



ANNEX II: TERMS OF REFERENCE

POSITION: Consultant for mentoring - assisting CSOs in acquirement of licences for provision of social services (fulfilment of quality standards) and mentoring in overall strategic development of the CSO in question.

Reference number: 01-1/2019

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1. BACKGROUND INFORMATION

1.1. Beneficiary country

Albania, Bosnia and Herzegovina, Former Yugoslav Republic of Macedonia (FYROM), Montenegro and Serbia

1.2. Contracting Authority

Initiative for Development and Cooperation (IDC), based in Bulevar Zorana Djindjica 46/7, 11070 New Belgrade, Serbia. Contracting of the National experts will be done by the National Project Partners - Coordinators, as stipulated below.

For Albania:

The Initiative for Social Change ARSIS (Nisma per Ndryshim Shoqeror ARSIS)
Rruga 'Sali Butka', Ndertesa 12, Hyrja 7, Ap.3, Njësia Bashkiake 7, 1023 Tirana, Albania
Telephone : +355 692542130
Contact person: Ana Majko, initiative.arsis@gmail.com

For Bosnia and Hercegovina:

The LIR Civil Society (LIR CS)
Kralja Petra II no. 9, 78 000 Banja Luka, Bosnia and Herzegovina
Contact person: Biljana Zgonjanin, lircd@blic.net

For FYROM:

Здружение за акција против насилство и трговија со луѓе „Отворена Порта,,
Сава Ковачевиќ 1а, 1000-Скопје
П.Факс 701
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Телефон: +389 2700 107
Contact person: Stojne Atanasovska Dimishkovska, stojne@lastrada.org.mk

For Montenegro:

The SOS Telephone Podgorica
Marka Miljanova 46/29, 81 000 Podgorica, Montenegro
Tel/Fax: +382 20 23 22 53; 23 22 54
Contact person: Biljana Zeković, sos_pg@t-com.me

For Serbia

Arbeiter-Samariter- Bund Deutschland e.V. (ASB)
Antifašističke borbe, 14/8, New Belgrade 11070, Serbia
Phone/Fax: +381 (0) 11 231 06 77, +381 (0) 11 311 73 18
Contact person: Gordan Velez, gordan.velev@asb-see.org

1.3. Country background

The Western Balkans (WB) region is facing two levels of challenges in migration – **internally and externally induced migration**. **Internally**, the region still deals with forced migrants coming from

wars from the early 1990s. Large number of internally displaced persons (IDPs) and refugees from those conflicts presents a heavy burden for the social welfare systems already overwhelmed with high numbers of unemployed and excluded citizens in most of the WB countries. Due to poverty, lack of jobs and hampered development, citizens from the region are immigrating mostly to the EU, where their asylum applications constitute almost 9% of all asylum applications in the EU (Eurostat, Asylum Applications in EU27+ from Southeast Europe, 2013). Only few of the applications are recognized while rejected asylum-seekers are returned to their countries of origin under readmission agreements between EU and WB countries. Again, the safety nets and social services within social welfare systems as well as the civil society organizations (CSOs) are far from prepared to accept and integrate returnees from the EU (mostly Roma population). **Externally**, in recent years increasing numbers of people, including refugees, have been coming from the refugee producing countries via the so-called Balkan route - en route to Western Europe. Some have remained in the WB region. Weak national economies combined with lack of political will are failing to connect migration management and social welfare systems and to introduce much needed social services for migrants which will help protect them and include them in the local communities.

In **Serbia** legislation in the area of social services is developed rather well. The role of providers of social services is clearly defined as well as the public procurement of the services. Almost 35% of all CSOs are working in the field of social protection. Main sources of funding for those CSOs are local public funds. Nevertheless, CSOs were not involved in the process of adoption of minimal quality standards for social services, and do not feel ownership over them. In **Montenegro** majority of social services are provided by the CSOs. Out of 173 registered organisations social service providers, 140 or 81% providers are CSOs. The services are mostly financed from local funds. Nevertheless, national minimal standards for social services are being developed currently, so the practice on the field is not standardised. Concerning In last 20 years **Albania** changed its social protection system dramatically, moving to the direction of pluralisation and decentralisation of the provision of social services. From the beginning the CSOs service providers were included in the reform process, at least in terms of relaying and planning on their capacities. There are no precise numbers, but at least 50% of social services provided in Albania are currently provided by the CSOs. In **FYROM** both the new Law on social protection (2009) and the Programme for Development of Social Protection 2011-2021 are stipulating decentralisation of social services, their transfer to the local levels and higher inclusion of CSOs providing social services in the system.

1.4. Current situation in the sector

All WB countries already have relevant legislation on migration and established migration management systems. However, gaps in alignment still exist and a further review is required in order to guarantee full harmonization with the EU acquis. **Further efforts are needed to promote stronger links between migration policies, social and welfare services and the work of the CSOs providing services focused on inclusion and integration of migrants.** The EU concluded readmission agreements with all WB Countries. In addition, the WB countries have concluded bilateral readmission agreements between each other. On the operational level, the majority of migration management structures in the WB have been set up according to a migration scenario quite different from the current one. Increase in size and complexity of the migrations in WB is a fact which is challenging the response of the national authorities to the new migration reality and leading to unsustainable situations where one social worker in the system is responsible for 180 unaccompanied minors (UNICEF working group on child protection, June 2017 Serbia, Krnjaca).

The migration management is often perceived as a technocratic and security issue exclusively reserved for “Ministries of Force”, detached from the protection and social services. Lack of linkages with the services that CSOs provide is even more important considering that almost 35% of all CSOs registered in the WB countries provide some sort of social services and support to the vulnerable groups (Comparative Analysis of the Role of Civil Society in Providing Social Welfare Services in WB, 2015), and **CSOs inclusion in migration management sector could be a tremendous impetus to improvement of the quality of life of migrants.** As a result of these two trends, any serious inclusion

and integration endeavors of both internal and external migrants in WB countries are seriously hampered. Identification of migrants' specific needs, differentiation between various groups (refugees, unaccompanied minors, returnees, women and girls at risk, etc.), has to be significantly improved in all WB countries. CSOs could play a very important role and be a reliable partner related to integration of refugees and reintegration of readmission returnees.

Finally, the increases in numbers of extra-regional migrants and refugees transiting the region irregularly, combined with the increased numbers of rejected asylum seekers readmitted from the EU, makes this issue a truly regional challenge. Still, lack of regional initiatives and mechanisms in this field is very much visible. On the institutional side there have been few intergovernmental initiatives like MARRI ([The Migration, Asylum, Refugees Regional Initiative](#)), which remain to be focused on security and police cooperation, while tackling human dimension of migrations in a very limited way. CSOs proved to have more dynamic networks and regional response on variety of topics, like IRIS Network, which provided a very good response during the refugee crisis and managed to open active channels of communication throughout the Balkan Route.

Furthermore, countries of Western Balkans (WB) are characterised with the transitional situation affected by extreme levels of unemployment, social exclusion and poverty. The recent crisis has put social protection systems under the unprecedented challenge of addressing ever increasing levels of exclusion with reduced public resources. All of the countries on WB started the process of outsourcing the social services in order to reach higher numbers of beneficiaries and reduce the costs for social protection. Still, a significant proportion of low-income citizens have poor access to social safety nets and to services in question. This is due to the fact that both the public authorities ordering the services and organisations delivering it lack knowledge, capacities and joint dialog on basic standards of the social services. All of this is especially needed in the situation where quality social services are needed to be provided with reduced public budgets. Licensing is an approach to finding new participative ways to address social inclusion and socio-economic development by improving the provision of social services delivered by CSOs in the Western Balkans.

1.5. Related programmes and other donor activities

All countries in the region are parties to the 1951 Refugee Convention and its 1967 Protocol and have established national asylum systems. Due to the current refugee crisis, the existing asylum legislation in most WB countries is under revision. In Serbia, new Asylum Law is expected in 2017. In B&H, new Law on asylum has been adopted in 2016, together with the Strategy 2016-2020. Asylum Law in Albania is expected to be amended soon. New Asylum Law in Montenegro was adopted in 2016, while Asylum Law in FYROM is from in 2015. Still, while the asylum legislation covers in detail the procedure in question, there is a visible lack on legislation, bylaws and documents focused on integration and service provision to migrants and the role of the CSOs in the process. In Serbia, a short decree on refugee integration was adopted in late 2016. There are no such documents in Albania and B&H, while there are only drafts of similar regulations in other WB countries. CSO service providers could be of great support in initiating and facilitating joint regional approach in the field of linking migration management with more intensive protection systems and provision of beneficiary centered services, as already envisaged by the abovementioned decree.

The action is a part of a large spectrum of programs funded by the European Commission. Under IPA Regional Programmes, the European Commission provides support to democratic initiatives particularly in the field of the social inclusion of vulnerable groups considering disabled persons. For this purposes, civil society organisations in the region initiated partnership with each other and with local authorities to support regional thematic networks. The proposed project is in line with Civil Society Facility Partnership Programmes for CSOs that recommend the support to regional thematic networks, the civil society development of knowledge and experience and dialogue at the regional level. In addition, potential synergies with other initiatives are in the process of implementation of some of the following strategies in target countries: Strategy for Social Inclusion, Strategy of Poverty Reduction, Strategy of Sustainable Development and Strategy for Development of Social Protection.

The Project Team closely cooperate and coordinate with other EU, international or national donor funded projects which are active in the same field of work. The action will seek for horizontal and vertical synergies with other EU-funded initiatives and government efforts in addressing the issue of social inclusion, such as are projects and government actions focusing on the most vulnerable.

2. OBJECTIVE, PURPOSE & EXPECTED RESULTS

2.1. Overall objective

Overall objective of the project is to empower CSOs to be effective and accountable independent actors and to improve their capacity to dialogue with governments influencing policy and decision-making processes.

2.2. Purpose

The purposes of this contract are as follows:

Within the project 'IRIS NETWORKing - CSOs for protection sensitive migration management' implemented by Initiative for Development and Cooperation – Contracting Authority, in order to achieve objectives indicated in project proposal, Pillar 1, it is planned to organise Capacity Building of CSOs providing social services activities. One of the measures is **Mentoring program - Assisting CSOs in acquirement of licences for provision of social services (fulfilment of quality standards) and Mentoring in overall strategic development of the CSO in question.**

3. ASSUMPTIONS & RISKS

3.1. Assumptions underlying the project

- CSOs have developed curriculum or available service to be licenced

3.2. Risks

- CSOs, beneficiaries of mentoring, are not sufficiently engaged in the activity implementation.

4. SCOPE OF THE WORK

4.1. General

4.1.1. Description of the assignment

Since several target countries from SEE region have adopted quality standards for social services and introduced the licensing of social services, CSOs are faced with lack of resources to prepare documentation and fulfil standards in order to be able to use public funds for financing. Moreover, the state does not perceive CSOs as an equal partner if they are not able to fulfil the standards needed for licensing. This is influencing state-civil society dialogue at all levels and damages legitimacy, transparency and accountability of CSOs which are providing social services. Part of capacity building process will be engaging of experts for specific sectors in order to consult CSOs in preparation of required elaborates and reports. In Serbia, Albania and Montenegro the licensing of social service providers is regulated by legislation and Procedures. Therefore, CSOs service providers in these countries will be able to acquire necessary assistance for licensing through mentoring. In FYROM and Bosnia and Herzegovina the Procedures for licensing of CSOs social service providers are not adopted. Therefore, mentors will provide necessary assistance in development of strategic / action plan for specific services in accordance with CSO needs and required documentation for

licencing process in accordance with standards for development of services in FYROM, Republika Srpska and Federation Bosnia and Herzegovina.

One mentor will be in charge of maximum 4 CSOs per country.

Outputs:

Maximum 20 CSOs will be provided with: a) Assistance in acquirement of licences for provision of social services and fulfilment of quality standards; b) Mentoring in overall strategic development of the CSO in question related to licencing of social services. The latter will be conducted in country(ies) where Procedures for licencing have not been adopted yet.

4.1.2. Geographical area to be covered

Albania, Bosnia and Herzegovina, Former Yugoslav Republic of Macedonia (FYROM), Montenegro and Serbia

4.1.3. Target groups

CSO Beneficiaries: 1) Twenty (20) civil society organisations members of IRIS network in respective countries that are providing social services through the participation in this mentoring program will receive direct and tailor-made support and build their capacities for getting licence for their work in social service provision area.

4.2. Duties and responsibilities

- a) Assistance in acquirement of licences for provision of social services and fulfilment of quality standards;
- b) Mentoring in overall strategic development of the CSO in question related to licencing of social services.

Mentor will be actively engaged in the following tasks:

- ✓ Develop a clear plan for mentoring specific CSOs in cooperation with CSOs themselves and National Coordinators, and submit planning schedule to National Coordinator;
- ✓ Provide assistance for CSOs on the requirements and specificities of the process of licencing and fulfilment of quality standards of the organisation for the provision of the concrete service/es in respective country or Mentoring in overall strategic development of the CSO in question, depending on the adopted legislation in specific countries
- ✓ Guide organisations during development of the internal standards that are needed in order to be eligible to apply for licencing;
- ✓ Support organisations in applying for licencing or development of Strategy/action plan for specific services in accordance with CSO needs and required documentation for licencing process in accordance with standards for development of services in FYROM, Republika Srpska and Federation Bosnia and Herzegovina.

Mentor will work in close cooperation with the Contracting Authority and National Coordinator.

4.3. Project management

4.3.1. Responsible body

National Coordinator and Project Coordinator from ASB, on behalf of the Contracting Authority, will be responsible for managing the contract.

4.3.2. Management structure

The team managing the project important for realisation of this assignment:

- ✓ Lead Project Partner IDC located in Belgrade/Serbia – managing this contract;
- ✓ 4 National Project Coordinators (ARSIS, La Strada, SOS Telephone and LIR CD)
- ✓ IRIS Network Coordinator ASB)

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

N/A

5. LOGISTICS AND TIMING

5.1. Location

Albania, Bosnia and Herzegovina, Former Yugoslav Republic of Macedonia (FYROM), Montenegro and Serbia

5.2. Start date & Period of implementation of tasks

The consultant will be engaged under individual contract, for a **maximum amount of 1.750 EUR per CSO**, in the period from 1 April to 31 December **2019**, depending on the availability of CSOs, beneficiaries of the consultancy. The Consultant is expected to work at the premises of assigned CSO, from home and in respective country where CSOs are working during the assignment duration.

6. REQUIREMENTS

Competencies:

- Ability to mentor CSOs, results-based management and reporting;
- Builds strong relationships with CSOs, focuses on impact and result for the CSOs and responds positively to feedback;
- Demonstrates good communication skills;
- Demonstrates ability to manage complexities and work under pressure, as well as conflict resolution skills;
- Understand and share the IRIS Network's values and ethical standards;
- Promotes the vision, mission and strategic goals of IRIS Network
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;

Qualifications and expertise:

- Minimum 8 years of relevant working experience in social policy at the national and/or international level;
- Knowledge on legal framework and licencing and accreditation standards in respective countries related to provision of social services by CSOs;
- Experience in capacity development, results-based management, strategic planning;
- Proven ability to think strategically, to express ideas clearly and concisely, to work both independently and in teams, to demonstrate self-confidence combined with sensitivity to gender and culture;
- Excellent inter-personal and communication skills,
- Excellent command of English and local language depending on the country for which the application is made.
- At least 2 References for assignments related to licencing of social services for CSOs

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 approved to work 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 as proof that the expert is seconded or on personal leave. **The costs for all activities are considered to be included in the tenderer's financial offer.**

7. DELIVERABLES AND REPORTS

7.1. Expected deliverables

- Action plan for mentoring specific CSOs in cooperation with CSOs themselves and National Coordinators;
- Final Report on the outcomes of the engagement, with all developed documents as annexes (Elaborates, strategies, policies, procedures, outputs from the mentoring, reports from the meetings, participant lists, etc.).

7.2. Submission and approval of reports

The report referred to above must be submitted electronically to the Project Coordinator identified in the contract. The Project Coordinator is responsible for approving the Final Report within 10 days from submission.

8. MONITORING AND EVALUATION

Monitoring and evaluation of the work of mentor will be done by National Coordinator, in cooperation with CSOs that are beneficiaries of this assignments.

If failed to accomplish the task, Contracting authority keeps the right not to transfer the contracted sum of the remuneration to engaged expert/mentor.

9. APPLICATION PROCESS

Interested applicants are requested to submit their applications to IRIS Network by e-mail to iris@iris-see.eu by **March 18, 2019 17:00 hours**

Possible **questions** can be forwarded to iris@iris-see.eu no later than February 28, 2018

The application should contain:

- 1. CV – Annex IV**
- 2. Cover/Motivation Letter** including a **price quotation indicating the lump sum (in EUR)** requested for the work and travel envisaged in the section "Duties and Responsibilities" and confirmation of availability in the period indicated in Section 4.2.
- 3. Methodology for mentoring CSOs**
- 4. Provisional mentoring plan** for maximum 4 CSOs social service providers per country
- 5. Budget – Annex V**
- 6. Legal Entity – Annex VI**
- 7. Organization & Methodology – Annex VII**
Tender Form

Only short-listed candidates only will be contacted.