

# Kosovo

# Senior Recruitment Project

Project Achievements and Key Findings  
December 2022

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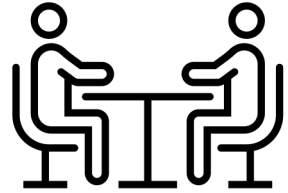
British Embassy  
Pristina

IDEAS | PEOPLE | TRUST



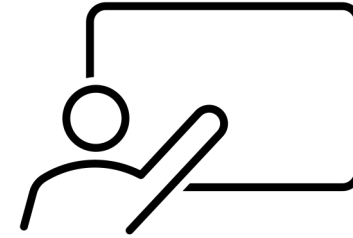
# Achievements in numbers

26



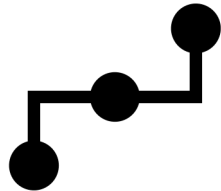
Senior Civil Service  
Recruitment  
Processes Supported

200



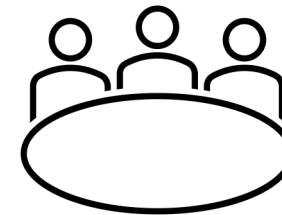
Professionals in and  
outside of  
Government trained

1



Process Map developed  
to support MBR  
ownership

93

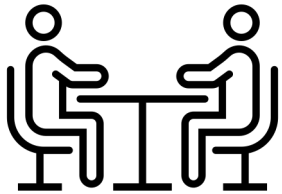


Participants hosted  
at Nov '22 Project  
Conference

# Recruitment Processes

To date we have supported **26** completed processes, with a further **20 ongoing\***.

13 of these processes have been successfully completed with individuals now in position...



The project found **11** of the candidates in position to be appointable.

For 6 of these positions, agreed with the commission on the top scoring candidate.

## 4 Independent Agencies & Institutions

- Auditor General, Director Anti-Corruption Agency, Sec Gen Independent Oversight Board, Central Election Commission Director

## 1 Fund

- Managing Director Kosovo Energy Efficiency Fund

## 1 Government Position

- Sec Gen Ministry of Internal Affairs

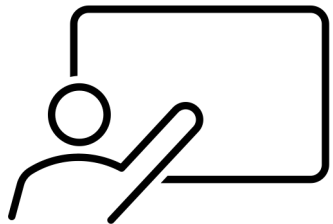
## 7 Publicly-Owned Enterprises

- Kosovo Energy Corporation Board, and CEO, Prishtina Water Company Board, and CEO, Iber Lepenc board, Termokos CEO, Telecom CEO

\*Ongoing processes: DG Tax (no progress since Oct '22) DG KIPA, SG MoD, SG MoJ, SG MEFA, DG AEP, DG ARD, DG AASCA, FIU Director (no progress since Oct '22), DG KIESA, Dir BRA, DG Stat, CFO Tel (no progress since Nov '22), DG Police, Infrakos Board, Infrakos CEO, CEO AMPE, Termokos Board, CBK Gov, Dir HIF.

# Training

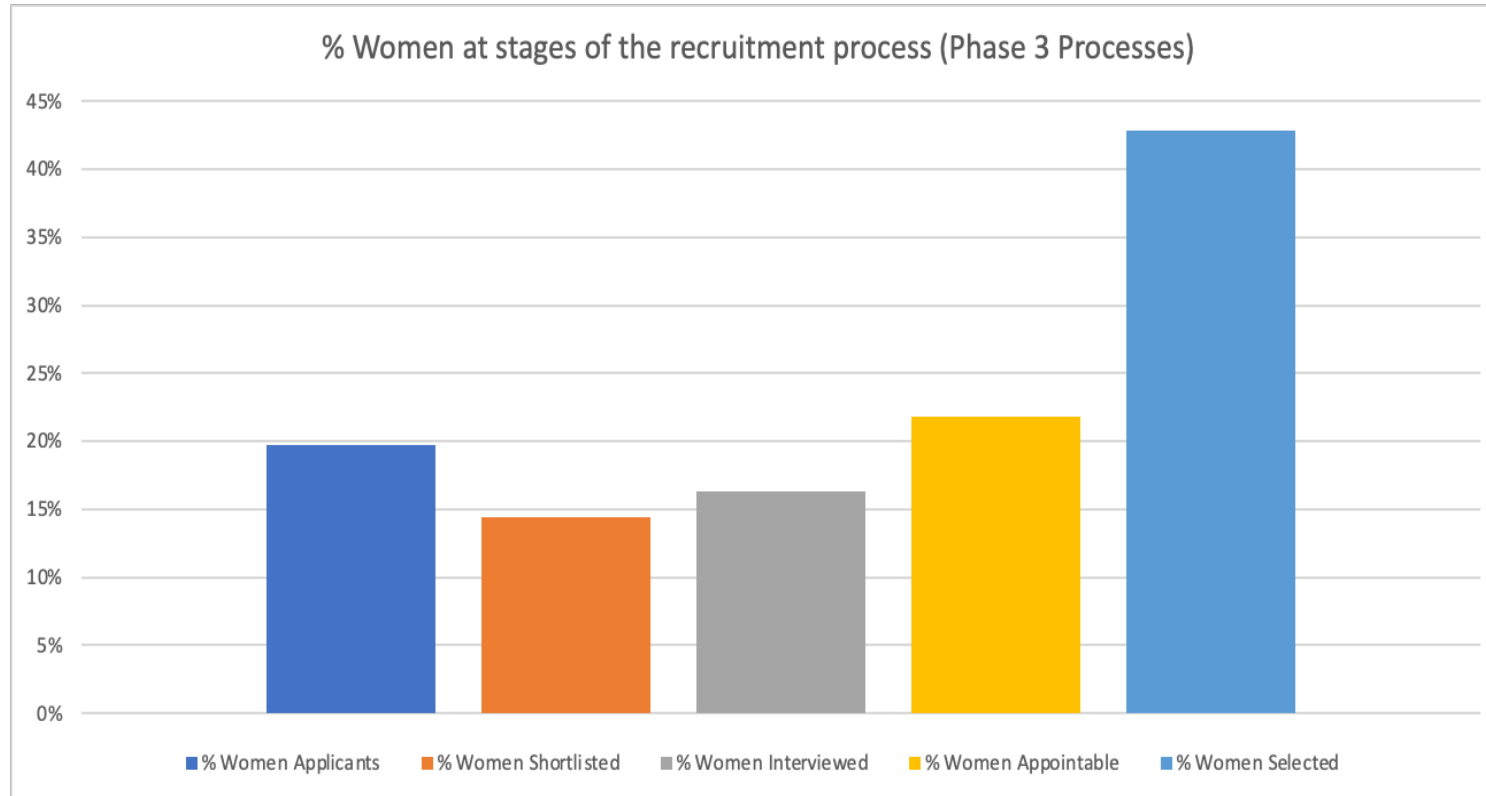
Training is one of the ways in which the project seeks to transfer knowledge, practice and advice to government, civil society and other key stakeholders in Kosovo. To date, we have trained over *200 professionals*:



- Participant feedback from all our training has indicated **improvement in knowledge of principles and application of Merit-Based Recruitment**
- Management Circle members have valued the opportunity to **learn from like-minded peers** and share approaches to **tackling common leadership problems**

# Gender Representation through the Recruitment Process

Providing support to women officials has been a core part of the project's capacity building work over the past year. Sampling the data from the processes we have supported, we have identified some key findings:



- **Under 20% of applicants to senior roles are women.**
- **Women are less successful at the shortlisting stage than men, representing just 14% of shortlisted candidates.**
- **However, at the interview stage, 22% of appointable candidates are women.**
- **Almost 43% of successful candidates are women.**

This suggests that if more women are encouraged to apply and receive support in preparing strong applications, we are likely to see more women reaching interview stage and more qualified women being placed in senior positions.

# Project Conference - 22 November 2022

A successful project conference was held in November 2022, convening to discuss the achievements and challenges of the project.



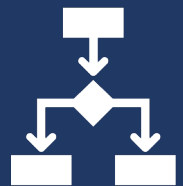
## 93 Participants representing:

- Assembly Members
- Government officials
- Civil Society and Media
- Technical Experts



## Media coverage by:

- Koha
- Kanal10
- Kallaxo
- Telegrafi



## Impact of the project - the spread of Merit-Based Recruitment

Teuta Ukshini Aliu, Board Chair of the Prishtina Regional Water Company shared her positive experience as a candidate of a merit-based process, noting that she went on to use the methodology for the Prishtina Water Company Secretary and CFO positions.

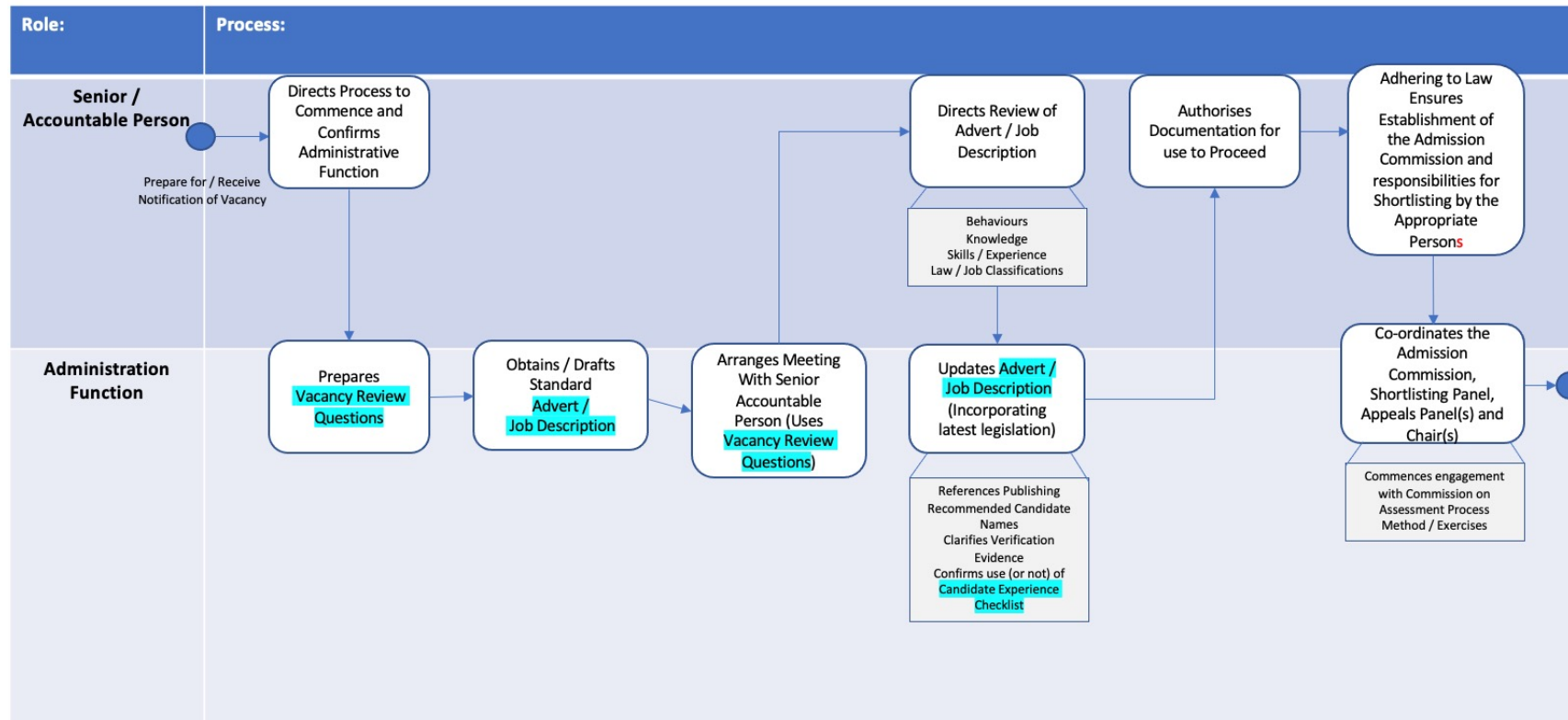


## Keynote speeches from

- Prime Minister Albin Kurti
- Deputy Minister MIA, Bardhyl Dobra
- HMA Nicholas Abbott, who talked about the importance of **ownership** of the Merit-Based Recruitment process by Kosovo institutions in light of the project close in 2024.

# Process Map - Promoting ownership and sustainability

Feedback from our key project stakeholders has highlighted *uncertainty about the sustainability of Merit-Based Recruitment* after the project ends, and a gap in knowledge by leaders, HR Managers and Secretariats in how to implement merit-based processes. Responding to this concern, our advisors have developed a Merit-Based Recruitment Process Map as a step-by-step aid to support institutions wanting to implement merit-based recruitment processes in the future.



Consultations with stakeholders and users will begin in January 2023, with the objective of beginning to use the map from April 2023.



For further information about the project and access to key support resources, you can visit:

[www.kosovoselection.org](http://www.kosovoselection.org)

