



## Call for expressions of Interest Thematic Expert Developing the Equitable Representation online Tracker and its Indexes

The Institute of Public Policy Arbën Xhaferi is a think tank whose mission is to advance the liberal values of policy-making, including democracy, the rule of law, good governance, respect and protection of human rights, with an aim to promote the equal and non-discriminatory development of the state, the economy and society in North Macedonia.

The spheres of activity of the institute are:

- Generating a public discourse on public policies, based on empirical and analytical data.
- Creating and disseminating qualitative and quantitative data on the political, economic and social environment of the country, with the aim of improving policy making.
- Developing interactive tools that inform the public, media and policy-makers on development issues, with the aim of increasing transparency and accountability

### Background

The Constitution establishes the principles of non-discrimination and equitable representation of national communities in public bodies at all levels and in other areas of public life as a duty for the state and therefore a policy objective for all public institutions.

Gender equality and non-discrimination is likewise a constitutional principle. The gender equality law and national strategy 2022-2027 establish as a duty for the state the balanced participation of men and women (50/50) in the labour market, including putting an end to the sectorial and hierarchical segregation of women in the workplace.

The Institute of Public Policy Arbën Xhaferi with support from the EU funded project "Technical Assistance for improving the enabling environment for Civil Society Organisations in the Republic of North Macedonia", will tracking equitable representation of communities and gender equality in the public sector, both in overall numbers and in leadership positions, through developing an Equitable Representation Tracker and its indexes, available through an interactive online tool on our website updated annually based on figures available since 2014 from the Ombudsman and the Ministry of Information Society and Administration.

The main objective of the Equitable Representation Tracker is to systematically track, assess through separate indexes and broadly report on the fulfilment of the above-mentioned legal obligations and policy objectives across public institutions in the executive, legislative and judiciary branches, as well as in independent agencies, public enterprises and municipalities, both in absolute terms and with regards to leadership positions.

The Equitable Representation Tracker will cover in its initial stage a representative sample of no less than 150 institutions in the executive, the legislative and the judiciary branches, but also from among independent agencies, public enterprises and local authorities, based on annual reports released since 2014 by the Ombudsman and the Ministry of Information Society and Administration.

The Equitable Representation Tracker will be built upon official data on equitable representation released on an annual basis since 2014 by the Ombudsman and the Ministry of Information Society and Administration. 2014 is the first year when the Ministry of Information Society and Administration started publishing an annual report on this topic.





Therefore, close cooperation will be established with these two institutions, to ensure the accurate representation of their data and alignment of efforts in those areas where civil society can play an active role in accountability and advocacy, e.g. facilitating information, publicity and proactively reaching out with requests for access to information of public character to institutions who fail to report to the Ombudsman and the Ministry of Information Society and Administration.

This way, civil society organisations, the media, academia, political parties, bilateral and multilateral partners, and ultimately, citizens will be capable of holding public institutions to account and to advocate policy makers for ensuring the enforcement and effective implementation of the above-mentioned constitutional duties, legal obligations and policies.

## 1. Methodology development

The Equitable Representation Tracker will feature three equity indexes, respectively for the overall representation of communities and their representation in leadership positions as well as a gender equity index for leadership positions.

The indexes will be measuring and expressing the level at which an institution has fulfilled its obligations to achieve equitable community and gender representation. Statistically speaking, these indexes will be the most accurate measure of how well the public workforce structure, both in quantitative and hierarchical terms, reflects or not, the diversity of the society.

The two community indexes will be calculated through a statistical method similar to the way standard deviation is calculated in statistics. It will calculate for each community (other than the Macedonian majority) separately and synthesise the results into a single number. The indexes will take values ranging from 10-0, with 10 meaning that adequate representation has been achieved, while 0 means that that institution does not employ any other community members other than Macedonians.

For gender representation, the index will be much more straightforward. It will also range from 10-0, with 10 meaning parity between men and women in leadership positions and 0 meaning no women representation in leadership positions. The percentage representation of women in leadership positions will simply be divided by 5 to reach the rounded mark within the index, e.g. 37% of women representation in leadership positions will equal to 7; 23% will equal to an index of 5; 11% will equal to 2 and so on.

The three indexes will be calculated at the level of a single institution (e.g., a Ministry), as well as groups of institutions (e.g., Courts, Education, Culture etc).

## 2. Outputs

### ***2.1 The Equitable Representation Tracker hosted on a dedicated page on the website of the Institute of Public Policy Arbën Xhaferi.***

The thematic expert will feed, guide and supervise the work of website design and development services contracted by the Institute of Public Policy Arbën Xhaferi to develop the Equitable Representation Tracker, as an interactive tool which will feature the following elements:



Tasks	Products
1 Definition of institutions to be included in the tracker. Definitions of aggregations of institutions and assignment of all institutions to appropriate aggregate level (eg. judiciary, primary education, secondary education, health etc.)	List of institutions and aggregate levels
2 Review of publicly available data, decision which data to collect and from where	Data set
3 Data collection. Data shall be collected from earliest to last available year	Raw data tables with all relevant information
4 Definition of a statistical formula to calculate the Index (0 to 10)	Formula to calculate the Index for a single institution in a single year
5 Preparation and aggregation of data (employment data + index) in a format that is suitable for software development. Consultations with developers. Delivery of data to developers	Formatted data tables with all relevant information
6 Overview/supervision of software development. Constant communication with developers. Checking and verifying software output at each development stage.	Overview/supervision documentation
7 Cross-check and final validation of software/web output	Validation document
8 Qualitative and quantitative analysis of representation. Commentary of representation over the years and by demographic group	Analysis

## 2.2. Policy report

A policy report will be prepared, which besides the list of institutions with the accompanying tracker presented in tabular form, will contain further statistical analysis, as well as political commentary by prominent people/organisations of the field tackling the main policy issues and recommending policy solutions to strengthen equitable representation.

The report as well as an overview of the trackers will be disseminated through electronic and other media. This will be followed by a campaign on social media whereby infographics will be published on a bi-weekly basis, including by using influencers. The tracker's accompanying policy report will address the main challenges of equitable representation, including those within the existing legal framework, and will provide policy solutions for a more effective system to implement the constitutional principles.

## 3. Skills and competences

The minimum required qualifications as well as the preferred professional and educational assets for the interested candidates (individuals or legal entities) are listed below.

- Master degree, or higher, in statistics, political science, economics, or a related field;
- At least five years work experience in policy, institutional, or statistics experience in or related to national or local governance;
- Good knowledge of legal and regulatory framework on equitable representation and anti-discrimination in North Macedonia;
- Good knowledge with the Ohrid Framework Agreement and its implementation over the years;





- Excellent written and analytical skills;
- Fluency in Albanian, Macedonian and English.

#### 4. Timeline

The work will start in September 2023 and products shall be delivered by the end of January 2024.

#### 5. How to apply

Kindly submit a proposal of maximum 5 pages, including annexes, **by Friday the 11th of August 2023.** You can submit your proposal in English to: [info@ipp-arbenxhaferi.org](mailto:info@ipp-arbenxhaferi.org)

Kindly include the following information:

- Your approach on implementing this assignment
- Work plan and project timeline
- A short description of past track record in similar work
- A short biography (maximum 2 pages)
- Budget

