

# Terms of Reference

## Request for Services

*Senior Expert in Common Assessment Framework (CAF) for the implementation of CAF project in North Macedonia*

### 1. 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, 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 organizations. 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.

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 a 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.

The "in-country support mechanism" is ReSPA's instrument that enables ReSPA Members to apply for and receive external expertise support. In the framework of the latter mentioned type of instrument, ReSPA is looking for a Senior Expert in CAF to lead the process of the Common Assessment Framework (CAF) implementation in the State Commission for Prevention of Corruption in North Macedonia.

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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

## 2. Description of the assignment

The key requirement of service delivery (SIGMA 5th Principle) is to create citizens-oriented administration by ensuring the quality and accessibility of public services. Hence, the improvement of public administration and public services through introducing instruments for quality management in public administration institutions is seen as one of the key prerequisites for the sustainability of reforms and better performance of public administration.

Quality management as a priority for the first time was included in the Public Administration Reform Strategy of North Macedonia including the PAR Action Plan 2010–2015 (revised in 2012), prescribing quality management under the Priority Area “Administrative Procedures and Services” where the defined measures were: (I) Introduction of a quality management system in state institutions and the ISO 9001 standard and (II) Introduction of the Common Assessment Framework – CAF. In addition, the Public Administration Reform Strategy 2018-2022 with its Action Plan also includes the Quality of Public Services as one of the priorities in the Priority Area “Public Service Delivery and ICT Support to Public Administration”.

The State Commission for Prevention of Corruption (SCPC) makes a great effort of promoting quality management in the public sector, bearing in mind that one of the competencies of the SCPC is to undertake activities aimed at strengthening personal and institutional integrity.

In this regard, SCPC, as a leading institution in the promotion of the concept of integrity and quality management as standard needs assistance in implementing CAF in the institution and establishing a role model guidance (after MISA as a national coordinator institution) to the other institutions from the public sector in order to increase the meaning of this international standard as a very important part of the integrity.

The processes of individual self-assessment, evaluation of the self-assessment and reaching consensus on self-assessment, from where the report on self-assessment for CAF and the improvement plan will arise, are very important for the institution in order to detect the weakness of its functioning and become a CAF user.

In this regard, SCPC, after deciding on the implementation of CAF will select members of the project, which means: the CAF Manager, members of the CAF Team and members of the CAF self-assessment group. This will ensure that a joint self-assessment of the organization will be conducted by the employees and the management in order to identify the strengths, areas for improvement and, finally, the actions for improvement.

The self-assessment process will compile ideas for improvement for the further development of the SCPC. The expected result will be a Self-assessment Report. Based on the defined improvement actions, a CAF Improvement Action Plan will be developed outlining the implementation of each action, resources, needed time for the implementation and indicators.

The SCPC will implement the improvement plan within the following two years, after which SCPC plans to start a new process of self-assessment with CAF because this is a continuous process of enhancing the performance of the public institution.

The SCPC needs expertise and external technical support to introduce CAF and provide support to the appointed members/employees for CAF implementation throughout the whole process of CAF implementation in the institution.

The CAF that will be implemented is based on the CAF 2020 model and EU best practice standards related to the implementation of CAF.

**With this ToR, ReSPA seeks the services of a Senior Expert in CAF related to the lead of the CAF project implementation and direct technical assistance in implementing the CAF, including standard CAF workshops and productions of CAF reports.**

The assignment foresees work on the site at the premises of the State Commission for Prevention of Corruption in Skopje, North Macedonia.

The Senior Expert in CAF will closely cooperate with the Expert in CAF and will coordinate all the work with, by SCPC, the appointed CAF Manager, members of the CAF Team and members of the CAF self-assessment group. The instructions from ReSPA regarding the operational side of the expert assistance will be taken into consideration.

The final products, namely CAF Self - assessment report and CAF Improvement Plan Report will be subject to approval from ReSPA before the payment is executed.

### 3. Tasks and responsibilities

Senior Expert in CAF shall perform tasks with the corresponding requested time for the implementation of each task as described in the table below:

Senior CAF Expert Working Days	Tasks	Deliverables/outputs
1	Get basic familiarity with Strategic documents of SCPC,	Familiarity with provided documents;
1	Oversee and approve the Communication plan for informing all employees about the CAF,	Developed Communication plan approved,
1	Oversee and approve the adjusted CAF Questionnaire,	CAF Questionnaire approved;
1	Prepare and lead CAF training for the members of the CAF self-assessment group,	CAF training for the members of the CAF self-assessment group together with the Expert in CAF conducted;
1	To provide comments and oversee the creation of the excel documents for the CAF Consensus workshop,	Approved final Excel document for the evaluation workshop;
2,5	Lead the 2 days CAF Consensus workshop and approve/ supplement / modify the materials developed at the workshop,	2 days CAF Consensus workshop conducted together with the Expert in CAF;
1	Provide comments and approve the CAF Self-Assessment Report drafted by an Expert in CAF,	CAF Self-Assessment Report approved;
1,5	Prepare the final documents with the list of summarized actions for the CAF Improvement Action Plan Workshop and	CAF Improvement Action Plan Workshop conducted;

	lead the one-day CAF Improvement Plan Workshop,	
1	Oversee and give comments/suggestions during the drafting of the CAF Improvement Action Plan Report by an Expert in CAF, agree on results and approve the CAF Improvement Plan Report,	CAF Improvement Plan Report approved;
1	Presentation of the CAF project results together with the Expert in CAF to the management of SCPC,	Presentation of the CAF project results;
1	Prepare the report for ReSPA.	Report for ReSPA submitted.
<b>Total days</b>	<b>13</b>	

#### 4. Necessary Qualifications

**Senior Expert in CAF** shall possess the following profile:

Qualifications and skills:

- At least a Master's degree in Public Administration, Law, Political Science, Quality Management or other related fields or other related fields;

General professional experience:

- At least ten years of experience working in/with Public Administration;

Specific professional experience:

- -At least seven years of experience in dealing with quality management and Common Assessment Framework (CAF) in public administration in the Western Balkans;
- -At least five years of experience in delivering workshops and training, or similar assignments;
- -Familiarity with the public administration of North Macedonia will be considered an asset,
- -Previous engagements in assignments in the Western Balkans will be considered an asset.

Skills:

- Excellent written and oral communication skills in English
- Knowledge of North Macedonian language shall be considered an asset
- Ability to write clear and coherent guidance documents

- Excellent communication skills
- High presentation skills
- Ability to work in a team
- Training and moderation skills
- Proficient in Microsoft Office package
- Ability to work with people of different nationalities, religions and cultural backgrounds

## 5. Timing and Location

The assignment foresees work from home and on the site in Skopje, North Macedonia in one mission. The assignment will be realized during the period **1 November – 15 December 2022**.

## 6. Remunerations

**The assignment foresees up to 13 working days.**

The payment will be done in one instalment upon the completion of the presentation of the CAF project results to the management of SPCS.

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 a lump sum for covering related costs which include travel, accommodation, local transport, meals and other incidentals.

ReSPA reserves the right to change the timing and volume of the assignment and will timely inform the assigned expert if such changes occur.

## 7. Reporting and Final Documentation

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

### **Outputs**

- CAF Self-Assessment Report
- CAF Improvement Action Plan Report
- Presentation (PPT or other written materials) of the CAF project results
- Delivered a short report to ReSPA on performed tasks, with lessons learned

***Documents required for payment***

- Invoices (original and signed);
- Timesheets (original and signed);
- Report.