

“Independent, accountable, meritocratic and professional recruitment in Kosovo”

Recruiting senior positions in the civil service and independent institutions

Project Fact Sheet – March 2020

Project Summary

This British Embassy project started in October 2016 (Phase 1). Phase 2 is from September 2018 until March 2020. Memoranda of Understanding were signed between the Embassy and the Assembly, Government of Kosovo, and Prishtina and Peja Municipalities. The project's Implementing Partner is the UK firm BDO, in partnership with PSI.

The project assists the Government and Municipalities in recruitment of selected senior public service positions. It aims to ensure that the most competent people are appointed to those positions, and aims to prevent nepotism; strengthen transparency, meritocracy, and good governance; and help restore trust in public bodies. Phase 2 also focuses on sustainability, i.e. developing the capacity of recruitment commissions to run the process without external involvement after March 2020.

The Implementing Partner is engaged throughout each recruitment, including drafting of the advertisement, shortlisting of applications, interviews, and final scoring of candidates at interview. The Implementing Partner trains the Commission on its merit-based methodology and carries out all stages of the process in parallel with the Commission, but independently from them. The 's scores are not included in the Commission's final scores.

The Commission submits the names of its highest scoring candidates to the relevant Minister, Speaker, or Mayor. The project independently publishes on its website, 48 hours of the end of the interviews, its scores for the candidates it assesses to be appointable. The Implementing Partner prepares an independent report for the Embassy, who send it to the Prime Minister/Speaker or Mayor. Given the independent scoring process, the Implementing Partner's highest scoring candidates may differ from those of the Commission.

The process is designed to ensure that each candidate has a consistent experience in the interview, and has equal opportunity to demonstrate their readiness for the role. Further details can be found in the paper provided in the Conference pack and on the project website – www.kosovoselection.org.

Some challenges have been encountered. The Implementing Partner continues to work on strengthening the process. It has provided input to MPA on the new Regulation on Senior Appointments that has to be drafted after the Law on Public Officials enters into force.

Key Results

- 48 recruitment processes have been completed – 36 for Central institutions, 7 for Municipal institutions (Pristina & Peja), and 5 for the Millennium Foundation of Kosovo. See list overleaf.
- A further 8 processes reached the shortlisting stage but did not yield a sufficient number of candidates to be interviewed; 9 processes were started but have been subject to delay; and 20 processes were carried out without involvement of the Implementing Partner.
- A broad range of senior stakeholders has now been trained in the competency-based interviewing methodology, and this number continues to grow.
- Following this training, some stakeholders have used key features of the approach in other selection processes outside the direct remit of this project.
- The website www.kosovoselection.org was launched in December 2018. This has increased transparency, and enables the Implementing Partner to publish its own evaluation of candidates after each process.
- The standardised assessment format has increased consistency of practice across recruitment Commissions, which helps to ensure that all candidates are treated equally.
- For some processes there has been a number of high-calibre applications, but for many positions the quality and diversity of the applicants has been disappointing. It is desirable that new ways should be found to attract more high quality candidates and encourage greater diversity of applicants.

The following table shows outcomes for the 85 processes that were intended to be supported:

Fully Satisfactory	33 (38.8%)
Partly Satisfactory	2 (2.4%)
Process Concluded, Appointment Decision Awaited	7 (8.2%)
Unsatisfactory	14 (16.5%)
Completed without IP Involvement	20 (23.5%)
Started but subject to delay	9 (10.6%)

RECRUITMENT PROCESSES SUPPORTED: OCTOBER 2016 to MARCH 2020

1. Positions in Central Institutions

Organisation	Position	Date
Kosovo Customs	Director General	Jan-17
Kosovo Employment Agency	Director General	Mar-17
Kosovo Energy Corporation (KEK)	Members of The Board	Apr-17
Post and Telecommunications of Kosovo (PTK)	Members of The Board	May-17
Ministry of Justice - Campaign 1 (<i>shortlisting only</i>)	Secretary General	May-17
Kosovo Correctional Service - Campaign 1	Director General	Jun-17
Ministry of Justice - Campaign 2	Secretary General	Nov-17
Agency for Industrial Property – Campaign 1 (<i>shortlisting only</i>)	Director	Dec-17
Kosovo Accreditation Agency – Campaign 1 (<i>shortlisting only</i>)	Director	Dec-17
Energy Regulatory Office of Kosovo	Executive Board Members	Dec-17
Ministry of Trade & Industry	Secretary General	Dec-17
Agency for Vocational Educ & Training & for Adults in Kosovo	Director	Jan-18
Ministry of Education, Science and Technology	Secretary General	Jan-18
Institute of Legal Medicine – Campaign 1 & 2 (<i>shortlisting only</i>)	Director	Feb-18
Kosovo Correctional Service - Campaign 2	Director General	Mar-18
Kosovo Property Comparison and Verification Agency – Campaign 1	Director	Mar-18
Kosovo Property Comparison and Verification Agency – Campaign 2	Deputy Director	Mar-18
Board of Telekom	Directors	Mar-18
Agency for Energy Efficiency (<i>shortlisting only</i>)	Chief Executive	Mar-18
Central Procurement Agency	Director	Mar-18
Kosovo Health Insurance Fund	Director	Jul-18
Energy Regulatory Office of Kosovo (Board)	Chair	Jul-18
Kosovo Police	Director General	Aug-18
Kosovo Property Comparison and Verification Agency (2)	Director	Sep-18
Kosovo Property Comparison and Verification Agency (2)	Deputy Director	Sep-18
Kosovo Energy Corporation (KEK)	Managing Director	Oct-18
Kosovo Accreditation Agency	Director	Oct-18
Ministry of Innovation & Entrepreneurship	Secretary General	Nov-18
State Advocate General	State Advocate General	Nov-18
State Aid Commission	Commission Members	Dec-18
Kosovo Transmission System Operator (KOSTT)	Board Members	Jan-19
Kosovo Police	Deputy Director General	Jan-19
Tax Administration	Director General	Feb-19
NKEC	Board Members	Mar-19
Kosovo Employment Agency	Director General	Apr-19
Independent Oversight Board	Board Members	Apr-19
National Agency for the Protection of Personal Data - Campaign 1	Commissioner	May-19
Procurement Review Body (<i>shortlisting only</i>)	Members	May-19
Independent Oversight Board, non-majority communities -1 (<i>shortlisting only</i>)	Board Members	Jun-19
RTK - majority communities	Board Members	Jun-19
RTK - non-majority communities	Board Members	July-19
National Agency for the Protection of Personal Data - Campaign 2	Commissioner	July-19
Independent Media Commission	Member	Jun-19

Completed fully: 36 Shortlisting only: 7

2. Municipal Positions

Pristina Public Housing Enterprise	Board Members	Dec-18
Pristina Bus Station	Chief Executive	Jan-19
Pristina Parking Enterprise - Campaign 1	Board Members	Feb-19
Peja Bus Station	Board Members	Mar-19
Pristina Parking Enterprise - Campaign 2	Board Members	Jun-19
Termokos	CEO	Jun-19
Pristina Parking Enterprise (<i>shortlisting only</i>)	CEO	Feb-20
Pristina Housing Enterprise	CEO	Feb-20

Completed fully: 7 Shortlisting only: 1

3. Millennium Foundation Kosovo (Dec-2017 to Mar-20): The project also supported recruitment of **5 positions** for MFK: Chief Executive, Director Admin & Finance, Procurement Manager, Director Governance, Director Energy.