

## Procurement Notice

**Assignment name: HR expert for developing training curricula for HR practitioners that would support the introduction of Strategic Human Resources Management in the Public Administration of Serbia**

**Reference Number: #22916**

### **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\* 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 for the membership of the European Union.

ReSPA establishes close co-operation with ministers, senior public servants and heads of function in Member countries. ReSPA also works in partnership with the European Union, specifically Directorate General for Neighborhood and Enlargement Negotiations (DG NEAR), other regional players such as OECD/SIGMA and Regional Cooperation Council (RCC), as well as agencies and civil society organizations. Since its inception, ReSPA, as an international organization and a key regional endeavor in Public Administration Reform, has contributed to capacity-building and networking activities through in-country support mechanisms, peering and the production of regional research material.

The European Commission (EC) provides directly managed funds for the support of the ReSPA activities (research, training and networking programmes) in line with the EU accession process. So far, three EC Grant Contracts (GCs) have been implemented by ReSPA during the period 2010-2018. The current EC grant supports the implementation of the activities required for contribution to the achievement of the three strategic objectives during the period 2019-2021.

ReSPA works primarily through regional networks which operate at three levels: Ministerial, Senior Officials, and networks/working groups of experts and senior practitioners. There is one network – Programme Committee composed of the representatives of institutions in charge of PAR, Public Financial Management (PFM) and government policy planning and the European Integration (EI) co-ordination process and five Working groups: (1) Centre-of-Government Institutions; 2) Better Regulation; 3) Human Resource Management and Development; 4) E-Governance; and 5) Quality Management.

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 the area of Human Resource Management and Development.

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

1.4 Tentative timeframe: the assignment is expected to be performed during period September-15 November 2022.

**1.5 NOTE: Please, clearly indicate in the Methodology that you shall submit, the entity with whom the contract would be concluded (in case your application will result successful), i.e. whether the contract would be concluded with:**

- the expert as a physical person;
- a company on behalf of the expert (the name of the company should be also provided).

**This cannot be changed in the procedure to follow.**

**In addition, you are kindly requested to fill and submit the following documents:**

- **Legal Entity File (for individual expert) -**  
[https://ec.europa.eu/info/sites/default/files/about\\_the\\_european\\_commission/eu\\_budget/legent\\_indiv\\_en.pdf](https://ec.europa.eu/info/sites/default/files/about_the_european_commission/eu_budget/legent_indiv_en.pdf)
- **Legal Entity File (for private company) -**  
[https://ec.europa.eu/info/sites/default/files/about\\_the\\_european\\_commission/eu\\_budget/legent\\_privcomp\\_en.pdf](https://ec.europa.eu/info/sites/default/files/about_the_european_commission/eu_budget/legent_privcomp_en.pdf)

**Please, also submit any supporting document required in these templates.**

## **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 general and specific professional experience, in line with ToR;
- Professional experience in the role of lecturer / presenter.

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](mailto:procurement@respaweb.eu) by **23 August 2022** before 2 PM CET. Late submissions will not be considered for evaluation. **The application should contain in the e-mail title the following reference: Activity No 22916**

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

#### **Selection 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](mailto:r.bartula@respaweb.eu), by **21 August 2020** (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](http://www.respaweb.eu)) by **22 August 2022**. Any request for clarification must be sent by standard electronic communication to the above e-mail address.

# Terms of Reference

*HR expert for developing training curricula for HR practitioners that would support the introduction of Strategic Human Resources Management in the Public Administration of Serbia*

## 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. 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 for membership in the European Union.

ReSPA establishes close cooperation with ministers, senior public servants and heads of function in Member countries. ReSPA also works in partnership with the European Union, specifically Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR), other regional players 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 in-country support mechanisms, peering and the production of regional research material.

The European Commission (EC) provides directly managed funds for the support of the ReSPA activities (research, training and networking programmes) in line with the EU accession process. So far, three EC Grant Contracts (GCs) have been implemented by ReSPA from 2010-2015. The current EC grant CN 2019/ 405 139 supports the implementation of the activities required for contribution to the achievement of the three strategic objectives during the period 2019-2021.

ReSPA works primarily through regional networks which operate at three levels: Ministerial, Senior Officials, and networks/working groups of experts and senior practitioners. There is one network – Programme Committee composed of the representatives of institutions in charge of PAR, Public Financial Management (PFM) and government policy planning and the European Integration (EI) coordination process and five Working groups: (1) Centre-of-Government Institutions; 2) Better Regulation; 3) Human Resource Management and Development; 4) E-Governance; and 5) Quality Management.

ReSPA supports its members through its mechanisms of support and one of them is the in-country support mechanism. This mechanism addresses the specific needs of ReSPA Members, supporting public administration reforms in the areas covered by the ReSPA Programme of Work.

---

<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

This Terms of Reference (ToR) refers to the request submitted to ReSPA by the Ministry of Public Administration and Local-Self Government of Serbia to develop Strategic Human Resources Management reports in two public administration bodies and training curricula (based on those reports) for the development of SHRM capacities in Serbian Public Administration.

## Description of the assignment

The institutional framework for human resources management in Serbian public administration is defined by a set of laws (of which the umbrella regulation is the Law on Civil Servants) and bylaws regulating personnel planning, job analysis, recruitment, competence framework for civil servants, career development through ranks, salaries, performance appraisal and other. Although there have been lots of initiatives in the previous period to improve HRM functions in public administration, the paradigm of „**personnel administration**” prevails. Currently, the main task of HRM Units focuses on the preparation of legal documents on labour and civil service relations and on performing various administrative functions. This practice does not constitute modern HR management which is the Government’s intention emphasized in the number of strategic documents and reports.

The conducted survey of the capacities of HR units in the Serbian civil service (May 2019) confirms the observation that the HR units conduct tasks of mainly administrative nature, which takes away a large amount of their time and resources and does not allow to concentrate on substantive HRM issues. The analysis was conducted by the SIGMA/OECD in cooperation with the Ministry of Public Administration and Local Self Government and the Human Resources Management Service, as key government institutions responsible for human resources management. One of the main reasons for the current condition is the existence of fairly bureaucratic and formalistic HRM procedures related to statutory questions of civil servants, which requires considerable efforts on the part of the HRM Units in order to ensure compliance with the prescribed procedures.

In August 2020, within the project "Support to Public Administration Reforms in Serbia" implemented by GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH), an action plan to strengthen the capacity of HRM Units in public administration bodies of the Republic of Serbia was prepared. The action plan refers to the role of HR Units and emphasizes their contribution and support to strategic planning through the creation of partnerships with the strategic level of management.

ReSPA’s study "Towards Strategic Human Resource Management" in Serbian Public Administrations also targets the specific topic of SHRM. This document reveals specific roles of HRM Units in order to contribute to the strategic management function and proposes key activities and a set of data which directly support the strategic management of public bodies.

Finally, the Annual Training Program for Civil Servants for 2022 includes an important topic on Strategic HRM for newly hired civil servants working on human resources management issues. This training puts the focus on the implementation of the current competency framework which represents just one small part, although a very important part of SHRM. The previously mentioned ReSPA study identifies strategic human resource management as proactive management of

people and linking of human resources with strategic goals and objectives in order to improve performance. What does the organization want to achieve, what people are needed and what skills would be crucial to achieving goals and objectives are key questions or, in other words, topics that should be included in the content of this training aiming to develop a practical skill set for senior HR staff in Serbian Public Administration.

The purpose of the assistance is to introduce SHRM in Serbian Public Administration through the development of SHRM reports as the base for the development of SHRM curricula that would be included in the Annual Training Program of Civil Servants. The process of transition from administrative to strategically oriented human resources units require a systematic approach to the application of knowledge, tools and resources to cope with change and should focus on the practical application of acquired knowledge.

The first step in this approach would be to develop SHRM reports in two smaller public bodies that would deal with key elements like strategy and other planning documents of the body, organizational structure, headcount and competencies, comparing the current state with the future state and propose recommendations to optimize those elements in order to achieve determined performance. The experience gained through the process of development of those two reports would create a practical idea for the development of training curricula for senior HR officers necessary to develop similar reports in their bodies or in other words to introduce SHRM in the everyday practice of Serbian PA bodies. In order to achieve this, it is necessary to provide the expertise that would focus on developing training curricula for HR practitioners that would support the introduction of SHRM in Serbian Public Administration. In order to develop a completely new role for HRM Units in public administration that will move from traditional role to continuous support to the achievement of the established goals and objectives of the institutions and bring closer all activities of HR Units to the real work and the operational practice of the public body, the expert should rely on the SIGMA report Analysis of the HRM capacities for the Serbian Civil Service Bodies (May 2019).

With this document, ReSPA is seeking an expert who would develop SHRM reports in two small-scale public administration bodies and develop a training curriculum for HR practitioners that would support the introduction of SHRM in Serbian Public Administration.

- **Development of SHRM reports in two small-scale public administration bodies (preferably one ministry and one special organization).**

The SHRM report should, among others, focus on the following data: data on organizational structure; headcount data; data on competencies. Based on these data the report should compare the current situation with the needs determined in strategic and planning documents of each public body. Based on the formulation and implementation of the major goals and initiatives taken by an organization's senior managers the specific task of this SHRM report would be to analyze current resources and to provide an assessment of the internal and external environments in which the organization operates. In this way, two public bodies, through this report would have a clear idea of the optimum number of people to achieve planned goals and objectives, the most efficient organizational structure and priority competencies to achieve the organization's

objectives. Translating the organisation's objectives and values into tangible initiatives that can be driven by the HR units is a complex problem underlying strategic HRM.

An HR gap analysis is a practical breakdown of the current workforce and the skills they currently possess compared to the workforce that is needed to reach key strategic goals and objectives. Because it identifies upcoming personnel and skill deficiencies at the organizational level, an HR gap analysis is also sometimes called a skills gap analysis or workforce gap analysis. Creating an HR gap analysis can also give a clear picture of what value current employees provide to the organization, like taking people inventory. This analysis can pinpoint candidates for management succession plans, discover underutilized skill sets, and identify employees who could be trained for another position. In order to establish strategically oriented HR units, this analysis seems to be the key task that should support further implementation of the identified organizational goals and objectives. The key role of strategically oriented HR units is to identify current and future human resources need for an organization to achieve its goals. The SHRM report that would rely on findings of this gap analysis would also bring necessary elements or data that are missing in the current system (current institutional framework) in order to adequately assess the structure or number of people (like mission, vision or description of key results and time required for their realization).

- **Development of training curricula for SHRM (for HRM practitioners)**

Strategic human resource management (SHRM) is the proactive management of people and linking human resources with strategic goals and objectives in order to improve performance. It requires thinking ahead, and planning ways to better meet the needs of its employees, and for the employees to better meet the needs of the public body. What does the organization want to achieve, what people are needed and what skills would be crucial to achieve goals and objectives are key questions concerning human resource units, or, in other words, linking organizational goals to existing and needed staff skill levels in the future. Those are the key topics for the training program aiming to develop practical skill set for the people involved in HRM in Serbian Public Administration. The aim of SHRM program is to prepare the capacity to efficiently support strategic management in public administration in Serbia - strengthening the role of "Strategic partner". Involvement of HR Units in strategic management is foreseen in the last quarter of 2022 within GIZ Action Plan for strengthening capacities of HR Units.

## Tasks and responsibilities

The Expert shall be engaged for up to **36 (thirty-six) days** to perform the tasks listed below:

### Preparation phase (3 days)

- Briefing meeting with representatives of the MPALSG, HRMS, NAPA and selection of pilot institutions (1 day)
- Preparation of the methodology for assessment and obtaining approval by the stakeholders (2 days)

### Conducting analysis (14 days)

- Analysis of relevant strategic documents for two pilot institutions (2 days)
- Preparation of the SHRM questionnaire (2 days)
- Analysis of collected data and preparation for the interviews (2 days)
- Conducting interviews with managers in two pilot institutions (8 days)

### Preparation of the reports and programme (12 days)

- Drafting SHRM reports which would, among others, refer to organisational structure, headcount and competencies. (6 days)
- Presenting the first draft to senior officials of two pilot institutions (2 days)
- Finalising SHRM reports based on the feedback from two pilot institutions (4 days)

### Preparation of the content of the programme (6 days)

- Drafting the content of the SHRM program (1 day)
- Developing key elements of the SHRM program (4 days)
- Presentation of the SHRM program to MPALSG, HRMS and NAPA (1 day)

Preparation of the report for ReSPA with recommendations for future regional activities. (1 day)

The engaged Expert will liaise directly with the Ministry of Public Administration and Local-Self Government of Serbia team that will work together with the expert on the assignment and will provide all necessary information. The engaged expert shall also liaise with the ReSPA Programme Manager in charge of the assignment and will take into consideration the instructions received beforehand.

## **Necessary Qualifications**

The Expert shall possess the following profile:

### Qualifications and skills:

- At least Bachelor's degree in Law, Public Administration, Political Sciences, Social Sciences, Economics, Master of Business Administration or related field.

### General professional experience:

- At least 5 (five) years of experience in the field of public administration at the national or international level.

### Specific professional experience:

- Excellent knowledge of 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:

- Ability to write clear and coherent guidance documents;
- Ability to work with people of different nationalities, religions and cultural backgrounds.
- Excellent written and oral communication skills in Serbian and English language

## Timing and Location

The assignment foresees work from home and on location. Due to the pandemic situation face to face meetings could be held online. The assignment will be performed from **September 2022 to 15 November 2022**.

## Remunerations

The assignment foresees up to **36 (thirty-six) working days** for the Expert.

No	Activity	No of days
1.	Briefing meeting with representatives of the MPALSG, HRMS, NAPA	1
2.	Preparation of the methodology for assessment	2
3.	Analysis of relevant strategic documents for two pilot institutions	2
4.	Preparation of the SHRM questionnaire	2
5.	Analysis of collected data and preparation for the interviews	2
6.	Conducting interviews with managers in two pilot institutions	8
7.	Drafting SHRM reports	6
8.	Presenting the first draft to senior officials of two pilot institutions	2
9.	Finalising SHRM reports based on the feedback from two pilot institutions	4
10.	Drafting the content of the SHRM program	1
11.	Developing key elements of the SHRM program	4
12.	Presentation of the SHRM program to MPALSG, HRMS and NAPA	1
13.	Preparation of the report	1
	<b>TOTAL</b>	<b>36</b>

The payment will be conducted in one (1) instalment on completion of the assignment.

Note: No other costs will be covered apart from the expert cost per day.

## Reporting and Final Documentation

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

### ***Outputs***

- SHRM reports, one for each institution
- Training curricula for SHRM for HRM practitioners
- Report in English language on the assignment with recommendations

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

- Invoice (signed original);
- Timesheets (signed original).