

# Human Resources Management in Local Self-Government

Funded  
by the European Union  
and the Council of Europe



COUNCIL OF EUROPE



Implemented  
by the Council of Europe

## GENERAL CALL FOR EXPRESSION OF INTEREST FOR THE POSITIONS OF SHORT-TERM LOCAL EXPERTS IN SERBIA

### GENERAL INFORMATION

<b>Assignment:</b>	To act as a Council of Europe short-term expert on capacity-building and legal assistance in the area of local governance and democracy.
<b>Programme:</b>	Joint Project of the European Union and the Council of Europe “Human Resources Management in Local Self-Government” (hereinafter “the Project”).
<b>Organisation:</b>	The Centre of Expertise for Local Government Reform / Good Governance Division / Directorate General of Democracy (DG II) / COUNCIL OF EUROPE
<b>Place of execution of services:</b>	SERBIA - Short-term missions to local self-government units (municipalities/cities) throughout Serbia may be required depending on project activities.
<b>Duration of contracts:</b>	These are short-term consultancy positions. Exact number of working days / experts will be determined according to projects’ needs in the course of 2016 and 2017.
<b>Call issued on:</b>	June 7, 2016.
<b>Deadline for applications:</b>	June 22, 2016.

## 1. BACKGROUND INFORMATION ON THE PROJECT

The Project “**Human Resources Management in Local Self-Government**” is financed jointly by the European Union and the Council of Europe, and implemented by the Council of Europe. Main project partners are the Ministry of Public Administration and Local Self-Government (MPALSG) and the Standing Conference of Towns and Municipalities (SCTM).

The overall objective of the Project is the implementation of key priority public administration reform initiatives related to the central and local administrative level in order to improve efficiency, effectiveness, transparency, commitment to preventing discrimination and accountability of public administration at both central and local level.

The project is built on the implementation of the Strategy of Public Administration Reform in the Republic of Serbia (hereinafter: “the PAR Strategy”) and in accordance with the principles enshrined in the European Charter of Local Self-Government, which provides a solid basis for setting-up strong and stable local authorities in the country.

According to the PAR Strategy, only a professional civil service, based on the principle of merit and accountability of civil servants, can realize successfully the requirements of the reform process. The PAR Strategy envisages the Human Resources Management (HRM) system as one of the main system to be modernised.

The Project is based on two regulations: the Law on Employees in Autonomous Provinces and Local Self - Government Units and the Public Sector Wage Law. The successful implementation of both laws is closely linked to the Strategy for Professional Training of Employees in Local Self-government Units (LSG).

The project envisages support for introduction of human resources management functions in LSG units and the establishment of professional training system of the LSG units’ employees. System for professional training of civil servants and LSG units employees, based on an in-depth identification of training needs following a comprehensive appraisal of their performance, will represent the cornerstone for the human resources management and career development in the public service serving in that way as a basis for further development of public administration at all administrative levels.

Strengthening LSG units’ capacities with a view to enable them to plan their development and improve service delivery as well as the human resource management function in their administrations, should make significant impact on the accountability of the public administration and the citizens’ satisfaction and perception of public administration work.

## **2. DESCRIPTION OF TASKS, QUALIFICATIONS AND REQUIREMENTS:**

The applicants will be engaged in providing expertise, guidance and assistance to the implementation of two project components (Component 1: Establishment / improvement of a coherent legal, institutional and organizational framework for the enhancement of the human resource management system in local self-government units; Component 2: Establishment of an operational institutional and organizational framework for LSG professional training system) while working in tight cooperation with the Project management team within the Council of Europe Office in Belgrade, with main project partners – MPALGS and SCTM, and with selected LSG units in the Republic of Serbia. Applicants will be expected to travel on short-term missions to selected LSG units (for some project activities), make evaluations and analysis, draft reports and evaluations, draft and implement Municipal Support Packages (MSP), prepare and conduct trainings, prepare policy analysis and advice on subjects such as the implementation of the Law on employees in the autonomous provinces and LSG unit, the Strategy for Professional Training in the LSG units in the Republic of Serbia and its Action Plan, local government reform, promotion of best practices, etc.

### **KEY REQUIREMENTS**

Based on the two main project components / expected results the applicants are expected to have in depth experience and knowledge in one or both of the following areas:

Component 1: Establishment / improvement of a coherent legal, institutional and organizational framework for the enhancement of the human resource management system in local self-government units:

Knowledge of legal and strategic framework regarding Human Resources Management (HRM) in Local Self - Governments (LSG) in the Republic of Serbia, proven experience in conducting analysis and preparation of legal acts and relevant strategic documents, analysis regarding human resources management, software analysis and developing software specifications (to be documented if required). Proven experience in providing professional training to LSG units including training preparation (presentation of legal solutions in HRM sector and proposals for its improvement), development and/or delivery of modern HRM programmes in public/private sector, previous experience in working with LSGs on implementation of legal provisions.

Component 2: Establishment of an operational institutional and organizational framework for LSG professional training system:

The experience in professional trainings, preferably of employees in LSG units in Serbia. Development of analyses and analytical instruments/tools, in-depth assessment of established mechanisms in LSG and writing recommendations for its improvement. Knowledge of the implementation of the laws and by – laws regulating the LSG system, preferably regarding the improvement of HRM in LSG. Knowledge of the institutional structure of the public

administration and local self-government system in Serbia and expertise in public administration reforms.

## **KEY QUALIFICATIONS**

The applicants must meet the following criteria:

- University degree in law, political science, economics, public administration, or the related field, preferably with the focus on local and regional government;
- Minimum of 5 years of professional experience at the national and/or local level in the field of human resource management, local governance and democracy or legal consultancy;
- Knowledge and experience in capacity-building for local authorities;
- Knowledge of the relevant international standards in the field, and in particular those set by the Council of Europe will be considered as an advantage;
- Familiarity and experience with the Council of Europe toolkits for local authorities is an advantage;
- Knowledge of the national legislation, public administration system, local self-governance system in the Republic of Serbia;
- Proven ability to work in international, multi-cultural environments;
- Analytical, research and reporting skills;
- Good communication and presentation skills;
- Excellent English language skills is an advantage.

**Please take note that the main purpose of this Call is to identify a list of the potential local short-term experts who could be engaged for the implementation of specific project activities listed below. It is mandatory to clearly specify in the application cover letter whether the applicant is employed as a public servant at central, local or provincial level, during the time of his/her engagement as a short-term expert within this Project.**

### **3. SPECIFIC PROJECT ACTIVITIES**

For the purpose of efficient project implementation, applicants are required to express, in their application cover letter, their interest and apply for one or two of the below described project components, based on his/her experience and professional background.

**Project component 1: Establishment / improvement of a coherent legal, institutional and organizational framework for the enhancement of the human resource management system in local self-government units**

1.1.2. The existing software in local administrations and development of the concept for the unified HRM software in local administrations, in accordance with legal requirements, is assessed. (*Preparation of the technical specification outline for a unified HRM software in local administration, taking into account LSG needs, compatibility of data with the*

*national data bases, and the requirements of the existing legislative framework and by-laws; Conducting analysis and insights into a number of softwares currently used by LSG.);*

- 1.1.4. Municipal Support Package (MSP) programmes on improving HRM are developed (in following fields: strategic HRM, HR planning, hiring qualified personnel, keeping records, performance management, incentives and disciplinary measures, career development and training for employees, providing advice and other forms of support to employees, mentoring the interns, etc.). *(Development of a generic Municipal Support Package (MSP) to be implemented in 20 pilot municipalities, in compliance with existing legal framework and legal requirements, and based on model documents developed by SCTM, SCTM system for self-evaluation in the area of HRM, and good international practice.. Preparation of a Publication on the MPS with implementation tools to be distributed to all LSG units. Establishment of a Task Force to agree on the shape and final content of the MSP. Presentation of the MPS to key stakeholders through a 2-day workshop.);*
- 1.1.5. The experts are trained for implementation of the MSP. *(Short-term consultant developing the MSP will also be engaged to train local trainers/consultants that will implement the MSP in piloted municipalities/cities.);*
- 1.1.7. To pilot the MSP in 20 cities / municipalities with the aim of improving HRM. *(Elaboration of methodology and selection criteria for the selection of 20 pilot municipalities/cities. Conducting open call for LSG units to apply. Organisation of 10 one-day “Info-Days” for municipalities throughout Serbia. Selection of 20 pilot cities / municipalities. Piloting of the MPS on the basis of the agreed guidelines and package.);*
- 1.1.8. Conducting two analysis of the situation in up to 50 LSG units (including 20 pilot municipalities/cities), at the beginning and at the end of the support programme (MSP), using the SCTM performance management index system. *(Two analysis to be conducted using the SCTM performance management index, through detailed questionnaires and field visits at the end of year 2016 and year 2017. Conducting a survey of progress.);*
- 1.1.10. An analysis of the implementation of the Law and by-laws is conducted in order to produce recommendations for their improvement and, if necessary, the support is provided in the drafting of amendments, particularly, concerning institutionalising particular solutions achieved in the implementation of the programme.
- 1.2.3. The best practices from pilot-municipalities are disseminated, also through involving the heads of HR units or executive HR officers of other cities and municipalities as observers in certain activities at selected pilot-municipalities. *(Development of a model of cooperation between pilot municipalities and other Serbian municipalities to spread the experience and best practices from pilots. Presentation of the standard MSP to selected pilot municipalities with the view to spreading the tool.);*
- 1.2.4. Based on a feedback from the pilots, the standard MSP is reviewed. *(Evaluation of the Municipal Support Package using the feedback to improve it. Revision of the MPS.*

*Discussions with relevant stakeholders and Task Force. Publishing of the MSP with best practices.);*

**Project component 2: Establishment of an operational institutional and organizational framework for LSG professional training system:**

- 2.1.1. MPALSG is assisted in establishing the Council for Professional Training of LSG Employees (Council). (Providing support in drafting the internal organisational structure of the Council, including its Rules of procedures and the Decree on its establishment. Assisting the Council in developing working points and holding its first meeting of the Council.);
- 2.1.3. MPALSG and Council for Professional Training of LSG Employees are supported in developing the mandatory elements of general and special training programmes to be accredited and in developing the Standards for technical and professional criteria for development and implementation of training programmes. (Conducting the assessment of relevant legislative and regulatory framework and the existing accreditation systems and developing of recommendations with a view of creation and standardising the specific model).
- 2.1.4 MPALSG and the Council for professional training of LSG employees are supported in defining the accreditation methodology, in developing the general criteria and standards to be met by the providers of the training programmes in order to be accredited as well as in launching the accreditation process for the providers of training for employees in local administrations and continuing their accreditation. (Defining the appropriate accreditation methodology based on the CoE developed tools, standards and best practice as well as the general criteria and standards for providers of training programmes).
- 2.1.5 The beneficiaries are assisted in conducting the analysis to determine the basic starting point and the mandatory prerequisites applicable when national, provincial and local officials are to be hired as lecturers, and as concerns remuneration for their work. (Conducting the analyses of legal and strategic framework and comparative analyses of the best existing European practices including development of policy recommendations related to the engagement of civil servants as lecturers).
- 2.1.7. Priority general training programmes are designed in accordance with the training needs recommendations resulting from the assessment undertaken under 2.1.2. (*Designing of a minimum of 4 general training programmes, on the basis of the Training Needs Assessment conducted by the project on conducted trainings within LSG in the past 3 years and the assessment of training needs of LSG employees*);
- 2.1.8. MPALSG and the Council are supported in selecting of an at least one priority general training programme developed under 2.1.7 and guided through the entire open call procedure for the organisation of 60 up to 85 trainings for employees throughout Serbia. (*Development of Rules and procedures of the open call. Designing and conducting the open call, in accordance with and on the basis of the best and transparent European*

*practices and CoE procedures, in order to select providers out of the accredited pool of entities to minimum 60 maximum 85 professional trainings for employees in the cities, municipalities and city-municipalities nation-wide.);*

- 2.2.2. To assist the Council and the Ministry in developing their capacity to design, organise and monitor the system of the professional training for the LSG employees. *(Specific training needs of the Council for each phase of development of the professional training system for LSG employees are identified through four training phases);*
- 2.2.3. The creation of a national record keeping system to track the professional training of LSG employees is supported. *(Definition of a general outline of the national data base on professional trainings of LSG employees and its mandatory elements (including possible/suitable software for record keeping at national level), in close co-operation with the Ministry. Elaboration of the technical specifications relevant to the development of the national record-keeping system, in co-operation with MPALSG.);*
- 2.2.4. The Council is provided with an assessment of LSG employees' needs for professional development and an annual review of the number and basic content of specific training programmes adopted by LSGs, to monitor the employees' training priorities. *(Development of methodological guidelines to be used for the regular annual assessment of LSG employees' training needs for professional development, and for the annual review of the number and basic content of general and specific training programmes adopted by LSGs, in order to monitor the employees' training priorities. Activity to be implemented with SCTM support.);*
- 2.2.5. The Ministry is supported in drafting and/or revision of the national strategy and action plan on the implementation of the Strategy. *(Development in close co-operation with the Ministry of policy recommendation and guidelines for drafting the strategy, action plan and other relevant documents. Providing assistance to MPALSG/ Council in preparing annual reports on the implementation of the Strategy);*
- 2.2.6. The Ministry is provided with concrete recommendations for improving the system of professional training at the local level, based on programme's results and including a roadmap for its integration / coordination with national system for professional training of public servants and with criteria for determining the most cost-efficient level of provision of training for LSGs. *(September – December 2017).*

#### **4. APPLICATIONS**

Applicants must submit the following documents in English:

- a) Curriculum Vitae in [Europass template](#);
- b) Brief cover letter, which should clearly indicate the applicants' area of expertise and whether the applicant is or not a public servant (as specified above).

Applications should be submitted by email to [LSG.serbia@coe.int](mailto:LSG.serbia@coe.int) with the following subject line “**Call for Expression of Interest**” by **June 22, 2016**. Please do not send any other documents or large attachments.

Only shortlisted applicants will be contacted. The decision to accept or reject an application is not subject to appeal.

## **5. FEES AND STATUS**

After the shortlisting procedure, the selected potential short-term experts will be contacted for the purpose of providing financial offer for each activity separately. The selected candidates will be offered short-term consultancy contracts. The candidates will not have a status of the Council of Europe staff member or employee. The consultancy fees will be outputs based.