Terms of Reference

for engagement of a
RESOURCE PERSON
for Establishment and Delivery of Learning Cluster on social community-based services
and support of advocacy actions on Social Inclusion of the Local Government Associations

I. Project summary

The NALAS project "Regional Cooperation for Better Social Inclusion at Local Level" addresses the insufficient institutional capacities and know-how of local government administrations and other relevant local stakeholders from the Western Balkan economies in the identification of the needs of disadvantaged groups of citizens, development of evidence-based local policies in the field of social protection and ensuring of access to local services through innovative social approaches. In addition, the project is strengthening the capacities of the Network of Association of Local Authorities in SEE to set the topic of social inclusion higher on the agenda of the network and its member associations.

The Overall Objective of the project is to support the local governments and their associations in Albania, Bosnia and Herzegovina, Kosovo*, North Macedonia and Serbia in strengthening the social and economic inclusion of vulnerable groups in line with the overarching principle of the 2030 Agenda "Leave no one behind".

The Specific Objectives are related to 1) strengthening the institutional capacities of NALAS and its member associations from the project's target economies related to the development and implementation of needs-based recommendations on social and economic inclusion of vulnerable groups; 2) enhancing the capacities of the local governments necessary to improve the living conditions of the disadvantaged groups through evidence-based decision making and social approaches and 3) improving social services on municipal level regarding their responsiveness to migration and gender-sensitive needs of vulnerable groups.

Towards achieving **Objective 1**, the NALAS member associations will **develop roadmaps and recommendations for advocacy on social inclusion**. The roadmaps designed in accordance with the developed methodology are action guides or plans that guide how to sustainably anchor the topic of social inclusion in the LGAs' respective economy contexts. A focus is given to the **LNOB principle and gender aspects**. Roadmaps contain recommendations and operational plans with concrete action steps related to the LGAs and actors from the national level.

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* This designation is without prejudice to positions on status and is in line with UNSCR 1244 and the ICJ opinion on Kosovo Declaration of Independence

Objective 2 assists the Local Government Associations (LGAs) and their member municipalities in applying **innovative social approaches based on data gathered through social mappings and reflected in evidence-based decisions**. Based on the demand from the local governments in the respective target economies, the involved LGAs have identified day-care centers as a priority social approach and community-based service that will be applied by the pilot municipalities. The selected 14 beneficiary local governments (pilots) from the Western Balkans are committed to implementing the entire process of application of the innovative social approach, starting from attending the training formats, needs identification through social mapping, policy decision-making and implementation of the services for the respective disadvantaged group of people in the frame of the day-care centers.

In order for the beneficiary local governments' capacities to be strengthened for **conducting LNOB social mapping methodology**, an e-Learning course was developed and delivered through the NALAS e-Academy platform. The findings and recommendations from the social mappings will be aligned in the municipal strategic/action plans, followed by policy decisions and commitments.

In addition, two training formats: **face-to-face training** and the **learning cluster method,** will be offered by ZELS - Association of the Units of Local Self-Government of the Republic of North Macedonia to the beneficiary local governments for proper application of the community-based services (day-care center and mobile outreach teams services).

In the project's context, a **Learning Cluster is defined as a self-steered and collaborative Capacity Development format** that joins practitioners of state and non-state stakeholders sharing the same work environment to benefit from complementary know-how and diverse experiences and to develop and scale up applicable solutions and successful approaches by guaranteeing economic, social and cultural rights of vulnerable groups for their equal participation in society, particularly on the local level.

The Learning Cluster shall be composed of the representatives of the beneficiary local governments (pilots) and additional 5 local governments interested in establishing and delivering community-based services for adults with disabilities. Also, member local governments of ZELS and Resource Persons who have implemented successful practices of community-based services such as day-care center and mobile outreach teams will be part of the learning cluster. Two representatives per local government involved in the Learning Cluster will attend the events which makes a group of up to 14 participants.

The Learning Cluster will be hosted and logistically supported by ZELS and NALAS. However, the Resource Person acts as a fundamental source of know-how who will share the good practice/s and support the Learning Cluster members in implementing the social approaches.

The projects' LGAs' advocacy Roadmaps and recommendations will be effectively put into action through the implementation of their operational plans. To ensure smooth implementation, this effort will be facilitated and strengthened by the guidance and technical assistance of the Resource Person.

The project "Regional Cooperation for Better Social Inclusion on Local Level" is implemented by NALAS in cooperation with GIZ on behalf of the Federal Ministry for Economic Cooperation and Development (BMZ).

In this regard, ZELS and NALAS **are inviting practitioners (individuals), to express their interest and to apply for the position of Resource Person for the community-based services: day-care centre and mobile outreach teams, as well as, support to LGAs for advocacy on social inclusion at local level.**

II. Aim and Specific Objective of the Assignment

The **aim** of the assignment is to enhance the capacities of local governments, Associations and other relevant stakeholders to successful apply community-based and evidence-based services for adults with disabilities, particularly related to the social service for rehabilitation and reintegration. In addition, the aim of this assignment is to support the LGAs from the Western Balkans in implementation of their advocacy operational plans and contribute to the development of the NALAS Position Paper on Social Inclusion and Migration.

The **specific objective** of this assignment is related to the **establishment of the Learning Cluster** and the **initiation and coordination of corresponding peer exchange** among the Learning Cluster's members - the local governments from North Macedonia.

The Learning Clusters will be established and peer exchange **performed following the Methodology for the Learning Cluster** (Annex 1).

III. Learning Cluster as Capacity Development Format

The development, implementation and facilitation of the Learning Cluster need to be guided by the following important **conceptual and methodological principles** that are crucial to assure the quality of the peer exchange: the Learning Cluster is **self-steering**, based on **cooperation** and joining partitioners who bring **complementary know-how** and **diverse experiences** for the **applicable solutions** of the successful approaches relevant in the work environment by **guaranteeing the human rights of the vulnerable groups**.

The **Learning Cluster will be established, coordinated and implemented by ZELS for the local governments from North Macedonia**.

The Resource Person will work in tandem with the ZELS Project Coordinator and coordinate with the NALAS project team.

The Cluster as Capacity Development Format consists of three **exchange events** (EE), a **period of conceptualization** and **a period of application.**

One day traiing on community based services → Exchange Event 1 → **Concept** for establishemnt of a Social Approach → Exchange Event 2 → **Application** of Social Approach → Exchange Event 3

The **one-day training on community-based services and Regional Exchange Events of the Learning Clusters will be organized and delivered in a face-to-face format**.

3.1. Training on managing evidence-based community services

The one-day training aims to build the capacities of the learning cluster's members on community-based services, particularly on day-care centre and mobile outreach services, with a particular accent on gender and gender-sensitive services in line with the German Feminist Development Policy. The training should also include basics on evidence-based policymaking following the Agenda 2030 and its overarching Leave No One Behind principle. The existing training curricula on day-care center (DCC) and mobile outreach teams (MOT) of the NALAS Secretariat will be available to the Resource Person to develop the training curricula. In addition, the Resource Person will gain access to the NALAS e-Academy for the content of the e-learning courses on: Gender Mainstreaming, DCC, MOT and LNOB Social Mapping and evidence-based policymaking

3.2. First Exchange Event

The first exchange event in duration of one day which will be connected to the training, aims to initiate the Learning Cluster, and orient the Learning Cluster's members, to exchange good practices and experiences, as well as to provide input for the development of the concept for the establishment of DCC and MOT and introduction of a template on Action Plan. The exchange event shall take into consideration the necessity of managing evidence-based social services by providing experiences of conducted social mapping exercises in the pilot local governments.

The development of the concepts and their action plans are of special importance for the already selected two pilot local governments that need to develop innovative social services in the frame of their DCC for adults with disabilities. The design of the services shall be based on the findings from the conducted social mappings, while the delivery of these services will be supported by the NALAS project.

3.3. Second Exchange Event

The second event aims to ensure an exchange of the developed concepts for the application of community-based services (DCC and MOT). The Resource Person shall facilitate the presentation of the concepts developed by the Cluster's members and peer-to-peer feedback provision. In addition, the one-day event will be used for preparations of the application of the designed social services.

3.4. Third Exchange Event

The third one-day event of the Learning Cluster will lead towards sharing experiences on the application of the community-based services, evaluating the learning experience, and identifying a potential way forward. In the frame of **the third event, the chairpersons of the LGA's expert body on social inclusion shall be invited, too.**

Based on the NALAS RCDN training standards, the Resource Person will be provided with necessary **templates** for development and delivery of the training and exchange events. In addition, the templates for the Concept and related reports will be provided.

3.5. Conceptualization and Application Period

Period of Conceptualization allows the Learning Cluster members to develop a concept for the future application of a Social Approach. The **Application Period** is the phase where the Learning Cluster members start to apply the community-based services in their municipality based on the developed concept. During both periods, the Resource Person shall provide online mentorship sessions to the cluster's member municipalities, especially to pilot local governments.

IV.   Responsibilities and Tasks of the Resource Person

The Resource Person **as a moderator and member of the Learning Cluster**, and **in coordination with the ZELS Project Coordinator** shall be responsible for the provision of the following key activities:

- The Resource Person shall develop and deliver training curricula for the one-day training.
- The Resource Person shall identify good practices for the respective community-based services from North Macedonia and the region of WB/SEE and act as a fundamental source of know-how.
- The Resource Person shall contribute to the preparation of the Learning Cluster's events - development of session plans, agendas, and materials.
- The Resource Person shall moderate the delivery of the Cluster's events and prepare reports in coordination with ZELS to be submitted to NALAS.

- The Resource Person shall coach/advise the Learning Cluster's members in the frame of conceptualization and application of community-based services.

The Learning Cluster materials and events will be prepared and delivered in the local language, while the reporting towards NALAS shall be done in English

In addition, **in coordination with the NALAS Secretariat project staff** the Resource Person shall be responsible for provision of the following activities related to **support of the project's LGAs from the region of the Western Balkans in implementation of their operational plans of advocacy roadmaps**:

- Familiarising with the methodology for development of the LGA Advocacy Roadmap on Social Inclusion.
- Review of the five LGAs' operational plans and advocacy roadmaps.
- Development of schedule and approach for provision of online guidance and technical assistance.
- Provision of guidance and technical assistance for implementation of key activities if the operational plans of the advocacy roadmaps in order for the defined outputs to be achieved and measured by following the monitoring indicators.
- Support LGAs in preparation of the reports from the implemented operational plans.
- Support LGAs in developing presentations on the respective advocacy efforts and results for the final project's conference.
- Participate at the meetings of the NALAS Working Group on Social Inclusion and Migration in order to contribute to the development of the NALAS Position Paper on Social Inclusion and Migration.

More specifically, the Resource Person shall perform the following tasks and ensure the provision of the related deliverables:

No.	Activity/Deadline	Tasks	Deliverable	Expert days
	Establishment of the LGA Learning Cluster by ZELS	ZELS will invite and select interested municipalities to participate in the Learning Cluster.	Learning Cluster members selected List of participants prepared	
1.	**Familiarising with the concept of Learning Cluster** **May 2024**	- Familiarising with the concept of a Learning Cluster through learning from available LC methodology and orientation meeting with the LGA Project Coordinator. - A document with detailed instructions and folder with materials will be provided to the Resource Person.	• Resource Person familiarised with the concept of the Learning Cluster, instructions and available materials	1
2.	**Review of the methodology and five LGAs' operational plans and advocacy roadmaps** **May 2024**	- Familiarising with the methodology for development of LGA Advocacy Roadmap on Social Inclusion and 5 LGAs' operational plans.	• Resource Person familiarised with the methodology and LGAs' operational plans and advocacy roadmaps	2
3.	**Development of training on community-based services and first exchange event of the Learning Cluster** **May 2024**	- Develop training curricula and materials for the one-day training on community-based services and exchange event. - Involvement of local practitioners and key-note speakers related to the	• Training curricula, Detailed Design of the Event and materials developed and approved by ZELS. (Event Detailed Design – Template) • Agenda developed (Event Agenda – Template)	3

		respective community-based services, such as representatives of the local governments, central government institutions and civil society organisations is recommended. - The developed curricula will be a subject of consultation with ZELS, NALAS and GIZ.		
4.	**Development of schedule and approach for provision of online guidance and technical assistance related to key activities of the operational plans of the LGAs' advocacy roadmaps** **May 2024**	- The developed Schedule and approach in provision of assistance will be a subject of consultation with NALAS.	• Schedule and approach for provision of online guidance and technical assistance developed.	1
5.	**Starting-up of the Learning Cluster** **One-day training and First Exchange Event delivery** **Beginning of June 2024**	- Delivery of the training and first exchange event.	• Training and first exchange event delivered • LC Timeline agreed • Roles and Responsibilities of the Learning Clusters' members defined • Good Practices shared • Concept and Action Plan for establishing community-based services (DCC and MOT) presented • Next steps and "to Dos" for the conceptualization period were agreed. • Report of the event prepared (Event Report – Template)	3
6.	**Providing support in the Conceptualization Period of the Learning Cluster** **June – September 2024**	- Provision of online support and clarifications to the local governments in the development of a concept for the establishment of community-based services. The support shall be provided through online mentorship sessions. - Respond to Q&A from the members of LC. - Collection of questions/issues for Learning Cluster's Exchange Event 2. - Review of early drafts of the concepts prepared by the Local Governments prior the Exchange Event 2. - The LGA Project Coordinator and Resource Person will monitor and assess the progress of concept's development. They will review the	• Respond to emerging questions and issues of the LC members is provided. Report on provided support in the Conceptualisation Period, including issues to be treated within EE2, is prepared, and submitted. (Mentorship session Reports – Template) • Early Drafts of the Concepts reviewed and feedback provided to Local Governments. (LG Concept – Template)	3

| | | concepts prepared and provide feedback for improvement, in line with the requirements related to potential areas of services/activities. This is especially important for the concepts of the LGs that will receive the project funding.

- The LGA Project Coordinator and Resource Person should provide suggestions, tips and guidelines that will support the LGs to prepare feasible concepts, ready for application.
- Consultation process for Concepts will take place from 11 to 27 September 2024.
- Final concepts shall be ready for presentation in the frame of the Second Exchange Event. | | |
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| 7. | **Provision of guidance and technical assistance for implementation of the operational plans of the LGAs' advocacy roadmaps**

June 2024 – March 2025 | - Provision of online mentoring sessions for guidance and technical assistance for implementation of key activities in order for the defined outputs to be achieved and measured by following the monitoring indicators.

- The mentoring sessions will be delivered in accordance with the developed Schedule.

- At least two online mentoring sessions in duration of one and a half hour each will be delivered to the LGAs in the period of implementing of the operational plans. | • 10 online mentoring sessions delivered
• Mentoring session reports submitted to NALAS | 8 |
| 8. | **Preparation/design of the Learning Cluster's Second Exchange Event**

Second half of September 2024 | - Designing of the second Exchange Event in close cooperation with the ZELS.

- Development of event's materials (presentations, templates, tools etc.), agenda and detailed design of the Event will be prepared. | • Detailed Design of the Event developed
(Event Detailed Design – Template)
• Local practitioners and speakers proposed
• Event's materials developed – Agenda, presentations, templates, tools…
(Event Agenda – Template) | 1 |
| 9. | **Delivery of the Second Exchange Event of the Learning Cluster**

Beginning of October 2024 | Delivery of the Second Exchange Event. | • Experiences shared from the conceptualisation period
• Preparations for the application period and next steps agreed.
• Report on EE2 prepared
(Event Report – Template) | 1.5 |
| 10. | **Contribution to the development of the NALAS Position Paper on Social Inclusion and Migration**

November 2024 | - Participate at the meetings of the NALAS Working Group on Social Inclusion and Migration (WG) in order to contribute to the development of the NALAS Position Paper on Social Inclusion and Migration. | • Proposal of the policy recommendations for Social inclusion with an accent to migration developed | 2 |

		- The Resource Person will contribute to development of policy recommendations for social inclusion with an accent to migration. The recommendations will be developed in cooperation with the Migration Expert based on the discussion of the Working Group's members.		
11.	**Implementation of the Application Period of the Learning Cluster** **October 2024 – March 2025**	- Provision of online support/clarifications to LGs for application of the community-based services. - Collection of questions, experiences and lessons learned from the application for Learning Cluster's Third Exchange Event - The support shall be provided through online mentorship sessions.	• Respond to emerging questions of the LC is provided. • Report on provided support in the Application Period, including issues to be treated within EE3, is prepared, and submitted. (Mentorship session Reports – Template)	3
12.	**Support of LGAs in preparation of the reports from implemented operational plans of the advocacy roadmaps** **March 2025**	- Support of LGAs in preparation of the reports from implemented operational plans.	• LGAs reports from implemented operational plans prepared	5
13.	**Support of LGAs in developing presentations on the respective advocacy efforts and results for the final project's conference.** **March – April 2025**	- Support of LGAs in developing presentations on the respective advocacy efforts and results for the final project's conference.	• LGAs presentations on the respective advocacy efforts and results prepared	3
14.	**Preparation/design of the Learning Cluster's Third Exchange Event** **Second half of March 2025**	- Designing of the Third Exchange Event in close cooperation with the ZELS. - Development of event's materials (presentations, templates, tools etc.), agenda and detailed design of the Event will be prepared.	• Detailed Design of the Event developed (Event Detailed Design – Template) • Event's materials developed – Agenda, presentations, templates, tools…	1
15.	**Delivery of the Third Exchange Event of the Learning Cluster** **First half of April 2025**	Delivery of the Third Exchange Event.	• Experiences shared from the application period • Report on EE3 prepared (Event Report – Template)	1.5
16.	**Preparation of the Assignment Report** **End of April 2025**	- Preparation of the Assignment Report that includes implemented activities, conclusions, and recommendations.	• Assignment Report submitted to ZELS and approved by NALAS. (Assignment Report – Template)	1
			Total number of expert days:	**40**

All above-listed activities and delivery of the expected outputs are envisaged to take place between **10 May 2024** and **30 April 2025**.

V.   Expert days

Considering the above-mentioned tasks and responsibilities, the maximum number of days projected for the entire assignment is **up to 40**.

VI.   Resource Person's Profile

The Resource Person is either a) a practitioner of a Local Government who already implemented the community-based service (DCC and MOT) or b) a practitioner of a non-state actor that was involved in or supported the implementation of the approach (e.g. NGO) or c) an expert who has knowledge and experience related to the respective community-based service and advocacy actions for local governance.

The Resource Person has significant knowledge and experience in the respective social community-based service:

1. Mobile Outreach Teams (MOT)
2. Day Care Centres (DCC)

The Resource Person has experience in the conceptualization and application of the social community-based service at local level.

The Resource Person has knowledge in preparation of capacity development measures for the local level stakeholders related to DCC and MOT. Moderation and facilitation skills for delivery of the measures could be considered as an asset.

The Resource Person has proficient knowledge about the 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 vulnerable groups.

The Resource Person has proficient knowledge and capacities for implementing of advocacy efforts related to improvement of social inclusion at local level.

The Resource Person has experience in development of Position Papers in social inclusion, as well as, migration.

The resource Person has experience in working with local governments and their national associations from the region of the Western Balkans and SEE.

The Resource Person's working experience in the context of 2030 Agenda for Sustainable Development will be considered as an asset.

The Resource Person is fluent in English language necessary for exploitation of the NALAS materials on the community-based services, as well as, in local languages necessary for the delivery of the Learning Cluster's events and online mentorship sessions.

The Resource Person should have a University Degree in an area relevant to the improvement of public administration and social services (e.g. social sciences, political science, public administration, pedagogy, human resource management or another relevant field). Successfully completed trainings on social approaches and Generic Training of Trainers related to design and facilitation of trainings will be considered as an asset.

VII.   Application Procedure

Interested candidates (individuals) for the position of Resource Person are asked to submit a proposal, **by 8 May 2024, 16:00** (CET). The proposal must be submitted in the English language **by e-mail, at shehi@nalas.eu and irena.nikolov@zels.org.mk with subject: Resource Person.**

Interested candidates are asked to provide:

1. **CV** in pdf format.

2. **Cover Letter** in pdf format.

   Please respond to the questions in relation to the requirements provided in the section "VI. Resource Person's Profile" of this ToR.

3. **Financial Offer** separately provided in pdf format.

   The Financial Offer shall specify only the net amount per expert day in EUR, as well as, the total amount expressed in EUR.

   Potential expenses related to the travel and accommodation for the LC events shall be calculated in the Resource Person's fee and covered by the Resource Person. The expenditures for participation at the NALAS Working Group meeting (travel and accommodation) will be covered by NALAS.

   Only personal income taxes under the Laws of North Macedonia will be calculated and paid by NALAS.

List of Annexes:

Annex 1: Learning Cluster Methodology