



Terms of Reference

International Expert on Institutional Transparency

Background

On its 126th regular session, the Government of the Republic of North Macedonia adopted the decision for the preparation of a Strategy on Government Transparency with the aim of improving public trust in institutions through a systemic advancement of transparency and openness of government institutions. The Strategy will determine the priority fields for interventions and will give common strategic directions to all central level institutions on how to apply good governance principles.

North Macedonia has joined the Open Government Partnership initiative in 2011 and has followed through with many international actions that promote openness and transparency. It adopted the Open Data Strategy in 2018¹ and established a tool for accountability of the expenses of the officials of the central government², as part of its commitment to improve digital transparency. Additionally, public procurement contracts are now available online and a new Law on Free Access to Information of Public Character is under way. Despite the multiple initiatives toward improving government transparency, many good governance principles remain in the realm of good practices and not clearly prescribed by law

– hence the significant variations between the openness policies of institutions at the central level, depending on the good will and pro-activeness of the respective ministers. With the Strategy on Government Transparency the Government aims to compile existing provisions and introduce new ones, which will serve as guiding principles, with a clear emphasis on the obligation of all institutions and bodies of the executive government to implement them.

The Government has commissioned the Minister without Portfolio in Charge of Communications, Accountability and Transparency, Robert Popovski, with the task of overseeing the process of preparing the Strategy. Aiming to effectively use the capacities and experiences of the civil sector, Minister Popovski invited Metamorphosis Foundation for Internet and Society to jointly organize the process of stakeholder consultation and prepare the Strategy. Both parties have signed a Memorandum of Cooperation for the purpose of this cooperation and have agreed on a timeline of activities that will end by November 2019, with the finalized Strategy on Government Transparency and an Action Plan for its implementation. Metamorphosis Foundation supports the process in the framework of its regional project ACTION SEE, supported by the European Union.

¹ http://mioa.gov.mk/sites/default/files/pbl_files/documents/strategies/open_data_strategy_en.pdf

² <https://vlada.mk/otchetnost-troshoci>



Objectives

The overall objective of hiring an international expert in transparency is to ensure that the Strategy on Government Transparency abides with international standards and is informed by the trends and experiences of other countries.

Specifically, the analysis of international trends and best practices in transparency will:

- Serve as a roadmap for the Strategy on Government Transparency in defining the most important areas of focus to genuinely improve government transparency, according to international practices, and in correspondence with the Macedonian context.
- Inform the Strategy on Government Transparency about specific effective and innovative measures that can improve government transparency by increasing the availability and accessibility of information.

Scope of Work

The expert will map and analyse successful international initiatives for the improvement of transparency and openness of central governments that will serve as a roadmap and will support the Government of the Republic of North Macedonia and the engaged stakeholders in the process of preparing the Strategy on Government Transparency. The analysis that will be prepared by the expert will:

- **Identify international initiatives** that aim toward improving openness and transparency in a comprehensive manner – focusing on institutions' proactive transparency as well as citizens' access to information, while also targeting a broad range of institutions. The expert should especially focus on countries that have implemented successful reforms toward transparency, whose overall experience can match the Macedonian context, and can, hence, serve as a useful guide for the Government of North Macedonia.
- Based on an analysis of international best practices, the expert will **recommend broad areas** as priority fields of intervention regarding transparency and openness. In addition, the expert will provide general recommendations on how the stakeholders can define priorities by assessing the institutional preparedness and implementation capacities of the targeted institutions. The recommended areas of focus will guide the stakeholders in matching the local context with international best practices when defining the (1) structure and (2) content of the Strategy.
- Based on an assessment of existing initiatives, measures, policies and good practices, the expert will also provide **recommendations about specific innovative measures** to be taken in consideration when preparing the Strategy.



The expert will be in **direct communication with the key expert for the development of the methodology and the Strategy for transparency** from North Macedonia to be able to validate information about the Macedonian context upon providing recommendations. Metamorphosis Foundation will provide any other documents and information necessary for the successful completion of the task.

On the other hand, the expert will be available for **consultation** with the working group after the completion of the first draft of the analysis to confirm the direction of the output. On need basis, the expert and the working group may agree to have additional meetings online.

Timeline of Activities

The timeframe for the realization of this expert task is between May - November 2019.

Activity	Deadline
Propose methodology	24 May, 2019
First Draft of the Analysis	14 June, 2019
Q&A Session with the Working Group	17 June, 2019
Second Draft of the Analysis	3 August, 2019
Finalized Analysis	15 August, 2019
Peer review of the last draft of the Strategy on Government Transparency	November, 2019

Qualifications and Application

The expert needs to meet the following qualifications:

Basic professional experience

- Be an expert on institutional transparency with at least 5 years of experience in the field;

Specific professional experience

- Have at least two years of work experience in, and excellent knowledge of, the global trends and initiatives toward the improvement of institutional transparency.

The applicant should submit the following documents:

- CV,
- Sample paper(s) written on the same or a similar topic.

Please submit your application to info@metamorphosis.org.mk, by 13 May, 2019.



Remuneration

The budget allocated for this expert's engagement is EUR 2000 (gross) and will be paid in full upon the finalization of the task.

