

Terms of Reference

for engagement of an NGO/Consultancy service provider for the implementation of GIZ social mapping methodology in the municipality of Štip

I. Background

The countries of the Western Balkans are facing immense socio-economic challenges and the economic consolidation is slow and only reaches part of the population. Despite reforms in the area of rule of law and human rights, many people, especially members of the vulnerable groups experience multiple discrimination. This results in increased desire of many (particularly young) people in the region to emigrate and exacerbates potential societal and political confrontations. Also, members of vulnerable groups often do not have sufficient knowledge about social rights and access to social services, education and healthcare, and mostly depend on assistance from the state. The competent institutions, and especially the local governments, have so far not been able to support these people sufficiently and to create adequate conditions for equal access to social rights and social services to all vulnerable groups. Furthermore, institutions do not have the relevant data required to engage in planning and evidence-based policy development focused on the needs of these groups.

The inclusion of particularly vulnerable groups is a significant element of EU accession negotiations (especially Chapter 23: Judiciary and fundamental rights, and Chapter 19: Social policy and employment). The ongoing reform and EU approximation process is an important factor of cooperation and political stabilisation in Southeast Europe. The implementation of the legal framework, political strategies and action plans guaranteeing comprehensive economic and social rights has been stagnating for years. Implementation of the 2030 Agenda and its 17 development goals, and especially the overarching “Leave No One Behind” (LNOB) principle, enjoys little attention among relevant state authorities and is progressing sluggishly.

The roots of the situation lie in the lack of competencies, insufficient capacities and financial resources of local governments and other relevant stakeholders, as well as insufficient cooperation between the local and the national level, and across national borders.

National legislation and role of local governments in social protection

Fundamental values of the constitutional order of Republic of North Macedonia are the fundamental freedoms and rights as well as humanism, social justice and solidarity. Local self-government is also one of the fundamental values of the constitutional order of the country. According to the Law on local self – government¹, municipalities have jurisdiction in the field of social and child protection and they are obliged to undertake measures to provide social protection to vulnerable persons.

According to the Law on Social Protection², social protection has to be provided through implementing measures, programs and policies aiming at protection of citizens and overcoming social problems that could negatively affect their well-being. Municipalities are responsible to develop annual social protection programs on the base of the social plan which has to provide mapping of social problems and vulnerable groups in the municipality, along with the specific needs for social services in the

¹ Law on Local Self-Government ("Official Gazette of the Republic of Macedonia" No. 05/2002)

² Law on Social Protection ("Official Gazette of the Republic of North Macedonia" No. 104/19)

municipality. In this context, municipalities could implement different social prevention activities as well as establishing public institutions for social protection. Establishing cooperation and partnerships with relevant stakeholders at the local level, such as state institutions, civil society organizations, private sector, experts and the media is essential for successful implementation of social protection.

In North Macedonia, municipalities are beginning to promote their role in social protection at local level. In this context, all municipalities provide budget for one-time financial assistance for persons in social need, but in terms of service delivery, they are usually focused on supporting services for people with disabilities and the elderly, providing co-financing or infrastructure³. However, the municipalities do not sufficiently identify social problems and needs in the communities and they are not involved in direct and continuous delivery of social services tailored to the specific needs of the municipality⁴.

II. Project summary

The project measure under the Study and Expert Fund (SEF) of the German regional cooperation, with the title "*Regional Learning for Implementation of Agenda 2030 in the Western Balkans (with particular focus on North Macedonia and Kosovo)*", is a regional activity and builds up to the long-term commitment of the German development cooperation in the region.

The project measure is addressing two main challenges with regards to the implementation of Agenda 2030, one at national and one at municipal level.

It should be mentioned that at the local level there is almost no awareness about the existence of the Agenda 2030 and the role of municipalities in this context. Municipalities in countries lack the knowledge on the use of specific tools that could help them localize the SDGs by adapting the specific SDGs to their local development context and thus help them monitor the progress especially for specific most vulnerable left behind groups in local communities.

The **overall objective** of the SEF project measure aims to improve the conditions for the implementation of Agenda 2030 and reporting to the Western Balkans through regional exchange, networking and learning (with focus on North Macedonia and Kosovo).

The **specific objectives** are:

(1) to assist partner governments in designing a social dialogue on Agenda 2030, in the harmonization with other national development plans (in particular with the EU approximation process) as well as in international reporting and

(2) to promote the localization of Agenda 2030 and its objectives, in particular, the principle (Leave no One Behind - LNOB) at the municipal level.

In order to achieve the above mentioned, the project elaborates two working packages with systematic activities, timeframe and responsible organisations for the two objectives. The present ToR relate especially and exclusively to Objective 2 for North Macedonia whose working package includes: supporting 1 municipality in North Macedonia to conduct social mapping and to re-align respective

³ Ministry of labour and social policy of the Republic of North Macedonia, Social protection in Macedonia: regulation and practice (authors: Bogoevska N., Bornarova S., Gerovska Mitev M.), Skopje, 2019

⁴ Ibid.

municipal social protection programme to key findings of the social mapping and in line with SDGs and Agenda 2030.

The project measure will rely on existing NALAS structures via its Knowledge System and of the LGAs via their thematic committees and training centres. It will contribute to enable and strengthen municipal capacities to implement and conduct successful social mapping activities by applying the GIZ social mapping methodology. Thus, leading to data and evidence-based planning and decision making regarding local social protection policies to reach identified vulnerable groups effective and efficiently.

NALAS is a network of associations of local authorities of South East Europe. The Network brings together 14 Associations which represent roughly 7000 local authorities, directly elected by more than 80 million citizens of this region. NALAS responds to its members' needs in strengthening their capacities and provide them with the regional know-how and policy argumentation, supporting their efforts to become viable representatives of local authorities who are up to negotiate with their national government and international organizations for the benefit of the local governments, utility companies and institutions and for the benefit of the ultimate beneficiaries, the citizens in the region of South-East Europe (SEE). Thereby, NALAS also contributes to the process of decentralization and EU integration.

NALAS implementing and coordination function of the project measure comprises a key factor which lies within the outreach, dissemination and multiplier effect of its knowledge and information system.

Objective 1 of the NALAS Strategic Plan 2018 – 2022 related to Sustainable Communities foresees improvement of the quality of the services at local level, citizens' participation and community engagement in the local sustainable development, by recognising the importance of economic, environmental and social dimensions. The focus is also given to the leadership role of Mayors and local governments (LGs) as mobilisers of community potentials by utilising the know-how on the social dimension and exploring social contracting as a solution.

Against this background, **NALAS and its member association ZELS, is seeking for a competent NGO/consultancy service provider** that will execute activities in in the Municipality of Štip to:

- Implement and conduct social mapping using GIZ social mapping methodology
- Re-align existing municipal social protection programme with SDGs, 2030 Agenda and key findings of the social mapping activity.

III. Aim and Objectives of the Assignment

The overall aim of the assignment is to contribute towards social inclusion of vulnerable groups, improving the quality of life as well as fostering social cohesion at local level by promoting the localization of Agenda 2030 and its objectives, in particular, the Leave no One Behind – LNO principle at municipal level.

The **specific objectives** of the assignment are to:

- i. Contribute towards better design of social protection policies for vulnerable groups
- ii. Contribute to recognition and integration of 2030 Agenda and LNOB principle in local social protection programme
- iii. Support the Municipality of Štip in implementing social mapping methodology elaborated by GIZ in coordination with LG staff
- iv. Support the Municipality of Štip in identifying priority SDGs on the basis of social mapping findings including defining respective targets and inclusion in the respective social protection programme
- v. Assist the Municipality of Štip to revise and re-align the local social protection programme in line with 2030 Agenda's SDGs.

The assignment comprises activities focusing on the testing of the social mapping methodology, elaborated by GIZ, in coordination and collaboration with staff from the Municipality of Štip.

IV. Responsibilities and deliverables

The service provider's responsibilities are the following:

- **R1. Participation in social mapping training** together with municipal staff from the Municipality of Štip.⁵ The training is scheduled for March 2021. The trainings will be attended by ONE representative from the Municipality of Štip and ONE representative from the NGO/consulting service provider. The training curricula will comprise 6 modules of 3 hours and the duration will be 4 weeks.
- **R2. Consultation with the Municipality of Štip** about the scope of the social mapping and focus on vulnerable group(s) including defining the sample for the field survey, number of focus groups and stakeholder interviews to be conducted in accordance with the municipal priorities, national legal framework, as well as available time for implementation provided by the project.
- **R3. Development of an action plan** for conducting social mapping as a result of R2.
- **R4. Conducting social mapping process** on the spot in accordance with the GIZ Methodology elaborated and shared with the NGO/consultancy service provider at the training. The service provider has to assure that the relevant know-how of the social mapping methodology is being transferred to the team of field pollsters.
- **R5. Elaboration of report.** The data obtained from the social mapping field activity within the Municipality of Štip is processed and analysed highlighting key findings and recommendations to be consulted and agreed with the municipal officials.

⁵ In case of using a team of field pollsters, the service provider assures to transfer the knowledge gained on the use of digital data collection during training to team of field pollsters.

- **R6. Support realignment of the Municipal Social Protection Programme** and Action Plan. Key findings and recommendations are used to re-align municipal social protection programme in line with prioritized Agenda 2030 SDGs and municipal needs guided by service provider in collaboration with municipal officials.

The service provider assures the overall coordination of activities and furthermore close cooperation and coordination with NALAS, GIZ, ZELS and the Municipality of Štip. This implies swift, transparent and regular coordination with project implementing and cooperation partners in order to assure efficient and effective contribution of social mapping to the overall project implementation process.

Note: The exact number of expert days can only be defined exactly after the social mapping training and consultation with the Municipality of Štip has been realised.

4.2 Deliverables:

- 4.2.1 Scope of social mapping exercise by defining sample for field survey and focus on vulnerable group(s), number of focus groups to be conducted and stakeholder interviews in coordination with Municipality of Štip are identified.
- 4.2.2 Action plan for conducting social mapping process developed.
- 4.2.3 Social mapping methodology implemented on the basis of deliverable under 4.2.1.
- 4.2.4 Social mapping report with main findings, conclusions and recommendations endorsed by the Municipal officials.
- 4.2.5 Draft of the Municipal social protection programme realigned according to main findings, prioritized Agenda 2030 SDGs and recommendations of social mapping report in coordination with Municipality of Štip.
- 4.2.6 Coordination of activities

V. Time Frame

When?	What?	Who?	Deliverable(s)
2nd week of February 2021	Signature of contract with NALAS - initial meeting	NALAS, Selected NGO/consultancy service provider	Consultancy contract signed
March 2021	Training for social mapping conducted in 6 modules over 4 weeks (1 module lasts about 3 hrs.)	Municipal staff of selected municipalities; Selected NGO/consultancy service provider	Increased knowledge about social mapping
April-June 2021	Testing of social mapping	Staff of selected NGO/consultancy service provider in coordination with staff of selected municipality	Social mapping report with data collected, main findings and recommendations

June 2021	Presentation of social mapping findings	Staff of selected NGO/consultancy service provider in coordination with staff of selected municipality	Social mapping report
July-September 2021	Re-alignment of municipal social protection program/action plans	NGO/consultancy service provider in coordination with staff of selected municipality	Draft of the Re-aligned municipal social protection policy/program/action plans according to key findings of social mapping report.

VI. Concept of service, Structure of Team and Service provider profile

6.1. Concept of the service

The social mapping is a method typically used by social workers and other professionals in order to map out the distribution of socio-economic resources (for e.g., the availability of health services, social services or non-profit service providers in a given local community) and also to collect data regarding the needs of the left behind groups (vulnerable groups) living in the local community. GIZ has upgraded this concept by integrating the Leave No One Behind principle (LNOB) in its current methodology. The expectations of this upgraded methodology are that it will enable municipalities and other institutions to understand not only who are the vulnerable groups, but also what are their needs (in order to better address them) and furthermore to understand which of the risk factors affect them mostly. By understanding the root causes of complex social issues municipalities could then propose more targeted measures and focus on the most urgent issues. More so, it is expected that the collected data should be integrated in the local social protections plans/programs and to align them to the Sustainable Development Goals and 2030 Agenda.

The design of the methodology is modular meaning it guides practitioners throughout the process in a step-by-step fashion. It consists of two main elements: (1) interactive toolkit that offers a wide array of social mapping methods that could be adjusted in accordance to a specific context and (2) Toolbox which contains all the questionnaires that could be used for the mapping.⁶

The social mapping toolkit is fully digitalized thereby improving the efficiency of time and resources usage (both human and financial) as compared to traditional pen and paper surveys.

6.2. Structure of Team

The NGO/consultancy service provider should provide **1 Senior expert**, who will lead **a group of field pollsters** to be chosen by the service provider as local support on-the-spot to conduct

⁶ A short and preliminary presentation of the methodology used within the toolbox is annexed for information!

the hands-on social mapping within the selected municipality. The service provider assures the disposition of a pool of field pollsters.

The senior expert is responsible for the general coordination of all activities related to the conduct and application of the social mapping methodology in the Municipality of Štip. The senior expert will act as focal point between NALAS and GIZ staff and the team of field researchers.

6.3. Profiles

- 6.3.1. The profile of the **NGO/consultancy service provider** shall provide sound evidence for:
- at **least 5 years of experience** in the area of conducting public/private survey processes in North Macedonia and neighboring countries,
 - at least **4 public surveys** conducted for local governments, preferably related to the topics of social protection or local government service delivery.
- 6.3.2. The **senior expert's profile** shall provide sound evidence for knowledge about development, organisation, procedures and conduct of public survey process. Therefore, the senior expert should possess generic competencies on:
- Local governance and functioning of local government units
 - Social services and vulnerable groups at local level

Working experience in the context of 2030 Agenda for Sustainable Development will be considered as an asset.

Professional experience in public survey processes

The senior expert should demonstrate professional experience of **at least 5 years in research and survey related work** in the field of social protection, national and local social protection policies, vulnerable groups, drafting strategies.

It is expected that the senior expert has proficient knowledge and **5 projects of hands-on experience** in development, organisation, procedures and conduct of public survey process (data collection, data analyses, identification of key findings and recommendations) is expected. At least 3 projects implemented for the municipal purposes, preferable in area of social protection.

Additional assets:

- Work experience related to local governments and knowledge about 2030 Agenda and Leave No One Behind principle (LNOB) is considered as additional asset.
- Previous experience in using digital data collection tools (KoBo toolbox or other) is considered as an advantage.

The professional experience in the areas of expertise shall be proved with corresponding references.

Education

The expert should have Master Degree in an area relevant to public administration and social services (e.g., social sciences, political science, public administration, pedagogy, human resource management or another relevant field). PhD will be considered as an additional asset.

Language and IT skills

Fluency in English. Ability to conduct social mapping process in Macedonian is expected. Albanian will be considered as an asset.
MS Office (Word, Excel, PowerPoint).

Other

Promptness, high flexibility, ability to work within a team under tight deadlines, readiness to travel.
Analytical, research, social and communication skills.

VII. Proposal

The NGO/consultancy service provider is asked to submit a proposal, **by 7 February 2021, 00:00 (CET)**. The proposal has to be submitted in English language **by e-mail, at info@nalas.eu** and shall contain the following sections:

7. Technical component

Presentation of NGO/consulting service company portfolio confirming previous experience in conducting surveys (quantitative and qualitative) and CV of senior expert.

7.1. Service provider profile

- 7.1.1. Cover page, showing provider's name, address and contact information;
- 7.1.2. Presentation of the provider and its suitability for assignment with detailed description of understanding of assignment;
- 7.1.3. A document for registered activity as evidence that the provider is registered as a legal entity;
- 7.1.4. Documents confirming the financial capability of the NGO/consultancy service company.

Note: Please group all your documents from point 7.1.1 and 7.1.4 into one (1) single text-searchable PDF document.

7.2. Exposure of applicants' expertise

- 7.2.1. Provide CV of proposed senior expert and assurance of disposition of a pool of field researchers to assist senior expert
- 7.2.2. Reference for relevant assignments, presented in the CV

Note: Please group all your documents from this part 7.2. into one (1) single text-searchable PDF document.

8. Financial component

The service provider should give an **estimation of the overall amount** for responsibilities and deliverables mentioned under heading “IV. Responsibilities and deliverables” (4.2 “Deliverables”). More specifically the service provider is expected to submit the **estimation of daily fee** separately for the Senior expert and daily fee per field pollster by filling in the excel document (see ANNEX 2). The number of days for the respective Senior Expert have been estimated in the excel document and should not be adjusted. The number of days for the engaged field pollsters are presented in total regardless of the number of field pollsters engaged for the survey. The financial offer shall contain proposed net experts' daily rate in EUR, VAT shown separately for:

- Senior Expert and
- Field pollsters.

The assignment-related costs (office supplies, communication, travel and accommodation costs) shall be covered and are part of the daily rates offered by the NGO/consultancy service provider.

VIII. Evaluation Criteria and Scoring

The selection of the service provider will be made in accordance with the quality-cost based selection method (70 % technical component and 30% financial component composed of 20% for the Senior Expert’s daily rate and 10% for the daily rate for the Field pollsters).

IX. Reference

The reference for this assignment is NALAS, Email address: info@nalas.eu

X. Modification of Terms

NALAS reserves the right to modify the terms of the ToR at any time at its sole discretion.

XI. Acceptance and Rejection of Proposals

NALAS may not necessarily accept the lowest priced proposal or any proposal. At its sole discretion, NALAS reserves the right to reject any or all proposals received and to accept any proposal which it considers advantageous, whether or not it is the lowest priced proposal. NALAS is not under any obligation to award a contract, and reserves the right to terminate the request for proposal process at any time, and to withdraw from discussions with all or any of the training service providers who have responded. NALAS reserves the right to accept the proposed offer in total or in part, to reject any or all offers, to waive any minor informalities, irregularities, or technicalities, and to accept the offer deemed most favourable.

NALAS is not obliged to provide information about the selection process.

XII. Contract Negotiation

NALAS reserves the right to negotiate specific terms of the contract with the short-listed proponents prior to the final award of the contract. NALAS also reserves the right to negotiate specific terms of the contract with the Contractor as the contract progresses.

XII. Ownership

All materials, documents and information prepared, developed or adjusted by the service provider and senior expert and used for the purposes of preparation, conduct and implementation of the social mapping activities, as well as reporting, remain the property of the NALAS. The service provider and senior expert agree that no part of the social mapping materials, documents and information may be reproduced or distributed in any form, or by any means, or stored in a database or retrieval system, for any other purposes and objectives than those related to this ToR, without the prior permission of NALAS.

XIV. Reporting

The social mapping report should be submitted, not later than 5 working days after the realisation of the social mapping in the selected municipality, by the senior expert. The standardised Report Format to be used will be provided as Annex to the Contract.

XV. Terms and Payment

The NGO/Consultancy service provider will be hired under Service Contract, signed by NALAS and will be paid in instalments upon submission and approval of the deliverables listed above.

XVI. Performance indicators

The indicators reflecting the expert's performance are: Timely presentation of results and outputs, quality of task realisation, participants' evaluation results and quality of the reports to be provided to the reference person of this assignment (namely NALAS). The expert's performance will be evaluated by NALAS at the feedback session with the service provider, following the realisation of the assigned activities under this contract. The standardised RCDN Performance Assessment Form will be provided as an Annex 3 to the Contract.

XVII. Evaluation of work

The performance of the tasks will be assessed by the NALAS in coordination with GIZ staff.

List of Annexes:

Annex 1: Short and preliminary presentation of social mapping methodology elaborated by GIZ

Annex 2: EXCEL Budget template to specify individual costs per task according to 8. Financial Component

Annex 3: Standardised Performance Assessment Form (RCDN)