

Subject: Request for Clarification on the Notice for Expert: Evaluation and Analysis of the Law on QMS and CAF in North Macedonia

Call for Expert to support the *evaluation and analysis of the Law on the introduction of the Quality Management System (QMS) and the Common Assessment Framework (CAF) of operation and service delivery in the civil service in North Macedonia*, published on the ReSPA website.

I kindly ask for clarification on several points found in the file "**ToR - MKD- Law on Quality Management Expert.pdf**", as detailed below:

#	Page in the file	chapter	text	Issue	Clarification
1	3	1.Context and description of the assignment	<p>The Expert is expected to provide the following assistance:</p> <p>3. Evaluate Impact on Service Delivery</p> <ul style="list-style-type: none">• Measure the impact of the QMS on operational efficiency and the quality of public service delivery.• Assess the feedback from civil servants and citizens regarding changes in service quality.• Make a regulatory impact assessment ex ante & ex post	<p>As the Law on the Introduction of QMS and CAF—which is the subject of this assignment—is a framework law for the use of ISO 9001 and CAF, it does not regulate actual service delivery, which is governed by a broader set of national legislation.</p> <p>I would appreciate clarification on the following points:</p> <ul style="list-style-type: none">- What specific services should be observed and evaluated in order to measure the impact? This also relates to the second bullet point in the left column.	<p>1. The specific services that need to be observed and evaluated will be defined in direct communication between the contracted expert and the beneficiary in line with the requirements of the preparatory procedure for</p>

				<ul style="list-style-type: none"> - Regarding the instruction to evaluate the impact of service delivery and to "make a regulatory impact assessment (RIA), ex ante and ex post": <ul style="list-style-type: none"> o Which specific regulation or law is the RIA expected to focus on? 	<p>drafting the amendments to the Law in North Macedonia.</p> <p>2. The RIA should focus on the Law on the introduction of the quality management system and the common assessment framework of operation and service delivery in the civil service In North Macedonia. Should there be other laws or bylaws necessary for proper assessment, it is the responsibility of the beneficiary to</p>
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					provide all relevant information concerning the state-of-play in the field requested by the contracted expert that are of relevance for the successful completion of assignment.
2	4	1.Context and description of the assignment	<p>The Expert is expected to provide the following assistance:</p> <p>4. Provide Recommendation</p> <ul style="list-style-type: none"> Propose amendments to the legal framework to enhance its effectiveness 	<p>Chapter 6 (Reporting and Final Documentation), two key outputs are listed:</p> <ol style="list-style-type: none"> 1. Prepared evaluation report of the Law on the introduction of the QMS and CAF and its current implementation 2. Prepared recommendations for aligning the Law with EU standards <p>Could you please clarify whether the text in the left column refers to providing general recommendations for improvement, or whether it is expected to include drafting specific</p>	<p>The text refers to providing general recommendations and directions based on the impact assessment of the law in force in which to develop the legal text in the next phase. The assignment does not foresee the preparation of concrete legal provisions to be integrated into the law proposal.</p>

				legal provisions and detailed proposals for amendments to existing legislation as is stated; and how this is reflected to the outputs listed in Chapter 6.	
3	4	1.Context and description of the assignment	<p>The Expert is expected to provide the following assistance:</p> <p>4. Provide Recommendation</p> <ul style="list-style-type: none"> • Offer guidance on strengthening institutional capacity for QMS implementation 	<p>Chapter 6 (Reporting and Final Documentation), two key outputs are listed:</p> <ol style="list-style-type: none"> 3. Prepared evaluation report of the Law on the introduction of the QMS and CAF and its current implementation 4. Prepared recommendations for aligning the Law with EU standards <p>Could you please clarify whether the text in the left column under the stated outputs constitutes de facto list recommendations for the beneficiary (Ministry of Public Administration), and whether it should be considered an integral part of Output #1?</p>	<p>The structure of the document itself will be discussed in detail with the beneficiary and the contracted expert taking into consideration the provisions of the national law if any or standard practice in the country in relation to the development of the legislative analyses. The answer to this question partly depends on the subject matter having in mind that sufficient institutional capacity may be a requirement under the relevant EU standards and/or laws which will be analysed</p>

					by the contracted expert.
4	4	1.Context and description of the assignment	Capacity building is another expected result of this engagement. Civil servants will benefit from tailored training programs designed to equip them with the skills and knowledge necessary to implement and sustain quality management practices effectively.	Given the outputs listed in Chapter 6, I would appreciate clarification on whether the text in the left column is left over from a previous engagement or if it relates to a deliverable within this assignment.	The text belongs to this assignment. It is not a deliverable. This is the description of context and expected outcomes and benefits under point 1. Context and the description of assignment for interested applicants to understand what the overall goal is to be achieved through the means of this assignment and other activities to be undertaken by the beneficiary in the future.
5	4		Finally, the project will lay the groundwork for the replication and scalability of the QMS and CAF implementation across all levels of government. A detailed roadmap will ensure consistency and standardization in service	I would appreciate clarification on whether the text in the left column is left over from a previous engagement , as it does not appear to directly correspond to the stated outputs in Chapter 6.	This is not an output. This is a description under point 1. Context and description of assignment aimed at offering a general overview and overarching goals for

			<p>delivery nationwide, solidifying North Macedonia's reputation as a leader in public sector governance. These expected results collectively represent a significant step toward modernizing the civil service and advancing the country's EU integration objectives.</p>		<p>interested applicants to understand where his/her assignment stands in the overall context in the country.</p>
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Thank you very much in advance for your time and support. I look forward to your clarification.