



## PROCUREMENT NOTICE FOR REGIONAL EXPERT/ CONSULTANT

**Assignment:** Preparation of the national inputs for the Baseline Analysis on coaching policy and legislation in Public Administrations in Macedonia.

### Section 1 Introductory Information

#### 1.1 Assignment:

The main objective of the Assignment is to conduct a necessary information for Macedonia in writing the Baseline Analysis of coaching in WB, which will encompass the state of art in coaching policy and legislation in public administrations in WB countries, and comparisons among the countries of the WB region as well as between WB countries and identified samples from EU Member States in the achieved progress, with special focus on potential regional cooperation in this process while building this instrument. This Baseline Analysis will serve as the main document for further support to Macedonia and the rest of the WB administrations in drafting the necessary policy and legal documents at national level.

ReSPA is seeking to engage **one Regional Expert / Consultant** from Macedonia to support envisaged activities in this domain in Macedonia.

A detailed description of the Assignment is provided in the Terms of Reference attached to this Procurement Notice. Interested qualified individuals are invited to apply for this Assignment in order to be considered by ReSPA through a competitive procedure.

#### 1.2 Purpose of the Assignment:

The purpose of the consultancy is to support envisaged activities in this domain in Macedonia.

The main expected deliverable is the screening Baseline Analysis, which will encompass the state of art in coaching in public service in Macedonia, and closely cooperate and support Lead Expert in identifying comparisons among the countries of the WB region as well as between WB countries and selected EU Member States as samples per this activity that WB may follow.

#### 1.3 Expected deliverables / results:

- The necessary info for Macedonia as per the structure of the Baseline Analysis and the questionnaire – within the timeframe (schedule) that Lead Expert settles;
- 1st draft of the Baseline Analysis for Macedonia – 15 February 2017;
- Final version for Macedonia including inputs, by the end of March 2017;

1.4 Tentative timeframe: The Assignment shall be completed by the end of March 2017.

1.5 Estimated number of days: The Regional Expert / Consultant is estimated to allocate up to 12 working days (detailed description in the ToR) to complete the tasks outlined in the attached Terms of Reference.

1.6 Budget and payment conditions: The budget for the contract will be based on a daily rate to be agreed upon with ReSPA, with a payment in two instalments.

ReSPA will organize and cover costs of the international (economy class) and will provide per diem in line with travel arrangements.

1.7 Note: Any individual employed by a company, organization or institution who would like to submit an offer in response to this Procurement Notice must do so in his/her individual capacity, even if he/she expects his/her employer to sign a contract with ReSPA. In such a case the expert shall notify ReSPA in the Application on the company, organization or institution is his/her employer. **Please note that public servants from ReSPA Members and Kosovo<sup>\*1</sup> are not eligible to apply / will not be considered under this Procurement Notice.**

1.8 Request for clarification: Any request for clarification of this Procurement Notice must be sent in writing by e-mail, to the e-mail address indicated at the end of this Notice, by **30 August 2016** 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 **01 September 2016**.

## **Section 2 Preparation of CV and supporting documentation**

2.1 Language: The CV and supporting documentation shall be written in English language.

2.2 The CV should provide information on qualifications and competencies of the expert, her/his general track record and previous specific experience in similar assignments as stated in the Terms of Reference.

## **Section 3 Submission of CV and supporting documentation**

3.1 Interested individuals are invited to submit the following documentation:

- Personal CV including past experience in similar assignments
- Proposal for daily fee for this assignment

3.2 The CVs and supporting documentation should be submitted in electronic format by e-mail.

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<sup>1</sup> \* This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ opinion on the Kosovo declaration of independence

3.3 The e-mail address for submission is: [f.mustafa@respaweb.eu](mailto:f.mustafa@respaweb.eu)

3.4 Deadline: The CVs and supporting documentation must be **submitted before 17.00h (CET) on 02 September 2016**. Late submissions will not be considered for evaluation.

#### **Section 4 Evaluation of CVs**

4.1 The CVs will be evaluated against required qualifications and competences.

4.2 The applicant with the highest final ranking will be invited to negotiate the contract. If negotiations are successful the selected candidate will be awarded the contract. Should the negotiations fail; the second ranked candidate will be invited to negotiations.

4.3 The financial proposal shall specify a daily fee amount in EURO for consultancy fees. Please note that the cost of preparing a proposal and negotiating a contract, including any related travel, is not reimbursable as a direct cost of the Assignment.

#### **Section 5 Final Considerations**

5.1 The payment will be done in two instalments: I) after submission of the approved Draft Baseline Analysis for Macedonia; II) after approved satisfactory realisation/completion of the project.

5.2 The following document is attached to this Procurement Notice:

- Terms of Reference

5.3 Should you need any further clarifications with respect to this invitation, please contact, by 30 August 2016 the latest:

Mr. Fatos Mustafa

E-mail: [f.mustafa@respaweb.eu](mailto:f.mustafa@respaweb.eu)



## **Terms of Reference**

### **Local Expert on coaching in Public Service in Macedonia**

#### **Introduction**

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 and observer. 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 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.

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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

Following the wide consultations and expressed interest of the ReSPA Members, it has been decided that coaching in public service in the WB region to be developed and introduced. Therefore, ReSPA is in search of a local Expert/Consultant from Macedonia to support envisaged activities in this domain in Macedonia.

## Purpose

The purpose of the consultancy is to conduct a Baseline Analysis on coaching policy and legislation in Public Administrations in Macedonia.

The main expected deliverable is the screening study with Comparative Baseline Analysis, which will encompass the state of art in coaching in public service in Macedonia, and closely cooperate and support Lead Expert in identifying comparisons among the countries of the WB region as well as between WB countries and selected EU Member States as samples per this activity that WB may follow.

## Background

Since 2014 European Commission has tried to strengthen the credibility of enlargement policy and enhanced its transformative power by ensuring a stronger focus on the three pillars of enlargement process: rule of law, economic governance and public administration reform. Public administration reform as one of the three key pillars is comprehensive itself and requires a lot of resources. Human resources are one of them and it is crucial. Human capacity development is essential in one side but not an easy task dealing with due to many challenges and constrains, such are: financial, political, educational, cultural etc.

Strategic human resources management and development (HRMD) is essential to the good governance and management of public administration. It is a necessary to develop public capacities to build a professionally compliant public administration that meets the needs of the citizens in one side and be able to handle the EU integration process in all WB countries. Human resources capacity building and development is a need both horizontally and vertically. It is obvious that there is a need of diversifying tools and methodologies in the process of strengthening capacities. Coaching has been identified as an advanced instrument/method in supporting public administrations strengthening capacities with focus in senior levels. It is important to analyze and identify the gaps and challenges that coaching may help in overcoming.

Coaching is a useful way of developing people's skills and abilities, and of boosting performance. It can also help deal with issues and challenges before they become major problems<sup>2</sup>.

Coaching know as processes that enable both individual and corporate clients to achieve their full potential and achieve their goals in proper time and manner. It is projected in ReSPA to support public administrations in WB countries.

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<sup>2</sup> [https://www.mindtools.com/pages/article/newTMM\\_15.htm](https://www.mindtools.com/pages/article/newTMM_15.htm)

Many EU member states and other developed countries have relatively long experience in implementing coaching in their respective public services. Good coaching practices have been recognized also in private sector where administrations may benefit from lessons learnt as well.

Coaching has few characteristics, as:

- Coaches in the workplace are not counselors, psychotherapists, gurus, teachers, trainers, or consultants – although they may use some of the same skills and tools.
- In some organizations, coaching is still seen as a corrective tool, used only when things have gone wrong. But in many companies, coaching is considered to be a positive and proven approach for helping others explore their goals and ambitions, and then achieve them.
- Most formal, professional coaching is carried out by qualified people who work with clients to improve their effectiveness and performance, and help them achieve their full potential. Coaches can be hired by coaches, or by their organizations. Coaching on this basis works best when everyone clearly understands the reason for hiring a coach, and when they jointly set the expectations for what they want to achieve through coaching.<sup>3</sup>

On daily bases often happens we do question ourselves with few questions and trying to get to know and identify the best, easiest and cheapest with less stress and resources way in achieving our vision and mission, goals and objectives, duties and tasks. Coaching helps in getting answers to some of the key relevant questions such as:

- Can and how to reduce stress at work?
- How to improve communication with peer colleagues?
- How to find a balance among private and professional life?

All these aspects will be broadly and more concretely discussed at the up-coming ReSPA HRM working group meeting and to elaborate the benefits coaching provides.

### Objectives and Scope of the Assignment

The main objective of the Assignment is to conduct a necessary information for Macedonia in writing the Baseline Analysis of coaching in WB, which will encompass the state of art in coaching policy and legislation in public administrations in WB countries, and comparisons among the countries of the WB region as well as between WB countries and identified samples from EU Member States in the achieved progress, with special focus on potential regional cooperation in this process while building this instrument. This Baseline Analysis will serve as the main document for further support to Macedonia and the rest of the WB administrations in drafting the necessary policy and legal documents at national level.

More specifically, the Baseline Analysis should contain the following segments:

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<sup>3</sup> [https://www.mindtools.com/pages/article/newTMM\\_15.htm](https://www.mindtools.com/pages/article/newTMM_15.htm)

- Coaching policy in public service in Macedonia: historic background (2-3 pages)
- Importance of coaching in public service in Macedonia. Any example if there is any (2-4 pages)
- Overview of coaching policy and/or legal mechanisms in place in Macedonia (1-2 pages)
- Identification of the gaps and possibilities of coaching practices in public service in Macedonia, and benefits of sharing the experiences with the rest of the countries in the region (3-4 pages)
- Potential for regional cooperation in area of coaching in public service in the role as coaches or coaches from and to Macedonia (within the region), and role of ReSPA in further developing and spreading this cooperation (1-2 pages)
- Conclusions and recommendations for Macedonia regarding coaching in public service in Macedonia (1 page)

The Study should contain two Annexes:

- With comparisons of the public service in Macedonia with at least one selected EU Member States country (2-3 pages) covering at least the following indicators: comparison of capacity development through formal education and other ways of HR development such are trainings, coaching and other forms of capacity development, and
- SWOT analysis: of coaching implementation in public service in Macedonia (1-2 pages)

## Tasks and Responsibilities

The Expert is expected to perform the following tasks:

- To conduct a desk research on HR development aspects of coaching in public services in Macedonia;
- To conduct research on the state of play in area of the costs and needs for coaching in public administration in Macedonia;
- To coordinate work with lead regional expert engaged by ReSPA to lead and support development of the Study in country (each ReSPA members and Kosovo) and provide in depth data on coaching in public service;
- To prepare a report – state of play, practices, experiences in coaching in public service in Macedonia;
- To prepare a SWOT analysis that will comprise strengths and weaknesses, opportunities and threats of coaching implementation in public service in Macedonia;

- Based on the above conducted research, to prepare conclusions and recommendations for the implementation of coaching in public service in Macedonia;

Within the above framework, the Expert is expected to coordinate with lead expert on the study and liaise directly with the ReSPA Programme Manager in charge for Human Resource Management and Development on issues related to the assignment, and to take into consideration the instructions received before hand.

### Necessary Qualifications

The Expert shall possess the following qualifications:

- University degree in Human Resources, management or in any other similar field (law, political science, economy, statistics, social science etc). Master in any of these field will be surplus;
- Minimum 5 years of working experience in managing HR and capacity building projects and in meantime dealing with Human Resources affairs or project based;
- Experience in project management, conducting comparative studies, drafting analytical papers and policy documents related to human resources.
- Experience in coaching is an advantage;
- Excellent written and oral communication skills in Macedonian and English;
- Advanced computer literacy;
- Ability to work with people of different nationalities, religions and cultural backgrounds;
- Excellent organisational skills, proven communication and presentation skills and ability to work in an environment requiring liaison and collaboration with multiple actors including government representatives, international organizations, and other stakeholders.

The Expert shall possess the following competencies and core values:

- Demonstrates professional competence to meet responsibilities and task requirements, and is conscientious and efficient in meeting commitments, observing deadlines and achieving results;
- Results orientation: plans and produces quality results to meet established goals, generates innovative and practical solutions to challenging situations;
- Communication: Excellent communication skills, including the ability to convey complex concepts and recommendations in a clear and persuasive style tailored to match different audiences;
- Team work: Ability to interact, establish and maintain effective working relations with a culturally diverse team;
- Client orientation: Ability to establish and maintain productive partnerships with regional and national partners and stakeholders, and pro-activeness in identifying the needs of beneficiaries and partners, as well as matching them to appropriate solutions.
- Demonstrates integrity and fairness by modelling ReSPA values and ethical standards;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.



### Time-frame, Level of Effort, and Location

- The main work on Study, including travel to ReSPA premises is to be completed by the end of March 2017.
- The Level of Effort is estimated at 12 (twelve) working days, as follows: 6 (six) days desk research and comparative analysis, 3 (three) days for preparing summary of findings and recommendations, and 3 (three) days for finalizing the Baseline Analysis based on comments from stakeholders and ReSPA.
- The assignment foresees work from home with potential travel from home to ReSPA. The costs related to travel will not be part of the contract related to this ToR. Travel costs will be calculated in addition to these ToRs.

### Deliverables and Final Documentation

The following deliverables shall be produced and transferred to ReSPA during the course of the assignment:

- The necessary info for Macedonia as per the structure of the Baseline Analysis and the questionnaire – within the timeframe (schedule) that Lead Expert settles;
- 1st draft of the Baseline Analysis for Macedonia – 15 February 2017;
- Final version for Macedonia including inputs, by the end of March 2017;

### The Payment

The payment will be organised in two instalments:

- The first instalment (30%) after submission of the approved Draft Baseline Analysis for Macedonia;
- The second/last instalment (70%) after approved satisfactory realisation/completion of the project.

### Quality Control

The Expert should ensure an internal quality control during implementing and reporting phase of the assignment. The quality control should ensure that the draft Baseline Analysis (part for Macedonia) complies with adequate quality standards before sending them to stakeholders for comments. The quality control should ensure consistency and coherence between findings,

conclusions and recommendations. It should also ensure that findings reported are duly substantiated and that conclusions are supported by relevant judgment criteria. While recommendations part should list both policy and legal recommendations. The quality control should be acknowledged by the Lead Expert and ReSPA Programme Manager in charge for Human Resource Management and Development.

### Application Information

Eligible experts are required to submit an application to ReSPA that includes:

- CV including relevant knowledge and experience with contact details (phone/mobile number and e-mail addresses) of referees;
- A brief one page concept on advantages of coaching. Concepts with more than one page will not be considered.
- Financial proposal indicating expected daily fee/ honoraria for the assignment.