Terms of Reference

Consulting service on the implementation of a new HR initiative

6 March 2023

Council of European Municipalities and Regions (CEMR)
1. General context and ambitions
  
a. About the organisations

The Council of European Municipalities and Regions (CEMR), EUROCITIES, and UCLG World Secretariat are the leading organisations in the field of European and international cooperation representing the voice of cities, municipalities, and regions in Europe and on the global stage. The three organisations are partnering up under the Territorial Diplomacy Hub (tentative name of the initiative) with a vision to become a world reference for young professionals and practitioners in the field of territorial diplomacy.

The Territorial Diplomacy Hub is an unprecedented cooperation initiative in the field of human resources with a twofold focus: plan and implement concrete actions for the retention of talents currently working for the three organisations; design and run initiatives to attract new talents and nurture the next generation of leaders in the field of territorial diplomacy.

For more information about CEMR, please consult webpage: https://www.ccre.org/
For more information about EUROCITIES, please consult webpage: https://eurocities.eu/cities/
For more information about UCLG, please consult webpage: https://www.uclg.org/

b. The basis of this cooperation

This cooperation builds on two main blocks:

➢ Talent retention: create the conditions for a safe career path evolution of those professionals that are already developing their careers within the partner organisations of the Territorial Diplomacy Hub. This will be achieved through:
  
- Regular exchanges between our respective HR offices on hiring plans and job openings that may become available in the long/medium term.
- Shared database of job openings: any new vacancy in any partner organisation of the Territorial Diplomacy Hub will be advertised in this database at least 4 days before being published on the external media channels. The database will only be accessible to the staff of the partner organisations of the Territorial Diplomacy Hub.
- Fast-track: any employee of a partner organisation applying to a job opening made available on the database will be granted direct access to the interview/testing phase and no motivation letter will be required (sending out the cv by email to the hiring organisation will be sufficient).

➢ Talent attraction: deployment of joint initiatives for the attraction of new professionals in the field of territorial diplomacy. This will be achieved through:
  
- Ensuring common presence through the Territorial Diplomacy Hub, in job events and seminars
- Designing and implementing joint job marketing campaigns.
- Developing joint human resources policies including through the benchmark of salaries for what might become available in the future.
2. Assignments

CEMR is looking for an HR expert to support us with the following tasks:

2.1 Support the structuring of this initiative

- Background setting: analysis of current organisational charts and job positions under each organisation ➔ what we have, where we are, and plans.
- Operational aspects to set up the initiative: periodic meetings between HR offices (frequency, agenda, and attendees), identification of relevant metrics for the medium/long term evaluation.
- Tools: info database, collaborative roadmap, list of relevant job fairs.

2.2 Advise on the implementation of the initiative.

- Draft main elements of the MoU to be signed by the partners organisations.
- Legal implications: assessment of Belgian and Spanish labour law, EU competition law, non-profit organisations laws, and joint committees.
- Financial and administrative constraints: costs for the set-up and running of the initiative including tools and staff time (person-month).

3. Methodology and reporting:

- Desk research, consultations and meetings with relevant institutions and agencies for the gathering of the relevant information.
- Desk research and sharing of any existing best practices, if applicable.
- Regular (2 to 4) exchanges with the HR office of the three organisations to share progress on this work stream.
- Findings to be presented and discussed to the lead partner and organisations involved.
- 1 written Word report (up to 10 pages) to be submitted by email to CEMR.

4. Timeframe:

- Provision of service should start by 9 April 2023.
- The final report to be provided by 18 June 2023
- The official presentation of the initiative by leading organisations is foreseen for June/July 2023.

5. Price

The maximum funding is €10.500 VAT excluded. The price proposal should include all fees, expenses and any other costs related to the assignment.
6. Proposal and selection criteria:

Interested service providers must send detailed descriptive and financial proposals by no later than **Monday 20 March 2023**. Bids and any other communication related to the tender must be sent to application@ccre-cemr.org

The main criteria for selection is the evidence provided to carry out the work within the foreseen budget.

The following expertise will be analysed and taken into consideration in the selection procedure:

- HR policy development expertise
- Knowledge on labour law in the target countries (Spain and Belgium)

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**About CEMR**

The Council of European Municipalities and Regions (CEMR) is the broadest association of local and regional governments in Europe. Its members are 60 national associations of municipalities and regions from 40 European countries. Together these associations represent some 115,000 local and regional governments.

CEMR’s objectives are twofold: to influence European legislation on behalf of local and regional elected representatives, and to provide a platform for exchange between its member associations and their elected officials and experts.

Moreover, CEMR is the European section of United Cities and Local Governments (UCLG), the worldwide organisation of local government.