



This project is funded by the European Union

## Breaking the Silence:

Enhancing the whistleblowing policies and culture in Western Balkans and Moldova



REGIONAL ANTI-CORRUPTION INITIATIVE

### OPEN CALL FOR APPLICATIONS

Consultancy Title:	Organizational Development Expert
Duty Station:	Home-based with travel for the needs of the project
Eligibility:	Individual consultant
Language:	English
Contract type:	Framework Agreement
Contract Maximum Value:	€13.500
Application deadline:	September 13, 2020 (23:59, CEST)
Starting date:	1 October 2020
Ending date:	31 January 2021
Applications to be submitted to	<a href="mailto:vacancy@rai-see.org">vacancy@rai-see.org</a> (please indicate the position you are applying for in the email subject line)

#### I. BACKGROUND AND JUSTIFICATION

Regional Anti-corruption Initiative (RAI) is an intergovernmental regional organization comprised of nine member countries from South East Europe (SEE): Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Moldova, Montenegro, North Macedonia, Romania and Serbia; and three observers: Poland, Georgia and Slovenia. Kosovo\* institutions are the beneficiary of RAI activities.

RAI's mission is to lead regional cooperation to support anticorruption efforts by providing a common platform for discussions through sharing knowledge and best practices. RAI acts as a regional hub through which governments of the region combine their efforts to help curb corruption in the SEE.

In April 2020, RAI Secretariat commenced implementation of the 3-year regional program titled 'Breaking the Silence: Enhancing the whistleblowing policies and culture in Western Balkans and Moldova', funded by European Union (hereafter: the regional project). The project implementation period is April 2020 – March 2023. An overarching purpose of the project is to help RAI partners in the government and non-governmental sector to: 1. improve the disclosure channels and protection mechanisms for whistleblowers, by strengthening the legislative framework and institutional arrangements, 2. strengthen the capacity of civil society to support whistleblowing through public policy advocacy, public education, legal aid and other support to whistleblowers, and 3. enhance the public awareness, especially of youth, about the importance of whistleblowing in the fight against corruption and educate the public about whistleblower protection mechanisms. The following jurisdictions are beneficiaries of the regional project:

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\* This designation is without prejudice to positions on status, and is in line with UNSC 1244 and the ICJ Opinion on the Kosovo Declaration on Independence

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Albania, Bosnia and Herzegovina, Kosovo\*, Moldova, Montenegro, North Macedonia and Serbia. RAI Secretariat will build upon its previous experience in improving whistleblowing practices, as well as results achieved to date in Western Balkans and Moldova.

An effective whistleblowing process relies on well-designed strategies for achieving the following outcomes: an efficient and effective investigation into the reported wrongdoing (diligent follow up within a reasonable time), fair whistleblower treatment (support and feedback) and the prevention of repercussions for a whistleblower (protection from retaliation). These strategies are achieved through good laws and rules, but also strong organisations to implement them. In other words, 'cognitive moral development and organizational commitment, will affect the likelihood of an individual engaging in whistleblowing behaviour'<sup>1</sup>.

For the purpose of project implementation, the RAI Secretariat has engaged the Whistleblowing Experts to examine the legislation and institutional arrangements for whistleblower disclosure and protection in beneficiary jurisdictions, among other things by reviewing how a public institution handles a whistleblowing case in its entirety: 1) the filing of the report, 2) the assessment of the report, including the assessment of the granting of the whistleblower status to the reporting person (triage), 3) the investigation of the wrongdoing and other responses (e.g. referrals), 4) the support to whistleblower (e.g. the protection of whistleblower's confidentiality, the provision of information, access to legal services, emotional support), 5) the protection of the whistleblower, and 6) the conclusion of the case through recommendations and decisions (actions, reporting, organizational learning).

The Organizational Development Expert will build upon the findings and recommendations of this examination by reviewing and recommending improvements to the human resources of the selected 14 public institutions, job descriptions and functional and organizational lines of management and communication. To that end, RAI Secretariat will enter into a Memorandum of Understanding with each public institution individually, which will outline the agreement on this collaboration between RAI Secretariat and public institution.

## **2. ASSIGNMENT**

The Organizational Development Expert (hereinafter: the Expert) will take into account the findings and incorporate recommendations of the aforementioned examination of the legislation and institutional arrangements into each jurisdiction's institutional functioning, by reviewing the human resources of the 14 selected public institutions, job descriptions and functional and organizational lines of management and communication. This review will result in a Baseline Assessment Report and Action Plan, for each of 14 public institutions individually, on how to improve their whistleblower disclosure and protection mechanisms by addressing inconsistencies and limitations in their human resource related organizational/operational effectiveness.

The Baseline Assessment Report and Action Plan will, among other things consider the following questions: 1) which internal and external inputs are necessary to improve the responsiveness of the public institution to whistleblowing (e.g. the management commitment, clearly defined responsibilities of staff, sufficient resources, effective communication and similar) 2) how should existing capacities of the public institution be further strengthened, unavailable knowledge and competencies transferred as well as new skills and understanding applied, 3) what incentive systems are required, and 4) what are the gaps in internal policies and how to address them.

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<sup>1</sup> Street, M. D. (1995). Cognitive Moral Development and Organizational Commitment: Two Potential Predictors Of Whistleblowing. *Journal of Applied Business Research (JABR)*, 11(4), 104-110. <https://doi.org/10.19030/jabr.v11i4.5853>

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The Expert will ensure sustainable change occurs in the selected public institutions by proposing amendments to human resources and organizational aspects of the 14 selected public institutions. Once adopted, the Action Plan will serve as basis for subsequent capacity building support to be provided to public institutions by RAI Secretariat throughout the lifetime of the project.

Under Framework Agreement, the expert will contribute to the following outcome and output:

**Outcome 1:** Disclosure Channels and Protection Mechanisms for Whistleblowers in Public Institutions Improved and Civil Society Capacity Strengthened;

**Output 1.2** – Increased Disclosures from Whistle-Blowers through Enhanced Reporting Channels and Strengthened Protection Levels in Selected Public Institutions

### **3. SUPERVISION, REPORTING AND QUALITY CONTROL**

The Expert will operate under the overall supervision of the Head of RAI Secretariat and the immediate supervision of the Project Manager – Anti-corruption Expert. The Expert is expected to closely cooperate with Chief Programme and Communications Officer, Chief Finance and Administration Officer in order to ensure compliance with RAI rules and regulations.

All deliverables should be submitted to the Project Manager – Anti-corruption Expert. The deliverables should be written in a concise and user-friendly language. Deliverables must be gender mainstreamed.

### **4. ACTIVITIES AND TIMEFRAME**

The assignment shall be performed during the period 1 October 2020 – 31 January 2021.

The maximum foreseen number of consultancy days under the offered Framework Agreement is 30.

<b>Activity</b>	<b>Tentative Consultancy Days</b>
1. The HR assessment (including job descriptions, management and communication) and the resulting Baseline Assessment Report, for each of 14 public institutions individually, relevant to their ability to respond efficiently and effectively to whistleblowing;	15
2. The development of an Action Plan of 14 public institutions individually, to address human resource inconsistencies and limitations to respond efficiently and effectively to whistleblowing.	15
<b>Total</b>	<b>30</b>

### **5. LOCATION AND PERIOD OF ASSIGNMENT**

The Expert will be home-based and travel for purposes of stakeholder consultations in accordance with restrictions caused by the outbreak of COVID-19. The anticipated number of trips for the purpose of trainings/workshops/meetings organized within the project is 2. The Framework Agreement shall be signed for the period between 1 October 2020 and 31 January 2021.

## **6. BUDGET AND OTHER ARRANGEMENTS**

The maximum value of the Framework Agreement is EUR 13.500, encompassing a maximum of 30 consultancy days and related travel and other expenses. The gross daily rate offered is EUR 400.00.

The expenses under the Framework Agreement will include regional travel and accommodation as required by the Agreement.

## **7. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS**

### I. Education:

- University degree in social sciences (e.g. sociology, social psychology, political science, economics and similar)

### II. Experience and skills:

- At least 5 years of professional experience in organizational development of public institutions (with a particular focus on human resource development), including in organizational capacity assessments and the development of organizational capacity building action plans;
- Demonstrated analytical skills with ability to articulate concise and substantiated outputs in the field of organizational development relevant to anti-corruption;
- Experience in whistleblowing process improvements, the identification of roles and responsibilities (human resources) relevant to whistleblowing (e.g. assessors, supporters, investigators), specialized whistleblowing training development and similar would be considered an asset;
- Experience working on whistleblower reports and cases for a public authority would also be considered an asset;
- Familiarity with the political, social, economic and security landscape in South East Europe;
- Fluency in English is required. Knowledge of one other language of the region will be considered an advantage.

### III. Values:

- Demonstrates integrity, fairness and high ethical standards.
- Demonstrates professional competency and is conscientious and efficient in meeting commitments, observing deadlines and achieving results.
- Displays sensitivity and adaptability to culture, gender, nationality, race, religion and age.

### IV. Competencies:

- Ability to develop and maintain partnerships, internally and outside the organization;
- Be able to act proactively and to respond positively, creatively, and constructively to changing situations and new demands;
- Strong organizational skills and be capable of initiative and innovation;
- Excellent communication and interpersonal skills;
- Work well independently and in teams to achieve collective goals through active participation;
- Ability to integrate gender mainstreaming and human rights policies.

## **8. APPLICATION REQUIREMENTS**

**Eligibility** – Individual consultant.

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Interested applicants must submit the following documents/information in English to demonstrate their qualifications:

- Curriculum Vitae,
- Cover Letter stating how applicant's experience and competencies match those required by the Open Call, and
- Information on availability/commencement date.

## **9. EVALUATION OF APPLICATIONS**

RAI applies a fair and transparent selection process that takes into account both the technical qualification of the potential consultants as well as the performance at the interview. Candidate applications will be evaluated using a cumulative analysis method taking into consideration the combination of the applicant's education, qualifications and experience. The contract will be offered to the applicant whose offer has been evaluated and determined as: responsive/compliant/acceptable, and having received the highest score during the evaluation based on the criteria defined below.

Top 3 candidates (with highest number of points in the technical evaluation) will be considered for an interview.

### Evaluation criteria

- Technical evaluation (documents-based) – 60%:
  - Education – qualifying criteria (no points to be allocated);
  - At least 5 years of professional experience in organizational development of public institutions (with a particular focus on human resource development), including through organizational capacity assessments and the development of organizational capacity building action plans – 30%;
  - Demonstrated analytical skills with ability to articulate concise and substantiated outputs in the field of organizational development relevant to anti-corruption – 30%.
- Interview – 40%.

## **10. HOW TO APPLY**

Potential applicants may send in questions. Questions shall be sent in English no later than five (5) days before the submission deadline to [vacancy@rai-see.org](mailto:vacancy@rai-see.org). Answers will be provided no later than three (3) days before the deadline for submission. All questions received and related answers will be published on the RAI website in order to give a fair, transparent and equal treatment to all Applicants. Information on senders will not be disclosed.

Full applications with supporting documents shall be sent by midnight of September 13, 2020 (23:59 CEST) by email to RAI Secretariat ([vacancy@rai-see.org](mailto:vacancy@rai-see.org)).

Consultancy Title needs to be indicated in the email subject line.

Late and incomplete applications will not be taken into consideration. Only the candidates who are short-listed will be invited for an interview.

RAI is committed to achieving workforce diversity in terms of gender, nationality and culture. Qualified women, individuals from minority groups and persons with disabilities are equally encouraged to apply.

All applications will be treated with the strictest confidence.