

Kosovo

Senior Recruitment Project

Project Achievements and Key Findings
January 2024

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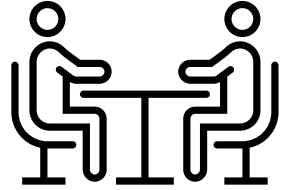
British Embassy
Pristina

IDEAS | PEOPLE | TRUST



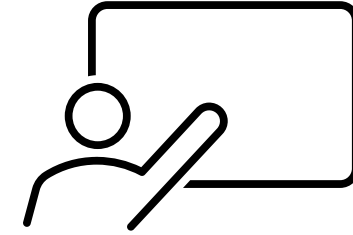
Achievements in numbers

44



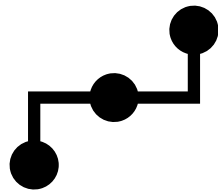
Senior Civil Service
Recruitment
Processes Supporting
74 positions

120



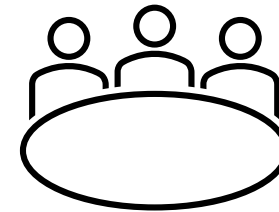
Professionals in and
outside of
Government trained

1



Governance Model
developed to support
MBR sustainability after
project exit

70+

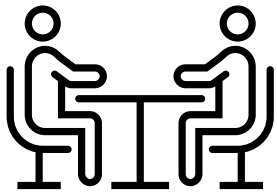


Attendees to the
March '23 Process
Map launch

Recruitment Processes

To date, we have supported 44 completed* processes covering 74 positions.

24 of these processes have been successfully completed, with 44 individuals appointed.



The project found 39 of the candidates in position to be appointable.

For 14 of these positions, agreed with the commission on the top scoring candidate.

Government Positions

- Sec Gen Ministry of Internal Affairs
- Sec Gen Ministry of Justice

Fund

- Managing Director Kosovo Energy Efficiency Fund

Independent Agencies & Institutions

- Auditor General, Director Anti-Corruption Agency, Sec Gen Independent Oversight Board, Central Election Commission Director,
- Governor, of the Central Bank, Director General of the Kosovo Police

Publicly-Owned Enterprises

- Kosovo Energy Corporation Board, and CEO, Prishtina Water Company Board, and CEO, Iber Lepenc board, Termokos CEO, Telecom CEO
- Infrakos CEO and Board Members, Termokos Board Members, Chief Financial & Treasury Officer of Telekom, KPST Board Members

**Completed processes exclude processes that fail at shortlisting (13 processes so far) and include processes that fail at interview (8), lead to no appointment (8) or pending appointment (5). Another 2 processes are currently ongoing: CEO of the Independent Media Commission (IMC); Director of the Department of Community Affairs.*

Gender Focus - Public Sector Women's Network Launch

Providing support to women officials has been a core part of the project's capacity building work over the past year. Our data suggests that women outperform men when they get to the interview stage. Yet, *very few women apply for senior civil service positions*. Accordingly, we have ramped up our support to women professionals to motivate and equip them for senior positions, notably by supporting the creation of the 'Network to Empower Women in Decision Making Positions in the Public Sector'.



Keynote Speeches at Inaugural Event in Oct '23

- **Edi Gusia** | Chief Executive of the Agency for Gender Equality Members
- **Anita Kalanderi** | Executive Director of the Free Legal Aid Agency
- **Leonita Shabani** | Director of the Department for European Integration, Policy Coordination and Economic Development
- **Vlora Spanca** | Auditor General of the Republic of Kosovo
- **Anne Stratton** | Coaching Expert on the project, covered competences required around MBR, best practice for networking, and **the value of women in decision-making**, including women's ability to **collaborate and influence to bring about culture change with their colleagues, organisations and sector.**



44 women

in decision making roles in public and independent institutions **attended the Women's Network Launch**

Network Objectives

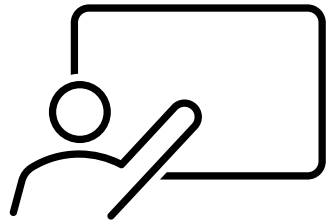


A place:

- for continuous **TRAINING & LEARNING** and sharing experiences to build confidence.
- for **NETWORKING** with women where contacts are made and mentoring relationships nurtured.
- where knowledge is shared so women can practically **apply IDEAS** for their career and life that really work.

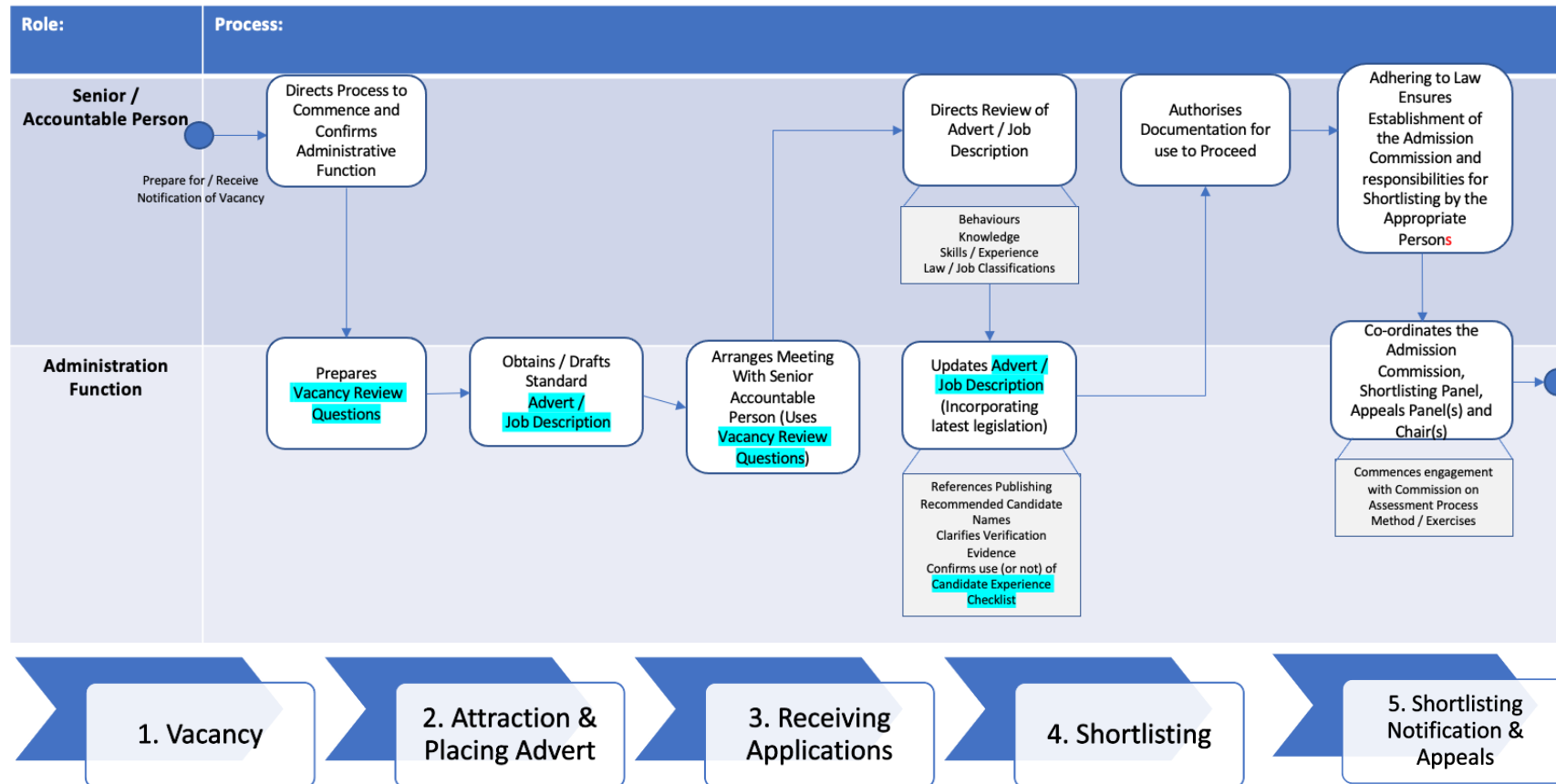
Training

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. This year, we have trained over **300 individuals in the principles and application of MBR:**



Senior Appointments Process Map

Project stakeholders had 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. Our advisors accordingly developed a step-by-step tool to support institutions wanting to implement merit-based recruitment processes in the future.



Key Features

- Visual step-by-step guide that fits different types of users and recruitment processes.
- Outlines the sequential inputs and outputs as well as the tasks and decisions required for a successful recruitment outcome.
- Contains links to supporting resources and will remain accessible to Kosovo institutions beyond the project closure.

Senior Appointments Process Map

The Process Map was finalised after consultations and launched in March 2023. It is now publicly available [here](#).



The Problem / The Opportunity

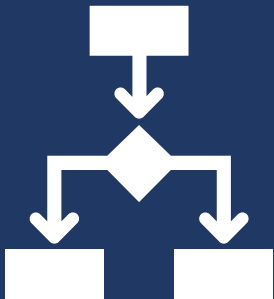
- There is real respect for the principles behind MBR and widespread support to implement MBR practices. Talented candidates expect and want to be part of MBR processes
- However, Leaders, HR managers and Secretariat staff need support. They want to know “how” to implement an MBR recruitment. “What” do they need to do.



48 stakeholders
consulted on design

70+ attendees at
launch event, including:

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



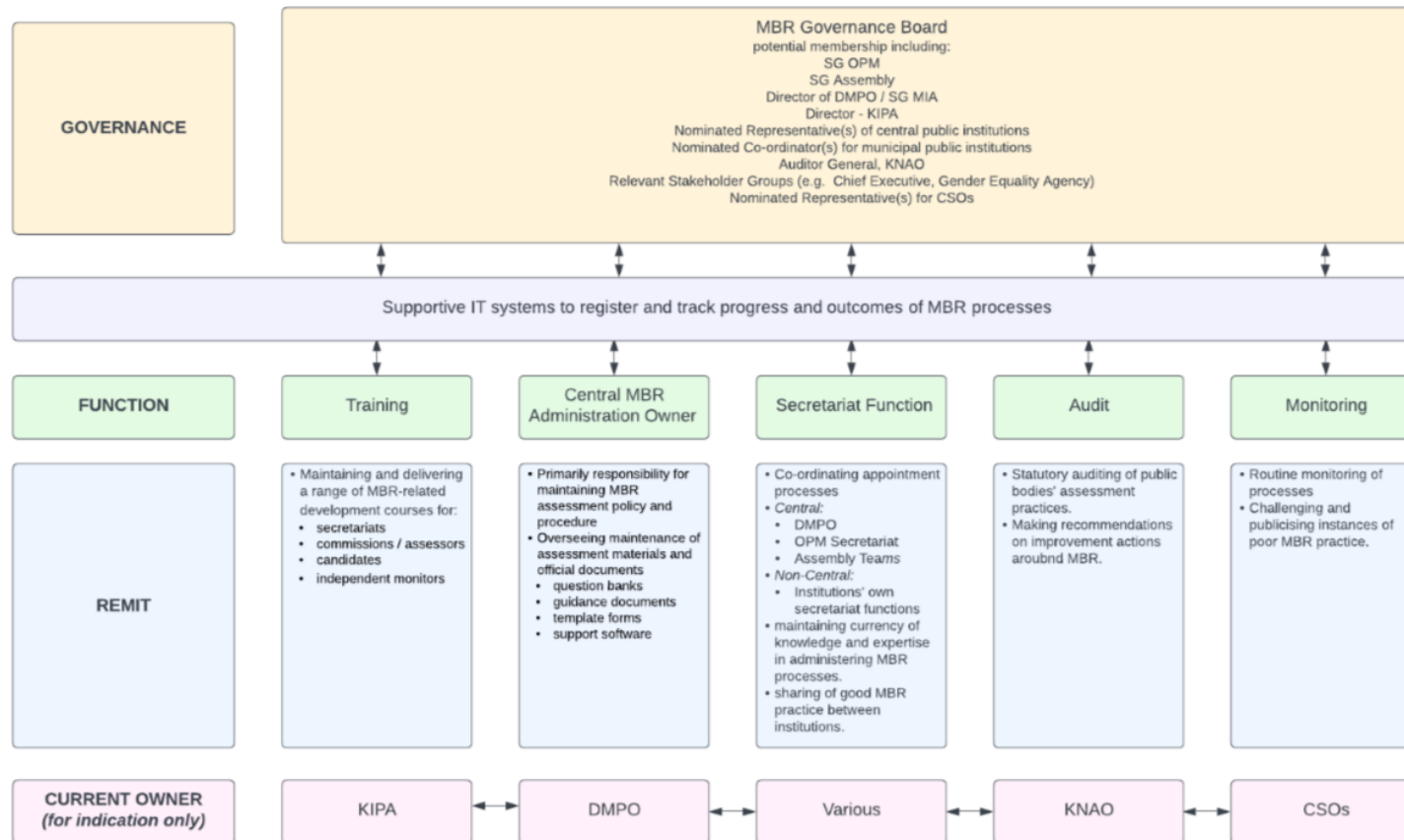
Impact - Strengthening the Sustainability of Merit-Based Recruitment

- Practical and accurate step-by-step guide that fits different types of users and recruitment processes.
- Links to resources that will remain accessible to Kosovo institutions beyond the project closure.
- Generic enough to be useable and adaptable for the foreseeable future.
- Publicly available. Anyone seeking to understand, design, manage and run a merit-based recruitment process can do so by relying on the correct knowledge and practical documentation.
- Overall, it greatly increases the ability for Kosovo professionals to maintain Merit-Based recruitment principles after the project end.

Governance Model for Merit-Based Recruitment

Project stakeholders have highlighted a range of *challenges due to the lack of overarching governance for MBR*. Accordingly, in consultation with key stakeholders, our project team has drafted a **governance model for MBR to ensure efficient, end-to-end, meritocratic and valid assessment**, without external influence adversely affecting the meritocracy of the recruitment processes.

Concept Diagram of Possible Long-Term Ownership of MBR Functions - Draft v0.2



Key Considerations

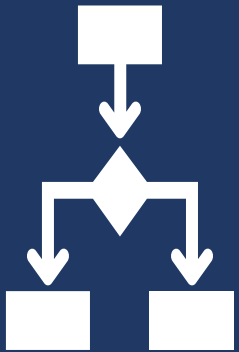
- The model is not definitive
- It aims to highlight the need to have an overarching model for allocation of MBR functions, with clear owners and responsibilities,
- The location and ownership of functions can be determined as the model is developed - the critical factor is that the structuring of functions ensures efficient, end-to-end, meritocratic and valid assessment, without external influence adversely affecting the meritocracy of the recruitment processes.

Governance Model for Merit-Based Recruitment



The Problem

- Recruitments are not progressing according to a clear schedule. This is leading to many senior positions being filled through temporary or acting post holders.
- Limitations on the level and quality of information about the progress and status of recruitment processes across public institutions.
- Devolved areas of ownership, leading to variations in interpretation and practice.
- Limitations in the overarching governance on how MBR is being delivered within the different institutions.



Anticipated Impact - Increased Transparency, Accountability and Efficiency of MBR

The overall aim of the model is to ensure that vacancies are filled in a timely manner through robust, efficient and fair MBR processes. Specifically, the model would help to achieve the following:

- Greater transparency, oversight and co-ordinated decision- making.
- Clearly mapped demarcation of responsibility will ensure clear accountability of functions and expectations.
- Review and consolidation of associated legislation would give greater consistency of practice.
- Increased communication and co-operation between functions will help to minimise blockages within the system slowing the overall process down.
- Ownership is a key requirement for the sustainability of Merit-Based Recruitment across Kosovo Institutions.



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

www.kosovoselection.org

