

Terms of Reference

ENGAGEMENT OF CIVIL SOCIETY ORGANISATION/CONSULTANCY ENTITY

Conducting LNOB social mapping and evidence-based policymaking in the municipality of Kumanovo, with a focus on Day-care Center services for the rehabilitation and reintegration of people with disabilities

I. Background

The local governments from the economies of the Western Balkans are facing socio-economic challenges and the economic consolidation is slow and only reaches part of the population. Despite reforms in the area of the rule of law and human rights, many people in the Western Balkans experience multiple discrimination based on gender, language, ethnic background, age or sexual orientation. Traditional roles and prejudices are anchored deep in society and influence the political discourse. The legal infrastructure is in place to foster gender equality in the Western Balkan economies. However, in practice, women still lag behind with respect to equal opportunities and participation in the economic system, employment and education. Also, the 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 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 disadvantaged groups. Furthermore, local actors do not have sufficient knowledge for conducting social mapping and obtaining data required to engage in planning and evidence-based policy development focused on the needs of these groups.

Social mapping is a fundamental method for presenting knowledge about spaces and the people who live in them. Social mapping helps local governments to develop tailored local policies and social protection measures addressing the specific needs of disadvantaged groups of citizens. Social Mapping as a method is used by social workers and other professionals to collect data on the needs of various LNOB (Leave no one behind) target groups/disadvantaged groups and identify the availability and accessibility of socio-economic resources in the community (for e.g., schools, social services, public spaces, roads etc.). By comparing the knowledge gained from the two perspectives, the local governments would be able to identify the gaps and propose appropriate solutions. Moreover, this process facilitates the collaboration between local governments, institutions and local organizations.

Considering the abovementioned, NALAS and its member associations of local authorities from the Western Balkans will support 10 local governments in conducting LNOB Social Mapping in the frame of the project “Regional Cooperation for Better Social Inclusion at Local Level”, implemented in cooperation with GIZ on behalf of the Federal Ministry for Economic Cooperation and Development (BMZ). The LNOB Social Mapping methodology has been tested and implemented in 16 local governments from the WB in the frame of the previous project support. Therefore, the consolidated methodology will be offered to the local governments to be conducted with the technical assistance provided by experienced local civil society organisations or consultancy companies.

Against this background, NALAS, is seeking a **competent Civil Society Organisation/Consultancy Entity** that will conduct LNOB social mapping in the Municipality of Kumanovo with a focus on **Day-care Center** services for **rehabilitation and reintegration of people with disabilities**, with special attention on women/girls as a part of this group of citizens. Also, the Civil Society Organisation/Consultancy Entity will **support the municipality in evidence-based policymaking**.

II. Aim and Objectives of the Assignment

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

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

- i. Contribute towards better design of local social protection policies for vulnerable groups in harmonization with national development plans.
- ii. Support the Municipality of Kumanovo in implementing LNOB social mapping methodology in coordination with the local government staff. The methodology is elaborated within the NALAS e-Learning course “LNOB Social Mapping and Evidence-based Policy Making”.
- iii. Support the Municipality of Kumanovo in the development of policy recommendations based on social mapping findings and in line with priority SDGs and respective targets.
- iv. Support the Municipality of Kumanovo in the integration of the policy recommendations within the respective social protection programme.

III. Responsibilities and deliverables

The Civil Society Organisation/Consultancy Entity's responsibilities are the following:

- **Become familiar with the LNOB social mapping methodology** by visiting/participating in the **NALAS e-Learning course “LNOB Social Mapping and Evidence-based Policy Making”**. The municipal staff from the Municipality of Kumanovo and the local social service provider for the Day-care Center for people with disabilities will also attend the e-Learning course. The course composed of four modules will be delivered in a period of four weeks, in June 2023. The Civil Society Organisation/Consultancy Entity shall assure the application of the course’s knowledge and methodology in evidence-based policymaking, adapted to the respective local context.
- **Development of a Concept and Action Plan for conducting social mapping and policymaking in the municipality of Kumanovo**. Evidence-based policymaking shall respond to the **needs of people with disabilities, the rehabilitation and reintegration services, with a focus on the needs of women/girls**. In close consultations with the representatives of the Municipality of Kumanovo, the Civil Society Organisation/Consultancy Entity shall develop a Concept for conducting social mapping and policymaking activities. The Concept shall include an Action Plan and necessary survey instruments developed in accordance with the templates offered within the LNOB Social Mapping Methodology e-Learning course. The survey instruments shall reflect the specific needs of the women/girls with disabilities. The current status and capacities of the Day-care Center services in the Municipality of Kumanovo should be considered during the conceptualization which period is from the beginning of July until mid of September 2023. The Concept and Action Plan shall be approved by the Municipality Kumanovo and NALAS.



- **Conducting social mapping** on the spot in accordance with the approved Concept and Action Plan. The Civil Society Organisation/Consultancy Entity has to assure that the relevant know-how of the social mapping methodology is being applied and transferred to the team of field surveyors. Several focus groups will ensure the verification of collected data and clarification of open issues. Regular coordination meetings shall take place with the representatives from the Municipality of Kumanovo, NALAS and ZELS. The social mapping field activities will be implemented from 15 September until 15 December 2023.

- **Data analysis and elaboration of Social Mapping Report.**
 The data obtained from the social mapping field activities in the Municipality of Kumanovo will be processed and analyzed by the Civil Society Organisation/Consultancy Entity, highlighting key LNOB findings and policy recommendations. Special attention shall be given to the identification of the women's/girls' needs and design measures and policy recommendations for this particular target group. Before finalizing the Social Mapping Report, the content is to be consulted and agreed upon with the municipal officials and other stakeholders. The Report shall be developed in accordance with the instructions and templates for data analysis and preparation of the report on social mapping, elaborated in the e-Learning course. It should be approved by the Municipality of Kumanovo and NALAS.
 The report shall be prepared in the English language for the purposes of the project, as well as, in the local language for the purposes of the Municipality of Kumanovo and ZELS. The Social Mapping Report shall be prepared, consulted, and approved by the Municipality of Kumanovo and NALAS by the mid of March 2024.

- **Integration of the policy recommendations into the local social protection policies.** The Civil Society Organisation/Consultancy Entity shall assist the Municipality of Kumanovo in the transformation of the social mapping report's findings and recommendations into policy recommendations and measures that will be integrated within the municipal social protection policies and strategies. This process shall be coordinated and planned jointly with the representatives of the Municipality of Kumanovo, following the legal and local procedures. The process of integration of the policy recommendations shall conclude by the end of April 2024.

The Civil Society Organisation/Consultancy Entity assures the overall coordination of activities and close cooperation and coordination with NALAS, ZELS and the Municipality of Kumanovo. 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.

The representatives of the Civil Society Organisation/Consultancy Entity might be invited to the final project conference that will be organized in June 2025.

Deliverables:

- 3.1. Participation and mastering of the e-Learning course "LNOB Social Mapping and Evidence-based Policy Making".
- 3.2. Development of a Concept and Action Plan for conducting the social mapping by defining the data collection instruments and scope of the survey, with a focus on women/girls. Social Mapping is to be conducted in coordination with the Municipality of Kumanovo.
- 3.3. Team of field surveyors engaged and trained.



- 3.4. Social mapping field activities conducted in accordance with the methodology elaborated within the e-Learning course.
- 3.5. Social mapping report developed with main findings, conclusions and recommendations endorsed by the Municipal officials. The report shall be prepared in the English language and the local language.
- 3.6. Social mapping recommendation integrated within the local policies of the Municipality of Kumanovo.
- 3.7. Assignment Report developed and approved by NALAS.

The Civil Society Organisation/Consultancy Entity is obliged to coordinate all activities of this ToR through regular communication with the NALAS, ZELS and municipal staff responsible for social mapping.

IV. Time Frame

Activity	Period
Participation in the e-learning course on “LNOB Social Mapping and evidence-based policymaking”	Four weeks in June 2023
Preparations (conceptualisation) for conducting Social Mapping - Development of a Concept and Action Plan for conducting social mapping and policymaking.	1 July – 15 September 2023
Conducting LNOB Social Mapping (field activities for data collection by using questionnaires, engagement of a team of surveyors and conducting focus groups)	15 September – 15 December 2023
Data analysis and elaboration of Social Mapping Report	3 January – 15 March 2024
Integration of the policy recommendations into the local social protection policies (action plan/programme or similar)	15 March – 26 April 2024
Preparation of assignment report	15 May 2024

The table above provides information about the tentative timeframe for implementation of activities.

V. Concept of service, Structure of Team and Civil Society Organisation/Consultancy Entity profile

5.1. Concept of the service

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 (disadvantaged groups) living in the local community. This concept was upgraded by integrating the Leave No One Behind principle (LNOB) into the social mapping methodology. It was tested and scaled up in 16 local governments of the Western Balkans. The expectations from the upgraded and consolidated methodology are that it will enable municipalities and other institutions to understand not only who are the disadvantaged groups, but also what are their needs (in order to better address them) and to understand which of the risk factors affect them most. By understanding the root causes of complex social issues municipalities could then propose more targeted measures and focus on the most urgent issues.



In the frame of this assignment, it is expected that the Civil Society Organisation/Consultancy Entity will conduct the social mapping for the day-care centre services for disabled people in the territory of the municipality of Kumanovo, to identify their needs versus the risk factors and to propose recommendations that will be integrated within the local policies for social protection, aligned to the Sustainable Development Goals and 2030 Agenda.

5.2. Structure of Team

The Civil Society Organisation/Consultancy Entity should provide **one Senior Expert** who will be responsible for the overall coordination and implementation of the social mapping in the municipality of Kumanovo. The Senior Expert will lead a **group of field surveyors**, analyze the collected data and prepare the Social Mapping Report in consultation with the municipal staff. The Civil Society Organisation/Consultancy Entity assures the disposition of a pool of field surveyors. The Senior Expert is also responsible for the provision of assistance to the municipal officials in the policymaking process and transforming the social mapping data and findings into policy recommendations as well as their integration within the local policies for social protection.

The Senior Expert is responsible for the general coordination of all activities related to the conducting and application of the social mapping methodology in the Municipality of Kumanovo. S/he will act as a focal point between NALAS and the Civil Society Organisation/Consultancy Entity.

5.3. Profiles

5.3.1 The **profile of the Civil Society Organisation/Consultancy Entity** shall provide sound evidence for:

- at **least 6 years of experience** in the area of local government activities, preferably related to the topics of social protection.
- at least 5 **public surveys** conducted for local governments, preferably related to the topics of social protection or local government service delivery. Conducting at least 2 LNOB social mappings in the local governments will be considered a strong asset.

5.3.2 The **Senior Expert's profile** shall provide sound evidence for knowledge about the development, organization, procedures and conduct of the public survey process, more specifically:

- Professional experience of **at least 6 years in research and survey-related work** in the field of social protection, national and local social protection policies, vulnerable groups, and drafting strategies., including on-field and online data collection, data analyses using SPSS or similar data analyze programs.
- Conducting at least 2 LNOB social mappings in the local governments will be considered a strong asset.
- Developed at **least 5 analytical reports** on public surveys and/or social mapping, including main findings, cross-tabulations and development of recommendations for improving social protection policies and services on the local level.
- Knowledge and experience in the utilization of data for evidence-based policymaking as one of the necessary steps prior to introducing of social protection strategies/policies at the local level. **At least 3 evidence-based policy proposals developed.**



- Proficient knowledge about the current status and needs, challenges, trends and opportunities for improvements, particularly in areas related to local governance, as well as economic, social and cultural human rights of particularly disadvantaged groups. **At least 3 years** of experience in working with local governments on the **economic, social and cultural human rights of disadvantaged groups**.
- Experience in working with associations of local governments and municipal officials. **At least 3 projects** implemented with the involvement of **associations of local governments and municipal officials**.

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

Education

The expert should have a Master's 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, both written and spoken, as all supporting documents and the final social mapping report, shall be delivered in the English language.

MS Office (Word, Excel, PowerPoint).

Experienced in using the SPSS statistical software or similar.

Other

Promptness, high flexibility, ability to work within a team under tight deadlines, and readiness to travel.

Analytical, research, social and communication skills.

VI. Proposal

The Civil Society Organisation/Consultancy Entity is asked to submit a proposal, **by 5 June 2023, 16:00 (CET)**. The proposal has to be submitted in English language **by e-mail, at nalas@info.eu** and shall contain the following components:

6. Technical component

Presentation of Civil Society Organisation/Consultancy Entity portfolio confirming previous experience in conducting surveys (quantitative and qualitative) and CV of the Senior Expert.

6.1. Civil Society Organisation/Consultancy Entity profile

- 6.1.1. Cover page, showing Civil Society Organisation/Consultancy Entity name, address and contact information;
- 6.1.2. Presentation of the Civil Society Organisation/Consultancy Entity and its suitability for this assignment with a detailed description of the understanding of the assignment (evidence required in 5.1 and 5.3.1 of this ToR);



- 6.1.3. A document for registered activity as evidence that the Civil Society Organisation/Consultancy Entity is registered as a legal entity;
- 6.1.4. Documents confirming the financial capability of the Civil Society Organisation/Consultancy Entity.

Note: Please group all your documents from point 6.1 into one (1) single text-searchable PDF document.

6.2. Exposure to applicants' expertise

- 6.2.1. Provide CV of proposed Senior Expert and assurance of disposition of a pool of field researchers to assist senior expert
- 6.2.2. List of Reference for relevant assignments, and
- 6.2.3. Description of the evidence of the Senior Expert's Profile in compliance with the requirements from 5.1 and each of the requirements from 5.3.2 of this ToR.

Note: Please group all your documents from this part 6.2. into one (1) single text-searchable PDF document.

7. Financial component

The Civil Society Organisation/Consultancy Entity should provide a financial offer with **costs for the services necessary for achieving each of the deliverables**, as well as, **the overall amount** for this assignment. The breakdown of the costs for each service shall be provided in the Annex 1 – Service Costs_social mapping. The costs shall be expressed in Macedonian Denars, VAT shown separately. Please fill in the cells in yellow colour.

The assignment-related costs (coordination, office supplies, communication, travel and accommodation costs) shall be integrated within the costs for the services for each of the deliverables proposed by the Civil Society Organisation/Consultancy Entity.

VII. Evaluation Criteria and Scoring

The selection of the Civil Society Organisation/Consultancy Entity will be made following the quality-cost-based selection method (60 % technical component and 40% financial component).

VIII. Reference

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

IX. Modification of Terms

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

X. 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 Civil Society Organisation/Consultancy Entity 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.

XI. 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 Civil Society Organisation/Consultancy Entity 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.

XIII. Reporting

The assignment report should be submitted, not later than 15 working days after the realisation of all activities and submission of deliverables. The standardized Report Format to be used will be provided as Annex to the Contract.

XIV. Terms and Payment

The Civil Society Organisation/Consultancy Entity will be hired under Service Contract, signed by NALAS and will be paid in instalments upon submission and approval of the deliverables listed above.

XV. 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. The expert's performance will be evaluated by NALAS at the feedback session with the Civil Society Organisation/Consultancy Entity, following the realisation of the assigned activities under this contract. The standardised RCDN Performance Assessment Form will be provided as an Annex to the Contract.

XVI. Evaluation of work

The performance of the tasks will be assessed by the NALAS.

List of Annexes:

Annex 1 – Service Costs_social mapping

