

## Procurement Notice and Terms of Reference

**Assignment name: Local CAF Expert for the provision of short-term expert assistance in the implementation of the Common Assessment Framework (CAF) in the Agency for Electronic Communication of North Macedonia (AEK)**

**Reference Number: # 47/2026**

### **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 intergovernmental organisation 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\* <sup>1</sup> is a beneficiary. ReSPA's purpose is to help regional governments 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, Directorate General for Neighbourhood and Enlargement Negotiations (DG NEAR), other regional players such as OECD/SIGMA and the Regional Cooperation Council (RCC), as well as agencies and civil society organisations. Since its inception, ReSPA, as an international organisation and a key regional endeavour in Public Administration Reform, has contributed to capacity-building and networking through in-country support mechanisms, peering, and the production of regional research material.

1.2 ReSPA now seeks to engage a short-term expert in the implementation of the Common Assessment Framework (CAF) in the Agency for Electronic Communication of North Macedonia (AEK)

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

1.4 Tentative timeframe: the assignment is expected to be performed during the period **July – November 2026**.

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 is 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 also be provided).

**This cannot be changed in the procedure to follow.**

**In addition, you are kindly requested to fill out and submit the following documents:**

---

<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

**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. Preparation of CVs and supporting documentation**

2.1 Language of application:

The CVs and 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 CVs and supporting documentation**

3.1 The 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.)

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](mailto:procurement@respaweb.eu) by **9 July 2026**, before Midnight. Late submissions will not be considered for evaluation. **The application should contain in the e-mail title the following reference: activity No. 47/2026 Local CAF Expert for the implementation of CAF in AEK.**

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 qualifications, experience, skills and competencies 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 fee proposed by ReSPA. If negotiations are successful, the selected candidate will be awarded the contract. Should the negotiations fail, the next-ranked candidate will be invited to the negotiations.

## Section 5. Final Considerations

5.1 The payment will be made in one instalment, following the submission and approval of the deliverables.

5.2 The following document is attached to this Procurement Notice: Terms of Reference

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 the outcome of the procurement procedure.

5.4 Should you need any further clarifications with respect to this procurement notice, please contact: Mr Slaven Bukarica, Quality Management Officer, via e-mail: [s.bukarica@respaweb.eu](mailto:s.bukarica@respaweb.eu), by **6 July 2026** (midnight), at the latest. ReSPA will post the response, including an explanation of the query without identifying the source of inquiry, on its website ([www.respaweb.eu](http://www.respaweb.eu)) by **8 July 2026**. Any request for clarification must be sent by standard electronic communication to the above e-mail address.

# Terms of Reference

## Request for Services

*Local CAF Expert for the provision of short-term expert assistance in the implementation of the Common Assessment Framework (CAF) in the Agency for Electronic Communication of North Macedonia (AEK)*

### 1. Background

The Regional School of Public Administration (ReSPA) is an inter-governmental organisation 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 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's mission is to provide support to administrations in the creation of transparent, accountable and professional public administration institutions that provide efficient services to benefit citizens and businesses across the region, and to facilitate their preparation for the future EU membership, taking into consideration the role that public administration reform has within the fundamentals of the enlargement process. Acting as a regional knowledge hub, ReSPA facilitates regional cooperation and sharing of knowledge and practices within the region and between the region and the EU, by providing expertise, policy advice, networking, mobility and capacity-building opportunities for civil servants, and it maintains regional policy dialogue at the Ministerial level specifically dedicated to public administration reform. Since its inception, ReSPA, as an international organisation and a key regional endeavour in Public Administration Reform (PAR), has contributed to capacity-building and networking activities through on-demand support mechanisms, peer learning, and the production of regional research materials.

ReSPA establishes close cooperation with Ministers, senior public servants and heads of units in its Members. ReSPA also works in partnership with the European Union, specifically the Directorate General for Enlargement (DG ENEST), other regional actors such as OECD/SIGMA and the Regional Cooperation Council (RCC), as well as agencies and civil society organisations.

### 2. Description of the assignment

The key requirement for service delivery is to establish a citizen-oriented administration that guarantees the quality and accessibility of public services. Therefore, enhancing public administration and public services through the introduction of quality management tools within

---

\* 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.

public administration institutions is regarded as a vital condition for the sustainability of reforms and improved public administration performance.

ReSPA is developing activities in the sub-area related to quality management within its Service Delivery thematic area, through the Regional Quality Management Centre (RQMC). The RQMC has been established within the ReSPA framework by an endorsed Memorandum of Establishment and Operation, which the ministers of ReSPA Member countries signed in February 2021. As outlined in the Memorandum (Article 1.2), “the Centre will operate, among other things, as a Regional CAF Resource Centre for institutions and organisations in the Western Balkans that wish to implement the CAF and PEF processes.”

Within the Project Assignment that defines roles and responsibilities for implementing this CAF Project, the Agency for Electronic Communications of North Macedonia will appoint a CAF Manager, CAF Coordinator(s), and a CAF Self-Assessment Group. ReSPA will engage a local CAF expert from North Macedonia to support the Agency at key stages of project implementation, as required. With the Agency’s approval, a national CAF Correspondent for North Macedonia and trained CAF facilitator(s) will also participate actively to strengthen the capacity of the Ministry of Public Administration—the national contact point for Quality Management—so that it can independently sustain and expand CAF activities. The engaged expert will additionally serve in a mentoring role.

Through this Terms of Reference (ToR), ReSPA is seeking the services of a Local QM CAF expert to provide specific expertise in the implementation of the CAF Republic Agency for Peaceful Settlement of Labour Disputes of Serbia, including assistance in creating and facilitating the Kick-off meeting, CAF Training, CAF Consensus Workshop, CAF Action Plan Workshop including preparation and adjusting the self-assessment examples to the Ministry, creating Self-assessment and CAF Action Plan reports in a local language.

This assignment anticipates work to be carried out in Skopje, North Macedonia.

### **3. Tasks and responsibilities**

In close collaboration with ReSPA RQMC and the National CAF Correspondent for Serbia, Local CAF Experts shall provide technical assistance by performing the following tasks:

- Coordinate with AEK’s CAF Manager and CAF Coordinator(s) to prepare and finalise the Communication Plan; organise a kick-off meeting; review and adjust examples for the CAF self-assessment tool; finalise agendas for CAF training, the CAF Consensus Workshop, and the CAF Action Plan Workshop; and conduct necessary desk research for the institution. The expert will mentor the National CAF Correspondent and one additional trained CAF facilitator to strengthen CAF capacity in North Macedonia. (1.5 days)
- Prepare and co-deliver the initial one-day CAF training alongside the National CAF Correspondent and the trained CAF facilitator, with the participation of ReSPA RQMC. (1.5 days)
- Consolidate and review individual Self-Assessment responses into an Excel master file (using the initial compilation provided by CAF e-tool); resolve outstanding queries;

finalise the CAF Consensus Workshop agenda; and co-facilitate the 1.5-day Self-Assessment group workshop with AEK, National CAF Correspondents, and the mentored local CAF facilitator. (2 days)

- Draft the CAF Self-Assessment Report in collaboration with the National CAF Correspondents, the local CAF facilitator, and AEK. (0.5 days)
- Organise and sequence improvement actions identified during the CAF Consensus Workshop; prepare materials and finalise the agenda for the CAF Improvement Action Plan Workshop; prepare and co-deliver the workshop according to the agreed format; draft the CAF Improvement Action Plan based on workshop outcomes; and coordinate with the CAF Manager and CAF Team, in collaboration with ReSPA RQMC, to finalise the report. (2.5 days)

***The total number of days is up to eight (8) working days.***

#### **4. Necessary Qualifications**

The Expert shall possess the following profile:

##### Qualifications and skills:

The Expert shall possess the following profile:

##### Qualifications:

- A degree in Human Resource Management, Social Sciences, Public Administration, Economy, Law, public management, or other related fields;

##### General professional experience:

- At least 15 years of experience in assignments or positions in or with the public administration/sector.

##### Specific professional experience:

- At least 10 years of experience related to service delivery, in particular in the area of quality management;
- 5 years of experience in the Common Assessment Framework 2020 methodology and model implementation,

##### Skills:

- High training and presentation skills;
- Ability to write clear and coherent documents/reports;
- Excellent written and oral communication skills in English
- Excellent written and oral communication in at least one local language;
- High organisational skills;
- Teamwork,
- Ability to work with people of different nationalities, religions and cultural backgrounds

#### **5. Timing and Location**

The assignment foresees work from home and on-site in Belgrade, Serbia. The assignment will be realised during the period **June – November 2026**.

## **6. Remunerations**

The remuneration envisaged for this assignment is up to **EUR 3,200.00** for a total of up to **8 working days**.

The ReSPA expert selection procedure will be applied to define the daily fee based on the assessed and evaluated expert's capacity. The payment will be made in one instalment upon completing the assignment and submitting the documents required to execute the payment.

Note:

No other costs will be covered apart from the expert cost per day. The expert cost per day comprises the expert fee and a lump sum for covering related costs and other incidentals.

## **Reporting and Final Documentation**

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

### ***Outputs***

- Self-assessment Report
- Action Plan Report

### ***Documents required for payment***

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