Call for submission of applications for selection of intervention partner(s) for “Engaging, supporting and retaining employees, with a focus on Roma - scale up”

I. Background

We Effect is a development organisation founded by the Swedish cooperative movement in 1958 to support the development of democratic organisations and societies. In our international development cooperation programmes, we are applying a human rights-based approach supporting people living in poverty to secure their rights. We Effect works in 20 countries in Asia, Europe, Latin America, and Africa through our regional offices in partnership with local CSO's, farmer organisations, cooperative federations, and other democratic organisations. For more information, see [www.weeffect.org](http://www.weeffect.org).

We Effect in Europe Region was established as a regional office in Skopje, North Macedonia 2017. The region is supporting 11 partner organisations in the region under the programme “Empower Europe”. The regional team currently consists of 8 staff and based in Skopje. The support is directed for North Macedonia, Albania, Kosovo, Bosnia & Herzegovina, and Moldova.

With financing from Sida (Swedish International Development Agency), a project for rural development aiming for a Market System Development (MSD) approach is being implemented in North Macedonia “Income Increase and Socio-Economic Empowerment of Vulnerable and Marginalized Groups from Rural and Sub-Urban Areas 2021-2023, IISEE”, in collaboration with several national organisations in North Macedonia.

The main Outcomes of the Project are:

**Outcome 1.** Rural enterprises, small farmers/producers grow and provide more income and employment opportunities for the people from the rural area, women, and youth in particular

**Outcome 2.** Local communities are resilient and sustainable, providing support in rural development, especially for poor members of the communities in the selected market systems

**Outcome 3.** More Roma people have the capacities and the access to the job market, to take up employment and business opportunities in the selected market systems.

**Outcome 4.** Organisational development.

II. Scope of the engagement and main tasks

The main objective is to engage an intervention partner (private company in various industry sectors) to strengthen HR capacity and employment policy to increase job retention, especially of employed Roma, particularly women and youth, that would lead to achieving a sustainable development impact.
The MSD approach for the project was developed based on the fact that the inclusive economic growth is achievable through improved access to the labour market, skills and basic services for the Roma and vulnerable groups. After analysis and diagnosis of root causes of exclusion from labour market, systemic approach to address them was established through vision and theory of change by establishing/strengthening supporting functions to existing system for empowerment and labour market inclusion. The aim was to enable various supporting functions, procedures and outreach testing the new business model.

Business model of the intervention

Main objective of the business model deployed under the pilot intervention was to integrate additional function within the labour market that (1) could support retention of the labour force and (2) promote the jobs in the industry among Roma people and (3) increase the image of workers in industry as decent job opportunities.

In the period December 2021 - March 2022 a pilot intervention was developed and implemented in the municipality of Kochani. Due to implemented intervention activities, job retention of Roma people has been significantly increased (dropout rate: 7% in 2020, 11% in 2021 and 0% in 2022 est.) and 2 new employments of Roma people are registered in the lifetime of the intervention.

Responsibilities:

- To implement MSD-approach based intervention ([https://beamexchange.org/](https://beamexchange.org/)) that will include proper implementation of agreed activities
- To implement and adopt developed business model for engagement and retention of Roma employees, particularly women and youth in the company
- To implement outreach and visibility activities if needed
- To coordinate the intervention teams
To actively participate in development of an Intervention Plan, detailed intervention Budget, Monitoring and Result Measurement (MRM) Plan

To organize monitoring of intervention results and timely and efficiently collect data needed for the Monitoring Result Measurement (MRM) system of the IISEE project

To cooperate and to report to We Effect staff

To maintain and develop a relationship of cooperation based on participation, accountability, non-discrimination empowerment and transparency. Gender equality is a guiding principle for all aspects of this cooperation


**Expected deliverables are:**

- Established team for implementation of activities and their engagement until December 2023
- Supported capacity strengthening of management and employees in the company
- Facilitated retention of Roma employees and engaged new employees if applicable
- Implemented outreach and visibility activities for new employments and retention of employees
- Improved and simplified production process
- Collected baseline data for the intervention
- Collected data (tracker questionnaires) for implemented intervention and evaluation of their effectiveness

**Types of eligible activities:**

- Establishment of operational business model for employment and retention in the company, with focus on Roma employees, particularly women and youth
- Provision of mentoring and support to management and employees in regard to work ethic, work motivation, communication skills, approach to retain employees
- Preparation and implementation of rules, procedures, and practices for work in the company
- Preparation and implementation of outreach campaign for new employments, retention of jobs, etc.
- Provision of tools to improve and simplify the production process
- And other type of activities to achieve the objective of the engagement

**Size of budget intervention and eligibility of costs:**

Any budget requested under this ToR must fall within maximum amount:

- Any funding requested must not exceed EUR 20,000
- Any intervention funding requested must not exceed 50% of the total eligible costs of the intervention
- The balance (i.e., the difference between the total cost of the action and the amount requested) should be financed by the intervention partner with direct funding and/or in-kind contribution. In kind contribution refers to provision of goods and services paid by an intervention partner/s
- Equipment could be purchased to maximum 50% of the funding requested
Location:

- Activities should take place in a company established and/or registered in North Macedonia

Partners:

- The intervention partner may have partners established in the North Macedonia that could contribute to the accomplishments of the results and must sign partnership agreement prior to applying defining their partnership as well as their respective technical and financial roles and obligations
- If awarded contract, the intervention partner/s will sign agreement for Cooperation with We Effect

Expected duration of assignment/contract:

The intervention partner will be engaged in the period September/October 2022 until December 2023

III. Duty travel & accommodation

Travel and accommodation will not be accepted under this engagement.

IV. Coordination & reporting

The engaged intervention partner will regularly report his/her progress and will report on developed templates (narrative, financial and monitoring result management templates) to We Effect on quarterly basis.

V. Qualification requirements

- Operational and functional registered legal entity with equipped office premises
- To have minimum 20 employees, out of which at least 10% are Roma employees
- To have women employees and Roma women employees
- Be directly responsible for the preparation and management of the intervention

The intervention partner must be able to:

- Establish and test the new business model for employment and retention of Roma within the company
- Prepare reports and data templates in English language
- Work within a tight deadline
- Organize and work with a team
- Prevent and resolve conflicts
VI. Time frame
The intervention is expected to last in the period September-October 2022 until December 2023.

VII. Process of application
The Applicants should submit the following documents to these email addresses natasha.langjelikj@weffect.org and katerina.bojkovska@weffect.org and info_roeu@weffect.org latest by 19th August 2022.

The e-mail subject with the application and all required documents must bear the title Call for submission of applications for selection of intervention partner(s) for retention – scale up and budget line B.L 4.4.2

Required documents:
- Signed partnership agreements in case of more than one applicant
- Application form describing how would you best match the required tasks and expected results, (Attached) filled in Macedonian or English language
- CV of the proposed team members of the intervention partner
- Reference table of the applicant’s experience (including partners experience) with improvement of working conditions in the company; employment / retention in the company, as well as working with Roma people, listing the relevant projects/assignments if applicable that will include information on:
  a. brief description of the project / assignment (no more than 100 words);
  b. value of contract in EUR;
  c. donor/contracting party;
  d. year of realization; and
  e. links to projects/activities reports
- Copy of valid registration of the applicant (as well as partner(s) if applicable) issued by the Central Registry of RNM
- Annual financial statement for 2021 of the applicants (as well as partner(s) if applicable)
- Declaration of relationships (signed)
- Proposed budget for the intervention on all-inclusive basis (all national taxes included)

VIII. Selection Criteria
The selection of the application will be based on the following criteria:

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<thead>
<tr>
<th>Quality of the application including experience and qualifications of the applicant(s) will include:</th>
<th>60%</th>
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<tbody>
<tr>
<td>Experience working in industry sector</td>
<td>10</td>
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<tr>
<td>Experience working with Roma people</td>
<td>10</td>
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<tr>
<td># of proposed intervention beneficiaries</td>
<td>5</td>
</tr>
<tr>
<td># of proposed Roma intervention beneficiaries</td>
<td>5</td>
</tr>
<tr>
<td># of intervention women beneficiaries</td>
<td>15</td>
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<td>Expected % of income increase of intervention beneficiaries</td>
<td>15</td>
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</table>
**Financial Offer**

<table>
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<th>Total budget amount</th>
<th>40%</th>
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<td>proposed budget contribution from the applicant/s</td>
<td>10</td>
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<tr>
<td>Cost effectiveness (proposed budget/beneficiary)</td>
<td>10</td>
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<td></td>
<td>20</td>
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**IX. Terms of payment**

The agreed intervention budget amount will be stipulated in the Memorandum for Cooperation (MoC)/Contract for cooperation and respective annexes. All payments will be made in MKD as per average exchange rate of NBRM on the date of deliverables approval by the IISSE Project.

**X. Declaration of relationships**

The Applicant shall describe if their organization/employees have any business or personal relationships with closely associated party from We Effect, its Regional Office in Skopje, its governing bodies, and employees or with any of the co-facilitating organization (National Federation of Farmers, Rural Development Network). Closely associated party (persons, physical or legal) as per We Effect’s definition is considered person who has the possibility to exert control over, or significant influence on, the other person when it comes to financial and operative decision-making concerning an activity. The purpose of the Declaration is to disclose such information which makes the application and evaluation process more transparent and supports the bids in its relevance according to conditions on the open market.

**XI. Contact**

We Effect’s contact person for this procurement is Natasha Ljubeckij Angjelikj, function Project Manager, mail: natasha.l.angjelikj@weffect.org and Katerina Bojkovska – IISSE Field Officer, mail: katerina.bojkovska@weffect.org and info_roeu@weeffect.org