

# Terms of Reference

## Request for Services

### Recruitment Agency or Team of recruitment experts to assist ReSPA during the recruitment of 1 vacant position (Programme 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: **Programme 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.

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\*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.

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:

- 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;
- 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 Committee<sup>2</sup>;
- 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;
- Based on individual evaluation grids submitted by the Selection Committee members, the

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<sup>2</sup> All decisions of the Selection Committee, except decisions expressed by points or scores, shall be made by consensus.

Secretary shall compile a collective evaluation grid that shall be signed by all members of the Selection Committee;

- 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 (Programme 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 has 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 **September-November 2023**. ReSPA and the Agency or the team of recruitment experts will agree a more detailed plan of activities. The assignment will be partly home/office based and if needed at the ReSPA Headquarters in Danilovgrad, Montenegro. 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 **7.500 EUR for a total of up to 15 working days**.

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, original and signed, and
- Timesheets.

**Enclosure:** Vacancy announcement and the Role Profile for the vacant position of Programme Manager.



## VACANCY ANNOUNCEMENT

### FOR THE POSITION OF “PROGRAMME MANAGER”

**Status of employee: International Staff**

**Vacancy issued: 31.07.2023**

**Deadline for application: 15.09.2023**

**Expected starting date: 01.12.2023, at the latest**

#### **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. 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 **Programme Manager**.

The Programme 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, and in addition to the housing and annual leave allowance, an allowance for dependents and participation in Health and Social Insurance has been provided for, subject to eligibility.

Considering the current composition of ReSPA staff, the Secretariat particularly encourages applications from citizens of Serbia.

The employment contract will be concluded for three years 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 *During the recruitment procedure, additional points will be awarded to candidates with a diploma in the following fields: law, political science, public administration, human resources and economics and/or additional points for candidates with an advanced Master degree (300 ETCS);*
- Min 5 years of professional experience in public governance areas related to public administration improvement or EU accession facilitation
- Proven experience in training/networking curriculum development and management
- Proven project management experience
- Proven skills on Internet/MS Office software use and use of databases
- 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 – CV (please use the attached template);
- a 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 a Key Experience Statement (all in English) should be submitted by 15.09.2023 by 17:00 CET via email to [recruitment@respaweb.eu](mailto: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.

**The 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 more information, please, contact [respa-info@respaweb.eu](mailto:respa-info@respaweb.eu).

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

## ROLE PROFILE

Job Title	Programme Manager			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"> <li>• Housing</li> <li>• Child dependance</li> <li>• Health and social insurance contribution</li> <li>• Annual Vacation</li> </ul>
<b>Purpose of job</b>					
To design capacity building programmes aimed to support Public governance enhancement through advanced cooperation amongst the Western Balkans countries and to implement regional activities that are providing added value to the national administrations, in terms of their administrative capacities, Human Resources development or advancement towards effective EU membership.					
<b>Accountabilities, Responsibilities and Main Duties</b>					
Accountabilities (results):	<ul style="list-style-type: none"> <li>• Development, management and implementation of the Capacity building programmes for Governance improvements in ReSPA Members administrations in the areas of its responsibility, aligned with organization strategic objectives</li> </ul>				
Responsibilities:	<ul style="list-style-type: none"> <li>• Preparing narrative reports for all projects for which s/he is in charge and sending those reports to Coordinator of Programme activities on review and approvals</li> <li>• Preparing project proposals</li> <li>• Preparing/updating baseline analysis of the ReSPA Members in particular Governance areas</li> <li>• Providing inputs and contributing to the (methodology) development of the overall ReSPA programmes and donors' contracts</li> <li>• Managing communication and working with key stakeholders to design and plan a programme of activities and providing operating models</li> <li>• Monitoring the programmes progress, resolving issues and undertaking corrective actions where appropriate to increase the impact and provide progress reports</li> <li>• Development and managing the programme's budget, monitoring expenditures against the achieved benefits</li> <li>• Ensuring that services and products are of appropriate level of quality, on time and within the budget</li> <li>• Ensuring that ReSPA activities, events and publications, etc. are communicated and disseminated widely to stakeholders through its website or other <i>online</i> platform and, where appropriate media and other relevant channels</li> <li>• Liaise with National coordinators in the ReSPA members' administrations</li> </ul>				
Main Duties:	<ul style="list-style-type: none"> <li>• Research, analysis and publication within ReSPA responsibilities</li> <li>• Programme planning and monitoring tools development: activities, target groups, budget, timeline, indicators</li> <li>• Coordination with internal and external stakeholders</li> <li>• Developing specifications for public procurement of services within the areas of responsibilities</li> <li>• Specific duties in relation internal and corporate services as may be assigned from time to time by the ReSPA Director (e.g. Human Resource Management)</li> <li>• Communications, Information technologies, etc.)</li> <li>• Preparation of terms of reference</li> </ul> Performs duties in accordance with the internal control procedures;				
<b>Key relationships</b>					
Programmes developed and managed by Programme Manager have wide range of impacts. Typically, such programmes will be focused on the 1-3 years delivery. In addition, Host Country relations, personnel interaction and contracting relations to external partners are essential for the organization image and reputation.					
External	<ul style="list-style-type: none"> <li>• Ranges of National (participants, representatives of ReSPA Members in its governance structures), Regional (i.e. Regional Cooperation Council) and International stakeholders (European Commission, OECD, EU based Schools/Institutes for Public administration etc.) are involved and interested in ReSPA Programme components. Interaction at the level of middle/senior management is to be expected. Programme achievements are directly linked with the impact and future developments of business.</li> </ul>				
Internal	<ul style="list-style-type: none"> <li>• Coordination and harmonization with other Programme managers horizontally, team work with assistants' pool and supporting services will be a significant factor. Alignment and cooperation with Programme operations is of significant relevance.</li> </ul>				
<b>Specific features</b>					
The position will require periodic travel within the Region and international travel					
<b>Person specification</b>					

Academic Background	<ul style="list-style-type: none"> <li>• University degree (min 240 ETCS) i.e. VII in one degree under pre-Bologna system</li> <li>• During the recruitment procedure additional points will be awarded to candidates with a diploma in the following fields: law, political science, public administration, human resources and economics and/or an additional points for candidates with an advanced Master degree (300 ETCS)</li> </ul>	
Professional Background	<ul style="list-style-type: none"> <li>• Min 3-5 years of professional experience in Public governance areas related to Public administration improvement or EU accession facilitation</li> <li>• Proven experience in training/networking curriculum development and management</li> <li>• Proven project management experience</li> </ul>	
Tools	<ul style="list-style-type: none"> <li>• Proven skills on Internet/MS Office software use and use of databases</li> </ul>	
Languages	<ul style="list-style-type: none"> <li>• 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)</li> <li>• Mother tongue of one ReSPA Members' languages</li> </ul>	
<b>Core Competencies (3<sup>rd</sup> level)</b> Please refer to the 3 <sup>rd</sup> level competencies indicators		
Delivery related	<ul style="list-style-type: none"> <li>• Achievement focus</li> <li>• Analytical thinking</li> <li>• Drafting skills</li> </ul>	<ul style="list-style-type: none"> <li>• Managing resources</li> <li>• Teamwork and team leadership</li> </ul>
Strategic	<ul style="list-style-type: none"> <li>• Strategic thinking</li> </ul>	<ul style="list-style-type: none"> <li>• Organizational alignment</li> </ul>
Interpersonal	<ul style="list-style-type: none"> <li>• Client focus</li> <li>• Diplomatic sensitivity</li> </ul>	<ul style="list-style-type: none"> <li>• Influencing and negotiating</li> </ul>