be agreed upon in consultation with the CSA BiH, CSA RS and the Brčko district HRM sub-department.

## 6. Remunerations

The assignment foresees up to **30 (thirty) working days** of up to 15.000EUR.

The payment will be made in two instalments, the first one after the finalisation of phase 1 (15 working days) and the second one after completing the assignment (15 working days) and submission of the intended outputs and payment documents. The final outputs listed below will be subject to ReSPA quality control and approval before payment is executed.

**Note:** No other costs will be covered besides the expert cost per day. The expert cost per day comprises the expert's fee per day and (if needed) a lump sum for covering related costs, which include travel, accommodation, local transport, meals and other incidentals.

## 7. Reporting and Final Documentation

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

### ***Outputs***

- Strategic document for HRD with a mid-term action plan for the administrative level of institutions of Bosnia and Herzegovina
- Strategic document for HRD with a mid-term action plan for the administrative level of Republika Srpska
- Strategic document for HRD with a mid-term action plan for the administrative levels at the level of Brčko district

### ***Documents required for payment***

- Invoice (signed original);
- Timesheets (signed original);
- Final brief report in English on the conducted assignment.