

ANNEX II: TERMS OF REFERENCE

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1. BACKGROUND INFORMATION

1.1. Partner parties

The Signatory Parties of the Central European Free Trade Agreement (CEFTA) 2006 (“Agreement”) (“CEFTA Parties”).

1.2. Contracting Authority

The Secretariat of the Central European Free Trade Agreement 2006 on behalf of the CEFTA Parties (“Secretariat”).

1.3. Background

On December 19, 2006, Albania, Bosnia and Herzegovina, Croatia, Macedonia, Moldova, Montenegro, Serbia, and the UNMIK on behalf of Kosovo in accordance with the UNSC Resolution 1244, signed an Agreement to amend and enlarge the Central European Free Trade Agreement.

Following the necessary ratification processes, the Agreement entered into force on 26 July 2007 for five signatories (Albania, Macedonia, Moldova, Montenegro, and UNMIK/Kosovo), for Croatia on 22 August 2007, Serbia on 24 October 2007 and for Bosnia and Herzegovina on 22 November 2007. The speed with which the Parties ratified this ambitious Agreement indicated its importance to economic development in the region.

On 1 July 2013, Croatia withdrew from the Agreement to join the European Union.

On 10 November 2020, the leaders of the Western Balkans adopted a more ambitious framework for regional economic integration – **Common Regional Market Action Plan¹** (hereinafter CRM AP) for the period 2021-2024. The Action Plan built on the results of the Multiannual Action Plan for Regional Economic Area (MAP REA) and contributed to the implementation of the European Commission’s Economic and Investment Plan for the Western Balkans by building a common market of 18 million people in the Western Balkans. Its activities were divided in four major pillars: Regional Trade Area, Regional Investment Area, Regional Digital Area and Regional Industrial and Innovation Area.

Regional Trade Area is structured around the four freedoms (free movement of goods, services, capital and people). The CRM AP represented a stepping-stone to integrate the region more closely with the EU Single Market before accession. This was key for the region to leverage its privileged relation with the EU. Regional economic integration based on EU rules and closer association to the EU Single Market aimed to help the Western Balkans in the accession process. At the same time, the accession process and the gradual compliance with the EU *acquis* aimed to help strengthen intra-regional integration.

Building a common market of 18 million people – potential game changer for the region. The CRM AP aimed to address the current economic fragmentation of the region.

Building on the progress made in the past four years, the Western Balkans leaders adopted on 14 October 2024, a new **Common Regional Market Action Plan for 2025-2028²** (hereinafter CRM2.0), which sets the direction for enhancing trade, mobility, and investment across the region and integration with the EU Single Market. The new four year plan is divided in six major pillars: Free Movement of Goods, Free Movement of Services, Horizontal Trade Measures, Human Capital Development, Business Enabling Environment and Competitiveness and Digital Transformation. With its scope and ambition of going beyond four freedoms provisions, it contributes to the long-term economic growth of the region, supporting its fair, green and digital transition, fostering regional cooperation and convergence with the EU.

¹ <https://cefta.int/wp-content/uploads/2020/11/Common-Regional-Market-2021-2024-Action-Plan.pdf>

² <https://cefta.int/wp-content/uploads/2024/10/Common-Regional-Market-Action-Plan-2025-2028.pdf>

CRM 2.0 is a regionally driven initiative grounded in EU rules and standards, aiming to boost competitiveness, deepen economic cooperation, and align the region more closely with the EU Single Market. Expanding on the previous Action Plan, CRM 2.0 goes beyond the four freedoms, promoting long-term economic growth, supporting fair, green, and digital transitions, and fostering regional cooperation and EU convergence.

As an integral part of the Growth Plan for the Western Balkans, CRM 2.0 operationalizes its second pillar: regional economic integration through the Common Regional Market. The Growth Plan promotes regional cooperation, a necessary stepping stone to access the EU Single Market (first pillar). Strengthening regional cooperation attracts investors, creates opportunities for businesses and workers, accelerates alignment with EU standards, and advances reforms.

CRM 2.0 holds untapped potential to unlock the Growth Plan's goal of doubling the Western Balkans' economic size within the next decade and thus foster stronger economic convergence with the EU. For example, deeper trade integration akin to the EU Single Market could boost annual trade growth by 10% which contributes to generating growth and jobs.

Notable achievements of CRM 2021-2024 include a doubling of intra-CEFTA trade volume over five years, a 3-percentage-point increase in GDP per capita relative to the EU average (2017-2022), and a 500% rise in roaming usage. Additionally, reduced waiting times at crossing points through Green and Blue Lanes saved over 20 years in queueing time in 2023, while 1,200 new companies engaged in intra-CEFTA trade.

CRM 2.0 recognizes that trade reforms and improved infrastructure would yield even greater benefits if the Western Balkan economies joined the EU, potentially boosting welfare by 6%.

The **Central European Free Trade Agreement (CEFTA)** plays a key role in providing legal and institutional framework for the first three pillars of CRM 2.0:

- **Free movement of goods:** Streamlining procedures to make trade more efficient and cost-effective, fostering market integration and competitiveness.
- **Free movement of services:** Improving market access, reducing discrimination, and addressing regulatory challenges to support growth in service industries.
- **Horizontal trade measures:** Addressing trade underpinnings, such as Green Lanes, digitalization, paperless trade, intellectual property rights, dispute settlement, consumer protection, and environmental sustainability.

Key CEFTA CRM 2.0 Deliverables by 2028:

FREE MOVEMENT OF GOODS

- **Free movement of agri-food products:** simplified trade procedures for live animals and animal products, harmonization and acceptance of relevant documents, and reduction of official controls for fruit and vegetables at crossing points. Trade in products from EU-compliant establishments will be facilitated, organic product procedures expedited with electronic certification, and diagnostic protocols unified to ensure recognition.
- **Free movement of (non-food) industrial goods:** enhanced trade by recognizing conformity assessment results for selected sectors like machinery and construction products, harmonizing labelling rules, and harmonised legislation for sectors not subject to EU harmonized legislation. Improved cooperation in the quality infrastructure, particularly among market surveillance agencies.
- **Strengthening customs and tax cooperation:** aligned rules of origin with the EU, extended benefits for Authorized Economic Operator (AEO), and simplified customs clearance for e-commerce. Improvements in VAT refund processes, anti-fraud measures, and tax governance will complement innovations like Single Window systems, 24/7 online payments, and a customs laboratory network.

- **Other trade facilitation measures:** trade-related fees and charges harmonized and reduced, while non-tariff measures and trade-distorting practices identified and addressed.

FREE MOVEMENT OF SERVICES

- **Freedom to provide services:** establish freedom to provide services within CEFTA modelled after the EU Services Directive by removing obstacles like authorization or commercial presence requirements in some sectors; enabled freedom of establishment for service suppliers: establish Points of Single Contact to assist individuals and businesses.
- **Professional qualifications:** recognition expanded to new sectors, introduction of the experience-based recognition; developed database of regulated professions; introduction of a professional card to streamline mobility and professional recognition.
- **Financial and related services:** simplified provision of financial services through EU-based equivalence; enabled regional QR code-initiated payments; streamlined non-bank payment service licensing; recognition of Motor Third Party Liability Insurance to allow travel without green cards.
- **Audiovisual services:** Inclusion of audiovisual sector in the Additional Protocol 6 (AP6) Schedule of Commitments, and harmonized rules ensuring a level playing field between traditional television and online services.
- **Transport services:** The regional transport market will be liberalized by eliminating transport permits for Western Balkans partners, facilitating seamless movement of goods and people.
- **Electronic commerce and related information society services:** Expanded cooperation in digital services, enhancing fairness on online platforms, and improving parcel delivery and online content portability. Recognition of electronic signatures and trust services will be advanced, alongside updated telecommunications rules to harmonize authorisation procedures for electronic communications services.

HORIZONTAL TRADE MEASURES

- **Green Lanes and reduction of waiting times at crossing points:** Crossing points will see reduced waiting times through increased capacities, improved inter-agency cooperation, and risk-based clearance procedures. Customs controls will be recognized across CEFTA (e.g. scanner images, data on truck/cargo weight etc.), pre-arrival checks enabled through electronic document exchange, and specific agri-food products excluded from controls at crossing points.
- **Digitalisation and paperless trade through CEFTA System of Electronic Exchange of Data (SEED):** Trade processes will become paperless with electronic data and document exchanges, e-certificates, and system upgrades to SEED based on the Internal Market Information System. CEFTA Transparency Pack and Statistical Portal upgraded and expanded to widen the scope and quality of available information.
- **Intellectual Property Rights (IPR) and quality schemes:** Legal frameworks further aligned with EU standards, supported by improved administrative capacities and the introduction of a single point for submission of applications for custom's action. Geographical Indications (GIs) recognized, and awareness of IPR's benefits for SMEs promoted.
- **Consumer Protection:** Consumers will benefit from better support mechanisms, improved enforcement cooperation, and alternative dispute resolution systems. Rules for the sale of goods and digital services harmonized across CEFTA.
- **Trade Statistics:** Harmonisation of the quality and scope of statistical data produced (e.g. e-commerce, tourism, etc.) and their timely exchange within the CEFTA Statistical Portal with increased scope of shared data.
- **Trade-related Environmental Issues:** Pre-empted possible barriers due to uncoordinated harmonisation with CBAM; Procedures for non-hazardous waste shipment will be aligned with EU best practices and fully digitalized.

- **Dispute Settlement;** Additional Protocol 7 on Dispute Settlement (AP7) fully implemented and supported by a CEFTA electronic communication system to streamline proceedings and enhance efficiency.
- **Promoting export in CEFTA and EU:** Efforts will focus on communicating regional market opportunities to businesses, empowering vulnerable groups, and providing training for EU-based rules. Export strategies will strengthen the region's competitiveness in entering the EU single market.

CEFTA has been tasked to deliver trade related activities which are namely part of the first three pillars: Free Movement of Goods, Free Movement of Services and Horizontal Trade Measures.

a) CEFTA Secretariat

The CEFTA Secretariat, established in Brussels under Article 40.2 of CEFTA 2006 and operating under the mandate defined by [Joint Committee Decision 1/2018 on the Functioning of the Secretariat](#), amended by [Joint Committee Decision 10/2024](#), serves as the technical and administrative backbone of the Agreement. It supports the Joint Committee and subsidiary bodies by preparing technical inputs, coordinating and following up on meetings, monitoring implementation, and maintaining cooperation with partners.

In the context of CRM 2.0 governance, the CEFTA Secretariat is responsible for preparing and coordinating CEFTA-led actions in the three core areas of free movement of goods, free movement of services, and horizontal trade measures. Together with the Regional Cooperation Council (RCC) it monitors and reports progress to the Western Balkan leaders, while also ensuring coherence with related regional processes. In addition, to ensure a structured and coordinated implementation of CEFTA-led actions within CRM 2.0 activities, CEFTA Secretariat cooperates with different partners and stakeholders such as Transport Community (TCT) Secretariat, WB6 Chamber Investment Forum (WB6 CIF), ReSPA, etc. Its capacity to provide expertise, manage donor-supported activities, and cooperate closely with the RCC and EU institutions is essential.

b) CEFTA Bodies

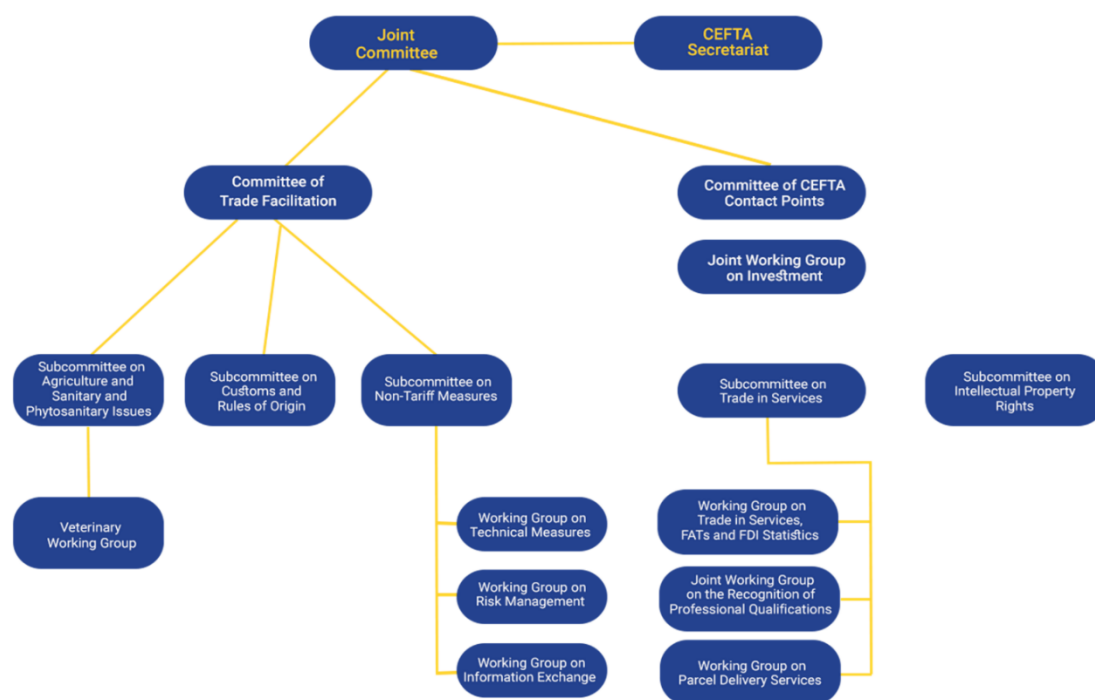
The Joint Committee (JC) is the main governing body of CEFTA and the sole forum empowered to take decisions under the Agreement. It is composed of ministers responsible for trade from all Parties and supervises and administers the implementation of CEFTA 2006 and related protocols. The Joint Committee adopts decisions and recommendations, endorses annual work programmes and reports, and sets priorities for advancing economic integration.

Supporting the Joint Committee are committees, subcommittees, and working groups mandated by Joint Committee Decisions. They bring together Party officials, supported by experts and secondees, to develop technical proposals, negotiate and prepare draft decisions, and follow up on implementation. Their work ensures that political commitments are translated into operational arrangements and that progress in trade integration is systematically reviewed.

An overview of the CEFTA institutional structure is presented in the organigram included below, while further details on the mandates and scope of work of the CEFTA Bodies can be consulted through the interactive organigram available at the following link on the CEFTA site.

Full implementation of CRM 2.0 activities, as well as the implementation of CEFTA 2006 and its Additional Protocols, decisions and recommendations, may require adaptation or extension of the existing CEFTA institutional framework. In this context, the Parties may decide to establish new

CEFTA Bodies³ during the period of the grant in order to reflect evolving activities and deliverables, and to support the priorities agreed by the Parties.



The Secretariat and CEFTA Bodies operate with varying administrative and technical capacities across portfolios. They face coordination needs across many policy areas and a sustained demand for high-quality technical inputs and legal drafting. Predictable procedures, timely meetings and clear follow up are essential to keep adoption and implementation on track within CRM timelines.

1.4 Current situation in the sector / Secretariat

The senior experts employment contracts were terminated at end of May and beginning of June 2025 together with the one of the Communication and Coordination Expert. These staff members joined the Secretariat in 2019 and their employment contracts were limited to 6 years⁴.

By Joint Committee Decision 5/2025⁵ an acting Director was appointed after the departure of the Senior Expert who was acting for the last 2 years. The Director joined the Secretariat on 18 August 2025 after having being appointed by Joint Committee Decision 6/2025⁶ in July 2025.

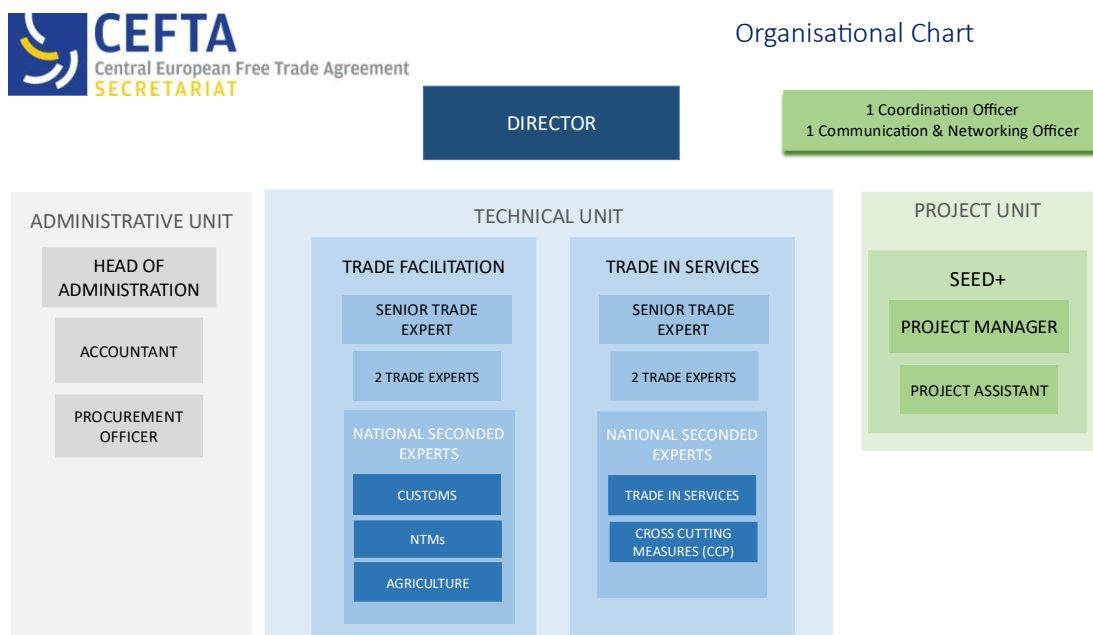
³ Few examples of the newly established CEFTA Bodies responding to specific CRM 2.0 actions: Sub-Committee on Intellectual Property Rights was established to advance commitments on harmonisation and enforcement of IPR frameworks, the Veterinary Working Group under the Sub-Committee on Agriculture including Sanitary and Phytosanitary Issues was created to strengthen cooperation on veterinary and SPS matters, and the Authorized Economic Operator (AEO) Working Group under the Committee of Trade Facilitation was set up to support the recognition and implementation of AEO programmes.

⁴ https://cefta.int/wp-content/uploads/2021/07/2_Decision_2_2018_Selection_Procedures_Secretariat_CEFTA.pdf

⁵ <https://cefta.int/wp-content/uploads/2025/04/CEFTA-JC-Decision-No.-5-2025.pdf>

⁶ https://cefta.int/wp-content/uploads/2025/04/Decision-No.-6_2025-Appointment-of-the-Director-of-the-CEFTA-Secretariat.pdf

As provided in the organisational chart, the CEFTA Secretariat human resources are aligned with CRM 2.0 actions, respective deliverables, and the work of CEFTA Bodies.



The Secretariat is structured in three units:

- The Technical unit is in charge of technical work on implementation and evolution of the CEFTA 2006 and other relevant policy objectives, such as ones in CRM 2. The unit is divided in two broad areas: trade facilitation and trade in services, each of them with three experts, one of whom is senior. Technical unit is supported by 5 Seconded National Experts from the CEFTA Parties, three in trade facilitation part and one in trade in services part.
- Administrative unit is in charge of all administrative work in a single unit led by the Head of administration and composed by an accountant and a procurement officer. The responsibilities of the Administration include Human Resources, procurement and contracting, finance, accounting and budgeting, reporting, external audit, office management and IT support.
- SEED + project unit is composed of a project manager and project assistant who manages the project “Support to the Systematic Exchange of Electronic Data SEED+ in CEFTA”. The Action Grant is fully funded by the EC and currently under implementation until December 2026.
- Finally, one Communication Officer and one Communication and Networking Officer provide horizontal support to three units and are reporting directly to the Director.

The **CEFTA Secretariat** is seeking to engage a freelance **expert or a company** to support the Secretariat in the **recruitment process⁷ for the following four positions:**

- ❖ 1 Senior Technical Expert on Trade Facilitation
- ❖ 1 Senior Technical Expert on Trade in Services
- ❖ 1 Trade expert (on Customs);
- ❖ 1 Coordination officer

1.5. Related programmes and other donor activities

N/A

2. OBJECTIVE & EXPECTED OUTPUTS

2.1. Overall objective

The overall objective (Impact) to which this action contributes is to contribute to **socioeconomic growth in the region** and its **convergence with the European Union** through **deeper trade integration** and **improved market access**. It also aims to **support the implementation of the EU acquis related to the Single Market** as a step towards **EU accession**, and to **enhance good neighbourly relations** among the CEFTA Parties.

2.2 Specific objective(s)

The specific objective of this contract is to engage the support of an external consultant in order to enable the CEFTA Secretariat to successfully recruit and appoint four qualified candidates, ensuring that the Secretariat is fully staffed and operational.

This objective will be achieved by providing the Selection Committee with comprehensive and professional assistance throughout all phases of the recruitment process for the four identified positions: one Senior Technical Expert on Trade Facilitation, one Senior Technical Expert on Trade in Services, one Trade expert (on Customs) and one Coordination officer.

The consultant will ensure that the process is conducted in a transparent, fair, and merit-based manner, in line with CEFTA's internal procedures and international best practices.

2.3. Results to be achieved by the Contractor

The selected expert or company will be expected to provide professional assistance throughout the recruitment process, ensuring its efficiency, transparency, and alignment with best practices.

The recruitment expert or company is expected to deliver the following results:

- 1. Tailored Recruitment Strategy and Methodology Developed and Implemented**
 - A clear and structured recruitment plan, including methodology, timeline, and procedures, developed in close coordination with the CEFTA Secretariat and implemented efficiently.
- 2. Effective Candidate Screening Conducted**
 - Applications objectively screened and a high-quality shortlist prepared in line with the agreed criteria.
- 3. Talent Assessment Tools Designed and Applied**
 - Relevant assessment tools (e.g., written tests, technical tasks,...) developed and used to evaluate candidates' competencies and suitability for the roles.

⁷ https://cefta.int/wp-content/uploads/2021/07/2_Decision_2_2018_Selection_Procedures_Secretariat_CEFTA.pdf

4. **Interview Process Organized and Facilitated**
 - Professional support provided for interview planning and execution, including development of interview questions, scoring grids, and candidate evaluation forms.
5. **Evaluation and Final Selection Report Delivered**
 - A comprehensive evaluation report summarizing the recruitment process, assessment results, and recommended candidates submitted to support final decision-making.
6. **Successful Hiring of Qualified Staff Achieved**
 - The recruitment process successfully concluded with the selection of qualified and competent candidates for the four advertised positions, contributing to a fully staffed CEFTA Secretariat.

3. ASSUMPTIONS & RISKS

3.1. Assumptions underlying the project

- The CEFTA Secretariat will provide timely access to relevant documents, information, and internal stakeholders needed for the recruitment process.
- The Selection Committee will be available and committed to participating in interviews, training sessions, and decision-making meetings as scheduled.
- Job descriptions, eligibility criteria, and evaluation criteria for the positions are clear, approved, and will not undergo major changes during the recruitment process.
- The Secretariat will provide necessary logistical and administrative support (e.g., meeting rooms, IT support).
- The recruitment process will follow CEFTA's HR Manual.
- The contractor will have access to necessary platforms or communication tools to manage applications.
- The number of vacancies and the required candidate profiles remain as initially agreed upon.

3.2. Risks

- Delays in the availability or responsiveness of the Selection Committee, affecting the recruitment timeline.
- Limited pool of qualified candidates due to the specificity of the positions or regional labor market conditions.
- Changes in the Secretariat's priorities during the contract period.
- Political, economic, or social instability in the region that might affect candidate availability or recruitment activities.
- Misalignment between the Selection Committee's expectations and the contractor's recruitment methodology or tools.
- Confidentiality breaches or data protection issues during handling of candidates' personal information.
- Technical issues with online recruitment platforms or communication tools.

4. SCOPE OF THE WORK

4.1. General

4.1.1. Project description

The selected expert or company will be expected to provide professional assistance to the **CEFTA Secretariat** throughout the recruitment process, including, but not limited to:

- Screening applications in accordance with pre-established evaluation criteria;
- Establishing a shortlist of a maximum of five candidates for each vacant position;
- Organizing and conducting interviews with shortlisted candidates;
- Providing support to the Selection Committee in the evaluation and final selection of candidates;
- Preparing a comprehensive report on behalf of the Selection Committee, summarizing the recruitment process and outcomes.

The Secretariat will establish a Selection Committee for each vacancy, composed of the Director, a designated staff member of the Secretariat, and the contracted HR Expert. Additionally, the EC/DG ENEST B.1 will appoint an observer to participate in the process as a non-voting member.

4.1.2. Geographical area to be covered

N/A

4.1.3. Target groups

N/A

4.2. Specific work

➤ Initial Evaluation of Candidates

The Contractor will conduct an initial review of all applications received, in accordance with the agreed evaluation criteria. Based on this review, the Contractor will recommend a **long list** of suitably qualified candidates to the Selection Committee for approval.

Upon approval of the long list by the Selection Committee, the Contractor will proceed with a preliminary assessment of the selected candidates, following the methodology previously proposed and agreed upon. The outcomes of these assessments will serve as the basis for establishing a **shortlist** of up to five candidates for each vacant position. The final shortlist will be submitted to and approved by the Selection Committee.

➤ Selection of the Candidates

Following approval of the shortlist, the Contractor will provide full support to the Selection Committee in organising and conducting the **final assessment phase for the top five candidates** per position. This phase⁸ will follow a structured, merit-based approach and include the following components: Technical and competency-based interviews, Written technical test, Psychometric assessments.

The Contractor will ensure full transparency, impartiality, and confidentiality throughout the recruitment process. At each stage of the assignment, the Contractor shall provide comprehensive

⁸ Not yet decided whether it will take place on line or in the office in Brussels.

documentation, including evaluation reports, annexes containing assessment results, scoring matrices, and all other relevant supporting materials.

➤ **Reporting**

Upon completion of the selection process, the Contractor will prepare a comprehensive Final Report summarising the recruitment methodology, assessment tools and techniques used, key findings, and lessons learned.

All activities will be conducted in accordance with CEFTA's principles of fairness, meritocracy, and equal opportunity, to ensure the most qualified candidates are selected to support the Secretariat's objectives.

4.3. Project management

4.3.1. Responsible body

The Secretariat of the Central European Free Trade Agreement 2006 will be responsible for the management of the contract.

4.3.2. Management structure

The Director will oversee the implementation of the contract. The Head of Administration will be the Project Manager of this project on behalf of the Secretariat.

4.3.3. Facilities to be provided by the Contracting Authority and/or other parties

No facilities will be provided by the Contracting Authority.

5. LOGISTICS AND TIMING

5.1. Location

The majority of the assignment can be carried out remotely or online. However, if the consultant is based outside of Belgium and is required to travel to the CEFTA Secretariat in Brussels, the Secretariat will organize and cover the travel expenses.

5.2. Start date & period of implementation

The intended start date is beginning of November 2025 and the period of implementation of the contract will be until 31 December 2025 for implementation of the tasks and until 15 February 2026 for the reporting on the contract.

Please see point 3 of the main conditions for the actual start date and period of implementation.

6. REQUIREMENTS

6.1. Staff

Note that civil servants and other staff of the public administration of the partner country, or of international/regional organisations based in the country, shall only be able to provide input as experts if well justified. The justification should be submitted with the tender and shall include information on the added value the expert will bring as well on any potential interference or conflict of interest of the proposed expert in his/her function as expert and his/her present or previous functions working as civil servant. Moreover proof should be submitted that the expert is seconded or on personal leave.

The selection procedures used by the contractor to select the experts who provide input to the contract must be transparent, must guarantee the absence of professional conflicting interests and the absence of any discrimination based on former or current nationality, gender, place of residence, or any other ground. The findings of the selection panel must be recorded.

All experts must be independent and free from conflicts of interest in the responsibilities they take on.

6.1.1. Key experts

Minimum requirements for experts are not defined.

The Organisation and Methodology should demonstrate how the contract will comply with these requirements to accomplish the desired output(s). The Organisation and Methodology may include the name of an expert and his profile.

6.1.2 Support facilities & backstopping

The costs for support facilities, including backstopping, are included in the tenderer's financial offer.

6.2 Office accommodation

Office accommodation for each expert working on the contract is to be provided by the contractor.

6.3 Facilities to be provided by the Contractor

The contractor shall ensure that experts are adequately supported and equipped. In particular it must ensure that there is sufficient administrative, secretarial and interpreting provision to enable experts to concentrate on their primary responsibilities. It must also transfer funds as necessary to support their work under the contract and to ensure that its employees are paid regularly and in a timely fashion.

6.4 Equipment

No equipment is to be purchased on behalf of the CEFTA Secretariat as part of this service contract or transferred to the CEFTA Secretariat at the end of this contract.

7. REPORTS

7.1. Reporting requirements

The contractor will submit the following reports in English in one original:

Inception Report of maximum 2 pages to be produced after one week from the start of implementation. In the report the contractor shall describe e.g. initial findings and the work programme and timeline. The contractor should proceed with his/her work unless the contracting authority sends comments on the inception report.

Draft final report of maximum 25 pages (main text, excluding annexes). This report shall be submitted no later than one month before the end of the period of implementation of the contract.

In addition to the documentation prepared during the assignment—such as evaluation matrices, interview notes, and other assessment records—which must be submitted to the Project Manager for filing, the Draft Final Report shall:

- Summarise the activities carried out during the contract
- Identify any key issues that emerged throughout the recruitment process
- Provide actionable recommendations to improve the efficiency, and effectiveness of CEFTA's recruitment procedures
- Include critical insights and lessons learned
- Propose strategic or procedural adjustments for future recruitment processes.

All detailed analyses, data, or scoring matrices supporting the conclusions and recommendations should be presented in annexes to the report.

Final report with the same specifications as the draft final report, incorporating any comments received on the draft report. The deadline for sending the final report is 15 days after receipt of comments on the draft final report. The final report must be provided along with the corresponding invoice.

7.2. Submission & approval of reports

One electronic copy of the reports referred to above must be submitted to the project manager identified in the contract. The reports must be written in English. The project manager is responsible for approving the reports.

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