



CALL FOR APPLICATIONS

Consultancy Title:	Organizational Expert
Duty Station:	Home-based
Language:	English
Eligibility:	Individual consultants or Consortia. Consortium – a group of two or more physical persons or a legal entity represented by a group of individuals.
Contract type:	Service Contract
Application deadline:	March 2, 2025
Starting date:	March 17 2025 or ASAP
Est. Ending date:	April 30, 2025
Applications to be sent to:	vacancy@rai-see.org

1. 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 observers: Poland, Georgia, Slovenia, Ukraine and Greece.

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 curb corruption in the SEE.

RAI Secretariat is based in Sarajevo and it is the executive body of the Initiative. It facilitates regional cooperation and efforts in curbing corruption in SEE by building on existing actions, through better coordination of all efforts, and by relying on high-level political commitment.

The engagement of an Organizational Expert for the Regional Anti-corruption Initiative encompasses strengthening organizational capacities through the analysis and revision of internal documents with aim of optimizing organizational structures, policies, and procedures.

2. ASSIGNMENT

In 2024, RAI updated its internal rules, resulting in the adoption of new [Rules of Procedure with Annexes](#). To ensure consistency and alignment across all internal governance documents, RAI Secretariat is seeking an Organizational Expert to review, update, and harmonize its internal documentation in accordance with the newly adopted Rules of Procedure.

The assignment will involve:

- Harmonizing existing internal documents to reflect the updated Rules of Procedure and ensure coherence across all policies and procedures.
- Integrating modernization and improvements into internal documents to enhance operational efficiency and clarity.
- Ensuring full compliance with the national legal framework applicable to RAI Secretariat operations, as well as relevant international legal standards and best practices.

2.1. Activities and Timeframe

The Organizational Expert will be expected to complete the below activities with the assigned number of expert days in line with the tentative timeframe:

Activity	Description	Tentative timeframe
1. Review of Internal Documents	Conduct a detailed review of existing internal documents: Office Policies Manual ¹ , Finance Management Manual ² , and Procurement Manual ³ to assess their alignment with the newly adopted Rules of Procedure and identify inconsistencies, gaps, or outdated provisions.	Week 1
2. Consultations with RAI Chair & Secretariat Core Staff	Conduct online interviews with the RAI Chair and four Secretariat staff members to gain insights into organizational needs, operational challenges, and expectations for document harmonization	Week 2
3. Identification of Gaps & Weaknesses and Development of Recommendations	Based on the document review and consultations, identify structural, procedural, and legal gaps and propose necessary improvements by formulating a structured set of recommendations to modernize and harmonize the documents.	Week 3
4. Integration of Recommendations into Internal	Revise and update internal documents by integrating recommendations into a harmonized	Week 4

¹ https://rai-see.org/php_sets/uploads/2021/09/1-Office_Policies_Manual-Adopted-Clean-Version-FINAL_2021.pdf

² https://www.rai-see.org/php_sets/uploads/2019/05/1-Finance_Management_Manual-FIN.pdf

³ https://rai-see.org/php_sets/uploads/2020/12/2-Procurement-Manual-FIN.pdf

Documents	and modernized set of internal documents	
5. Final Review & Submission	Conduct a final review of the updated internal documents, incorporate feedback from the RAI Secretariat, and submit the final draft for approval.	Week 5-6

2.2. Deliverables

In order to successfully implement the above-listed activities, the Organisational Expert will deliver the following deliverables:

1. A short paper covering:
 - Internal document review report outlining key inconsistencies and areas for improvement.
 - Summary report of key findings from consultations with RAI Chair & Secretariat Staff, identified gaps, and organizational needs.
 - Gap analysis report with key findings and draft recommendations to modernize and harmonize internal documents, ensuring compliance with national and international legal frameworks
2. Proposed draft of the new internal documents reflecting updated rules and improvements.
3. Final drafts of set of harmonized internal documents

3. SUPERVISION, REPORTING AND QUALITY CONTROL

The Organizational Expert will operate under the overall supervision of the Director and in close cooperation with Senior Anti-corruption Advisor and Chief Financial and Operations Officer.

All deliverables should be submitted to the Senior Anti-corruption Advisor and Chief Financial and Operations Officer. The deliverables should be written in English in a concise and user-friendly language. Deliverables must be gender mainstreamed.

The Organizational Expert should ensure internal quality control during the implementing and reporting phase of the assignment. The quality control should prove that the deliverables comply with the above requirements and meet adequate quality standards before sending them to RAI Secretariat. The quality control should ensure consistency and coherence between findings and recommendations. It should also ensure that findings reported are duly substantiated and that solutions are supported by relevant judgment criteria.

4. BUDGET AND OTHER ARRANGEMENTS

The value of the Service Contract is EUR 2.000.

The Organizational Expert shall be responsible for all expenses related to delivery of the assignment.

The contract value shall be fixed and output-based price regardless of potential extension of the specified duration.

The Organizational Expert shall be home-based.

Payment will be done upon completion and approval of the tasks/deliverables specified in 2.2 above.

5. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

I. Academic Qualifications:

Master's degree in organizational development, law, public administration, governance, or a related field.⁴

II. Experience and skills:

- Minimum of 7 years of relevant experience in legal drafting, institutional governance, organizational development, or policy analysis.
- Proven experience in reviewing, drafting, and harmonizing internal policies, procedures, or legal frameworks for international organizations, regional organizations, public institutions, or NGOs.
- Strong understanding of legal framework(s) relevant to RAI's operations, as well as international legal instruments and best practices in organizational governance.
- Ability to assess existing policies, identify gaps and inconsistencies, and propose effective solutions.
- Experience in conducting interviews with senior management, legal experts, and institutional stakeholders to gather insights and incorporate them into policy recommendations.
- Excellent written and spoken English, with strong drafting and report-writing skills.
- Experience in working with international or regional organizations in the field of anti-corruption, good governance, or institutional reform would be desirable;
- Familiarity with RAI's mandate, operational structure, and regional legal context would be desirable;

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.

⁴ In case of consortia, academic qualifications are requirement for the team leader. Other team members shall have University/Bachelor's degree in related field supported by relevant work experience.

6. APPLICATION REQUIREMENTS

Eligibility – Individual consultants or Consortia. Consortium – a group of two or more physical persons or a legal entity represented by a group of individuals.

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

- Curriculum Vitae (CV) of every consortium member;
- Application letter stating relevant facts related to their education and work experience relevant to the Call. In case of Consortium, the Team leader and roles and tasks of other Consortium members shall be identified.
- Samples of relevant previous work of individuals or as a consortium, and a list of completed assignments of similar nature.

Additional documents for Consortia:

- Signed Declaration of Honor (Annex I of this Call)
- In case the applicant is a Legal Entity, they must supply the Signed Statement of Exclusion (Annex II of this Call)
- In case the applicant is a group of physical persons, they must supply the Consortium statement (Annex III of this Open Call)

The Team Leader should meet the Education Criteria and minimum experience criteria. Other requirements not met by the Team Leader should be met by other team members.

7. EVALUATION OF APPLICATIONS

RAI applies a fair and transparent selection process that takes into the technical qualifications of the potential consultants. 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 awarded to the consultant whose offer has been evaluated and determined as: responsive/compliant/acceptable, and having received the highest score out of the technical criteria defined below.

Technical Evaluation Criteria – documents based

Out of which:

- Education – qualifying criteria (no points to be allocated);
- Professional Experience: Minimum 7 years of relevant experience in legal drafting, institutional governance, organizational development, or policy analysis: 25%

- Expertise in Internal Governance: Proven track record in reviewing, drafting, and harmonizing internal policies, procedures, or legal frameworks for international organizations, public institutions, or NGOs: 20%
- Legal and Compliance Knowledge: Strong understanding of legal frameworks relevant to RAI's operations, as well as international legal instruments and best practices in organizational governance: 15%
- Analytical and Problem-Solving Skills: Demonstrated ability to assess policies, identify gaps, and propose effective solutions. Clarity and practicality of past recommendations will be considered: 15%
- Stakeholder Engagement: Experience conducting consultations with senior management, legal experts, and institutional stakeholders to gather insights and incorporate them into policy recommendations: 15%
- Regional and Sectoral Experience: Experience working with international or regional organizations in the field of anti-corruption, good governance, or institutional reform: 10%

8. ADDITIONAL INFORMATION

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. Answers will be provided no later than three (3) days before the deadline for submission. All questions and answers that may be relevant to other candidates will be published on the RAI Secretariat website. Information on senders will not be disclosed.

9. HOW TO APPLY

Full applications with supporting documents shall be sent by midnight of March 2, 2025 (23:59 CET) by email to RAI Secretariat (vacancy@rai-see.org).

Consultancy Title needs to be indicated in the email subject line. Acknowledgement receipt will be sent for all received applications.

All required documents and information must be submitted in full and by the specified deadline. Incomplete or applications received after the deadline will not be considered.

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.

ANNEX I

[TO BE SIGNED BY TEAM LEADER, OR LEGAL ENTITY AUTHORIZED REPRESENTATIVE]

Declaration on Honor/Certification

Hereby, I, the undersigned, certify that

- all information contained in this application is correct to the best of my knowledge and that I am aware of the content of the annexes to the application;
- I am not under formal investigation, nor had I been sanctioned by any national authority for engaging or having engaged in proscribed practices, including but not limited to: corruption, fraud, coercion, collusion, obstruction, or any other unethical practice;
- I read the RAI Code of Conduct⁵ and will abide by it during the implementation of the Service Agreement;
- understand that if I provide incorrect information or withhold relevant information, I am likely to be suspended from the tender procedure;
- understand and accept to sign the Service Agreement with RAI Secretariat and accept the responsibility for its implementation.

By signing this declaration on honor, I accept all the conditions set out in the call under which I apply.

Done at:

[CITY], date:

/Signature/

/Name and position/

⁵ As prescribed in RAI Office Policies Manual https://rai-see.org/php_sets/uploads/2021/09/1-Office_Policies_Manual-Adopted-Clean-Version-FINAL_2021.pdf

ANNEX II

[FOR LEGAL ENTITIES ONLY]

Statement of Exclusion

As part of their application each legal entity must submit a signed declaration using this format

We have examined and accept in full the content of the dossier for **Open Call Title.**

We hereby accept its provisions in their entirety, without reservation or restriction.

This application is valid for a period of **< ... >** days from the final date for submission of tenders.

We are not in any of the situations excluding us from participating in procurement procedure, namely;

- we are not bankrupt or being wound up, or having our affairs administered by the courts, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- we have not been convicted of an offence concerning our professional conduct by a judgment of a competent authority;
- we have fulfilled obligations relating to the payment of social security contributions and the payment of taxes
- we have not been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organization, money laundering or any other illegal activity.

If required, we can provide the proof usual under the law of the country in which we are established that we do not fall into these exclusion situations.

LEGAL ENTITY AUTHORIZED REPRESENTATIVE

/signature and stamp/

.....

Name and Surname

ANNEX III

**[FOR CONSORTIUM OF PHYSICAL PERSONS ONLY
TO BE SIGNED BY ALL CONSORTIUM MEMBERS]**

Consortium Statement

We, the undersigned, hereby declare the following:

Agreement to Membership: We, (Insert Names of Individuals), agree to join and participate as members of the consortium for Open Call Title. We recognize that our membership signifies our commitment to collaborate and contribute to the objectives of the consortium.

Agreement on Representation: We agree to be represented by (Insert Team Leader’s Full Name) as the Team Leader of the consortium. The Team Leader is authorized to act on our behalf in all matters relating to the consortium, including signature of Services Agreement, decision-making, negotiations, communications, etc.

Statement on Financial Obligations: We agree that all payments deriving from Services Agreement are received by Team Leader. Disbursement of funds among consortium members shall be internally regulated.

Commitment to Risk Mitigation: We commit to actively work towards identifying, managing, and mitigating any risks that may arise during the consortium’s activities. This includes taking all necessary steps to prevent the dissolution of the consortium and ensuring the continuity and success of our collaborative efforts.

Signatures

Name of Individual

Position: Team Member

Signature: _____

Name of Individual

Position: Team Member

Signature: _____

/Add lines as needed/

Team Leader’s Name

Position: Team Leader

Signature: _____