

Procurement Notice and Terms of Reference

Assignment name: Recruitment Agency or Team of recruitment experts to assist ReSPA during the recruitment of 1 vacant position (Operations and Finance Manager)

Reference Number: # 3/2023

Section 1. Introductory Information

1.1 Background information on the Regional School of Public Administration (ReSPA)

The Regional School of Public Administration (ReSPA) is an 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, Montenegro, North Macedonia, and Serbia, while Kosovo^{*1} is a beneficiary. ReSPA's purpose is to help regional governments in developing 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, 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 through in-country support mechanisms, peering, and the production of regional research material.

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, government policy planning, and the European Integration coordination process and four regional thematic groups: Policy planning, better regulation and coordination of Centre of Government; European integration and accession negotiations (with specific reference to PAR and governance aspects); Human Resources Management and Development; and Service Delivery (digitalization and quality management).

1.2 ReSPA now seeks to engage Recruitment Agency or Team of recruitment experts to assist ReSPA during the recruitment of 1 vacant position (Operations and Finance Manager)

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

¹ * 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

1.4 Tentative timeframe: the assignment is expected to be performed during **December 2024 – May 2025**

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 out and submit the following documents:

- **Legal Entity File (for individual expert) – attached to this document**
- **Legal Entity File (for private company) - attached to this document**

Please also submit any supporting documents required in these templates.

Section 2. Language of the supporting documentation

2.1 Language of application: The 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 the supporting documentation

3.1 Interested candidates are invited to submit a proposal consisting of the following documentation:

- Written methodology: 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, if needed).
- Financial offer (which shall specify a total sum amount in euros as well as max. number of working days proposed) in a separate e-mail.

3.2 The required documentation should be submitted in electronic format by e-mail to the following address: procurement@respaweb.eu by **12 December 2024** before midnight. Late submissions will not be considered for evaluation. **The application should contain the following reference in the e-mail: Application for activity number 3/2023.**

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 criteria as defined in the Terms of Reference.

4.2 The applicant securing the highest final ranking will be invited to negotiate the contract and the financial offer proposed by ReSPA. If negotiations are successful, the selected applicant will be awarded the contract. Should the negotiations fail; the next ranked applicant 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 (see below).

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 of the outcome of the procurement procedure.

5.4 Should you need any further clarifications with respect to this procurement notice, please contact Mr. Gentian Xhaxhiu, Programme Coordinator, via e-mail: g.xhaxhiu@respaweb.eu, by **8 December 2024** (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) by **10 December 2024**. Any request for clarification must be sent by standard electronic communication to the above e-mail address.

Terms of Reference

Request for Services

Recruitment Agency or Team of recruitment experts to assist ReSPA during the recruitment of 1 vacant position (Operations and Finance Manager)

1. Background

The [Regional School of Public Administration \(ReSPA\)](#) is an international inter-governmental organization established to enhance regional cooperation, promote shared learning and support the development of public administration in the Western Balkans. ReSPA Members are the Republic of Albania, Bosnia and Herzegovina, Montenegro, the Republic of North Macedonia, and the Republic of Serbia, while Kosovo* is a beneficiary of ReSPA activities. ReSPA's purpose is to assist governments in the Western Balkans to 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). The decision-making body of ReSPA is the Governing Board composed of the Member governments' representatives while the European Commission participates in its works in the capacity of Observer. The activities of ReSPA are executed by its Secretariat which is located in Danilovgrad, Montenegro.

The European Commission (EC) provides directly managed funds for the support of ReSPA activities (trainings, workshops, networking meetings, research and other various capacity development activities) in line with the PAR Agenda and EU accession process. The overall objective of the upcoming EC grant contract (2023-2025) is to assist the reforming of public administrations in the Western Balkans in line with the Principles of Public Administration and European integration, contributing, among others, to good governance. The specific objective of the grant is to strengthen and enhance capacities, innovative practices and regional cooperation in the area of Public Administration Reform (PAR) and improve the implementation of the key horizontal governance aspects identified in the national PAR strategies.

2. Description of the Assignment

This assignment aims to assist ReSPA in recruiting the most suitable candidate for 1 (one) vacant position: **Operations and Finance Manager (international staff)**. The selected experts shall be fully-fledged members of the Selection Committee for the abovementioned vacancy, which is composed of four members:

- Two recruitment experts (subject of this announcement);
- Two representatives of the ReSPA Secretariat.

*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.

The main objective of the Selection Committee is to submit a selection report recommending successful candidates in order of priority to the Director for consideration and appointment. The Selection Committee has a critical role during the Selection and evaluation process in the following phases:

a. **Shortlisting of applications** – checking of applications to ensure that an applicant appears to meet the minimum requirements specified. Shortlisted applicants are deemed as candidates to the recruitment and selection process. In order to have cost effective selection process, no more than eight candidates shall be shortlisted for one vacant position. Only shortlisted applicants shall be informed. Whenever possible, a minimum of five candidates per vacancy should be invited to the final testing phase, subject to the aforementioned candidates meeting the minimum standard for appointment. A failure to attract the minimum number for the final testing phase shall not invalidate the process.

b. **Final testing phase** - the Selection Committee shall follow the internal evaluation process for the given competition (which criterion is assessed by which instrument during which phase) and shall report on the score obtained by the candidate per criterion per the phase. The final testing phase shall consist of the following:

- i. English language test organized in cooperation with a suitable testing institution – results of the English language test shall merely serve for the elimination of candidate who did not prove fluency as defined in the role profile and shall not influence the ranking order (ReSPA is in charge of this phase).
- ii. integrity questionnaire;
- iii. personality questionnaire;
- iv. cognitive ability test;
- v. behavioral simulation(s);
- vi. competency based interview;
- vii. technical written test;
- viii. technical expert interview.

Main tasks of the Selection Committee:

- o define the evaluation grids for each phase, the testing criteria, the tests and exercises and the structure of the competency-based and the technical expert interviews;
- o prepare records or minutes containing its deliberations and decisions and justify any decision taken in relation to any phase of the recruitment process that is conducted by the Selection Committee³;
- o following the performance of candidates at each testing phase, the Selection Committee shall discuss performance and provide points/scores that will be included in their individual evaluation grids;
- o Based on individual evaluation grids submitted by the Selection Committee members, the Secretary shall compile a collective evaluation grid that shall be signed by all members of the Selection Committee;

³ All decisions of the Selection Committee, except decisions expressed by points or scores, shall be made by consensus.

- The collective evaluation grid shall be included in the Selection Report;
- The Selection Committee shall prepare a Selection Report for submission to the Director, reflecting the key phases of the process. The Selection Committee shall include in the Selection Report the explanatory notes for results and decisions taken regarding the assessments of candidates. The Selection Report shall contain the list of candidates in ranking order, who underwent the final testing phase, with points obtained during the final testing phase. The Selection Committee shall indicate who are the successful candidates that are proposed for appointment by the Director.

The recruitment process and the tasks of the Selection Committee are described in detail in the ReSPA Staff Regulations, *Article 15 (Recruitment procedures)* and *Annex IV (Recruitment and Selection Rules and Procedures for ReSPA Staff)*. The *ReSPA Competency Framework* is also annexed to the Staff Regulations. **It is strongly advised to consult the abovementioned legal base when applying for this call for experts.** The ReSPA Staff Regulations can be accessed [here](#).

The requirements and eligibility criteria for the vacant position (Operations and Finance Manager) are defined by the Vacancy announcement and the Role Profile for this position (enclosed to this ToR).

Important Notes:

- The team of recruitment experts (either proposed by a company or as individuals) should not be more than 2 experts;
- In the case of two individual recruitment experts, they shall submit a joint application and shall be jointly liable vis-à-vis the process.
- In the case of an Agency/company, the names of the proposed recruitment experts and their CVs shall be provided during the application phase.
- The recruitment agency shall not be based in a ReSPA Member and the recruitment experts shall not be nationals of the ReSPA Members.

3. Tasks and Responsibilities

The recruitment company or team of recruitment experts shall perform the following tasks and have the following responsibilities:

1. Read and absorb the Job profile and necessary requirements for the vacant position – **0,5 working day**;
2. Define the evaluation grids for each phase, the testing criteria, the tests and exercises and the structure of the competency-based and the technical expert interviews and propose them to the other Members of the Evaluation Committee – **2 working days**;
3. Review applications against necessary qualification and eligibility as defined by the vacancy announcement and Role Profile – **3 working days**;
4. Conduct the short-listing of applicants in cooperation with other members of the Selection Committee for each of the vacancies, ranked by the quality of their CV, experience and

qualifications (as defined in ReSPA Staff Regulations) – **3 working days**;

5. Actively attend and conduct the final testing phase, along with the other members of the Selection Committee, identifying strengths and weaknesses of the candidates who undergo the final testing phase (as defined in ReSPA Staff Regulations) – **5 working days**;
6. Prepare the first draft of the Selection Report to be agreed with the other members of the Selection Committee (as defined in ReSPA Staff Regulations) – **1 working day**;
7. Submit the assignment report to ReSPA explaining all the performed activities – deliverable: final assignment report – **0,5 working day**.

Re-allocation of working days under each phase can be done upon initiation of the assignment, in consultation with ReSPA. Intermediary steps and tasks can also be added during the performance of the assignment.

4. Necessary Qualifications and Experience

The experts proposed by the Recruitment Agency or the independent team of recruitment experts should comply with the following requirements:

Qualifications:

- MA or graduate degree in Human Resource Management or Psychology, Public Management/Policy and Administration, Law, Economics and related/similar fields.

General professional experience:

- At least 7 (seven) years of experience working in/with public administration and/or related matters.

Specific professional experience:

- At least 5 years of experience in competency-based recruitment in the EU Member States, either in private or public sector, EU institutions or international organizations;
- Demonstrated experience in organizing recruitment and selection processes;
- Previous engagements in similar assignments in the Western Balkans shall be considered an asset.

Skills:

- Excellent written and oral communication skills in English;
- Ability to write clear and coherent guidance documents;
- Excellent communication skills, including the ability to convey complex concepts and recommendations in a clear and persuasive style tailored to match different audiences;
- Ability to work in team;
- Ability to work with people of different nationalities, religions and cultural backgrounds.
- Ability to work collaboratively online/remotely and via e-mail.

Note: The proposed recruitment experts shall not be nationals of the ReSPA Members and shall not be civil/public servants in any of the Western Balkans administrations at the moment they apply.

5. Timing and Location of Performance

The assignment will be performed indicatively during **December 2024 – May 2025**. ReSPA and the Agency or the team of recruitment experts will agree a more detailed plan of activities. The assignment will be home/office based. ReSPA aims to organize the final testing phase remotely.

6. Remunerations

The Recruitment Agency or the team of recruitment experts will be remunerated based on the daily fee and the assignment is expected to allocate indicatively up to **15 (fifteen) working days**. The working days are indicatively divided under point 3 of the ToR per each expected phase of the assignment.

The maximum amount of funds allocated for this assignment is up to **6.450 EUR for a total of up to 15 working days** (cumulative for both experts).

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

The payment will be effectuated in one instalment after the completion of the assignment and following the approval by ReSPA of the submitted report.

7. Reporting and Final Documentation

The recruitment agency, or team of experts will be requested to deliver the following documents, in addition to documents related to the recruitment process, before the payment is conducted:

- Final Report on the performed assignment upon the completion of the recruitment process and documents as stated in the section on tasks and responsibilities;
- Invoice (e-signed), and
- Timesheets.

Enclosure: Vacancy announcement and the Role Profile for the vacant position of OFM.



VACANCY ANNOUNCEMENT

FOR THE POSITION OF “OPERATIONS AND FINANCE MANAGER”

Status of employee: International Staff

Vacancy issued: 07.11.2024

Deadline for application: 07.12.2024 (20:00 CET)

Expected starting date: 17.03.2025 (indicative)

Background

[The Regional School of Public Administration](#) (ReSPA) is an 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, Montenegro, North Macedonia and Serbia, while Kosovo* is a beneficiary. ReSPA's purpose is to support governments in the Western Balkans to develop better public administration, public services and overall governance systems for their citizens and businesses, and assists them in the EU accession process. Since its inception, ReSPA has contributed to the development of human resources and administrative capacities through capacity-building programmes and innovative cooperation mechanisms such as the exchange of good practices, peer reviews, mobility schemes and development of know-how.

ReSPA is seeking to fill a vacancy in the organization at the level of one **Operations and Finance Manager**.

The Operations and Finance Manager has the status of **International Staff** and is given privileges and immunities under international law. Only nationals of ReSPA Members are eligible to apply.

Salary range gross €3,000 – €3,600 per month + allowances

Monthly salary is exempt from income tax in Montenegro in accordance with the Host Country Agreement concluded between ReSPA and the Government of Montenegro.

ReSPA Secretariat member is entitled to (subject of eligibility):

*This designation is without prejudice to positions on status, and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence.

- Contribution to health and social insurance;
- Annual vacation allowance of 5% for each month or part of a month for which (s)he has received a salary;
- Health insurance in the host country;
- Housing allowance - if after the appointment, he/she is moving to live from the country of origin (other ReSPA Member) to the Host Country (Montenegro);
- Child dependence allowance;
- Health insurance for family members living in the host country but no residents of the host country, on the same level of health insurance of other ReSPA employees;
- Moving/relocating costs in/out of the host country, in case a Secretariat member changes their place of residence to and from Montenegro, and up to 50m3 per move.

Considering the current composition of ReSPA staff, the Secretariat particularly encourages applications from citizens of Bosnia and Herzegovina.

The contract will be concluded for a three-year period, renewable twice based on annual performance evaluation, with a probation period of 6 months. If the operational situation of the organization requires, the position can be abolished at any time before the expiration of the contract.

Key requirements

- University degree (min 240 ETCS) i.e. VII in one degree under pre-Bologna system in Finance/Economy;
During the recruitment procedure additional points will be awarded to candidates with an advanced Master degree (300 ETCS);
- Min 8 years of professional experience;
- At least 5 years' experience in auditing, accountancy, financial control or management in public/private sector including management of people and budget responsibilities
- Proven project management experience;
- Proven skills on Internet/MS Office software use and use of financial software;
- Fluency and ability to write and communicate orally in English as ReSPA official language;
- Mother tongue of one ReSPA Members' languages.

Interested and qualified candidates are invited to submit:

- a **Cover Letter**;
- the **Curriculum Vitae and the Key Experience Statement** which should explain how they meet the requirements of the position and what their motivation is for working with ReSPA (please use the attached template);

The application consisting of the CV, Cover letter and the Key Experience Statement (all in English) should be submitted by 07.12.2024 by 20:00 CET via email to recruitment@respaweb.eu. Late applications cannot be accepted.

Only shortlisted candidates will be contacted.

Candidates who will be invited to the testing phase will receive further instructions on the documents to be supplied.

Testing phase will consist of the following:

- English language test organized in cooperation with a suitable testing institution (min B2 level required);
- integrity questionnaire;
- personality questionnaire;
- cognitive ability test;
- behavioral simulation(s);
- competency based interview;
- technical written test;
- technical expert interview.

PLEASE NOTE: It is the responsibility of the applicant to ensure that he/she meets the minimum requirements to apply for the position. ReSPA will not be responsible for any costs or inconvenience to applicants who do not meet the minimum qualifications for the position.

For any question or unclarity, please, contact respa-info@respaweb.eu.

The detailed role profile of the position can be seen below:

Job Title	Operations and Finance Manager Accounting Officer			International staff	
Location	ReSPA	City	Podgorica, Montenegro	Gross salary scale €	3000-3600
Reports to	Director	Duration	3 years, renewable twice	Allowances	<ul style="list-style-type: none"> • Housing • Child dependants • Health and social ins • Annual vacation
Purpose of job					
To improve the operational systems, processes and policies in support of organisations' mission and to contribute to the development and implementation of organizational strategies, policies and practices. To oversee the smooth functioning of ReSPA operations including finance, facilities and related services, management of supporting staff and ensuring efficient performance of organization.					
Accountabilities, Responsibilities and Main Duties					
Accountabilities/results:	<ul style="list-style-type: none"> • Ensuring that overall performance of operations meets operational performance targets, financial objectives and compliance criteria • Ensuring that ReSPA has appropriate systems, processes, monitoring, evaluation and management controls in the budget, financial management and procurement 				
Responsibilities:	<ul style="list-style-type: none"> • Budget Preparation and Financial Control based on inputs provided by ReSPA staff • Managing and advising Director & staff on Project Financial Management and Business Acquisition • Procurement of goods and services from Core Budget 				
Main Duties:	<ul style="list-style-type: none"> • Approve Programme activities budgets; • Advise the Director on financial aspects of staffing plans and project proposals and similar activities; • Advise Staff members on financial aspects of project proposals; • Preparing annual budgets and quarterly updates; • Ensuring efficient accounting and daily financial management systems are in place, incl. guidelines or manuals to supplement the Financial Regulation if necessary; • Monitoring the financial situation and cash flow and taking corrective measures where necessary; • Overseeing invoicing and payments; • Preparation of regular and annual financial accounts and report (for submission to the Director, the Budget Committee and the GB); • Preparation for and follow-up of annual as well as ad hoc donor-requested audits; • Update and provide institutional and financial documentation and information for tender proposals; • Management of procurement processes; • Overall responsible for facilities maintenance and management of the related services; • Ensuring effective performance of ReSPA operations, systems, contractors; • Performs duties in accordance with the internal control procedures; 				

	<ul style="list-style-type: none"> • Acting as a Chairman of Evaluation Commission; • Approval of budget data in system; • Approval of supplier data in system.
Key relationships	
The nature of the position is such that a variety of key relationships will be required in particular with stakeholders and internal staff. Establishment of effective working relationship with external and internal stakeholders are expected. In addition, Host Country relations and customer relations are essential for the organization image and reputation	
External	<ul style="list-style-type: none"> • Ranges of key contacts in areas related to its functions in National (participants, representatives of ReSPA Members in its governance structures), Regional and International stakeholders (European Commission, OECD and its initiatives) are involved and interested in ReSPA Programme component thus interactions at the level of middle/senior management is expected. • Interactions with suppliers and contractors of corporate support services – customer services • Cooperation with Host Country authorities • Interactions with suppliers and contractors of professional accounting and audit services
Internal	<ul style="list-style-type: none"> • Effective coordination and cooperation with Programme managers horizontally, team work with assistants' pool and supporting services will be a significant factor
Specific features	
The position might require periodic travel to the Region or international travel and additional time for social networking activities	
Person specification	
Academic Background	<ul style="list-style-type: none"> • University degree (min 240 ETCS/ i.e. VII in one degree under pre-Bologna system) in Finance/Economy • During the recruitment procedure additional points will be awarded to candidates with advanced Master degree (300 ETCS)
Professional Background	<ul style="list-style-type: none"> • Min 8 years of relevant professional experience • At least 5 years experience in auditing, accountancy, financial control or management in public/private sector including management of people and budget responsibilities • Proven project management experience
Tools	<ul style="list-style-type: none"> • Proven skills on Internet/MS Office software use and use of financial software
Languages	<ul style="list-style-type: none"> • Fluency and ability to write and communicate orally in English as ReSPA's official language (Fluency in English will be tested through the selection process) • Mother tongue of one ReSPA Members' languages
Core Competencies (3rd level) Please refer to the 3 rd level competencies indicators	
Delivery related	<ul style="list-style-type: none"> • Achievement focus • Analytical thinking • Drafting skills
Strategic	<ul style="list-style-type: none"> • Managing resources • Teamwork and team leadership
Interpersonal	<ul style="list-style-type: none"> • Strategic thinking • Organisational alignment
	<ul style="list-style-type: none"> • Client focus • Diplomatic sensitivity • Influencing and negotiating