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**TERMS OF REFERENCE**

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Contract-no: 81074262  
Project/mandate no: 1406.02.3.0  
Project/mandate name/country: Education for Employment in North Macedonia

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**Employer:** HELVETAS North Macedonia  
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1000 Skopje

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**Contractor:**

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E-mail:

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Contract duration: **From 20.06.2023 to 20.12.2023**

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## 1. Background

The labour market situation in North Macedonia is rather unusual with numerous open jobs on the one side and a high unemployment rate, especially among youth, on the other side. As the country is missing a clear and implementable economic strategy and related supporting measures, mid and long-term planning is very challenging for private companies. This, together with the fact that secondary VET has still limited relation to economy and society, leads to numerous graduates that end up unemployed instead of integrated in the labour market.

The very low engagement of labour force in upskilling and reskilling shows that lifelong learning is not yet understood and adequately rewarded as basis for decent work or career development. Often the expectations of youth regarding jobs, career, salaries, etc. do not match with the offers on the labour market or are just unrealistic. Jobs abroad are still of high attractiveness and, thus, force local companies to create more attractive positions for youth to keep them in the country.

Switzerland is aware about the above-mentioned situation and supports with Education for Employment in North Macedonia (E4E@MK) the advancement of the Vocational Skills Development System (VSD) in North Macedonia.

The main goal of the E4E@MK (phase 2) is that young women and men gain decent employment due to market-oriented skills. This will be achieved through a) improving the vocational education and training system, especially dual VET, to capacitate youth for the labour market and b) increasing the involvement/ engagement of companies and business support organisations to co-create and ensure the market-relevance of vocational education.

## 2. Objectives of the assignment

The assignment is based on outcome 1, outputs 1.2. and 1.3. and the related indicators of the E4E@MK Project Document for Phase 2.

Output 1.2: Capacities of VSD institutions are improved, especially for dual VET implementation	Indicator 1.1.1: Number of contributions towards a more inclusive or more labour market relevant Vocational Education and Training (VET) system	VSD continues remaining high in the agenda of policymakers
Output 1.3: Awareness of youth, especially women, on dual VET as promising path to gainful employment is increased	Indicator 1.3.1: % of nine grade primary school students with increased awareness about dual VET	The messages sent by promotional activities reach out youth

The objectives of the assignment are:

Support the VET Centre to develop a Strategy for promotion of VET 2024-2027 with an action plan, through defining:

- 1) Effective internal organizational communications
- 2) External communication strategy for effective outreach and relations with the public (encompassing the visibility of the VET Centre as a professional institution, informing the public about developments in VET, communicating VET resources availability, promoting quality in VET, promoting girls choosing career through VET)
- 3) Inventory of necessary competences of VETC staff at organizational level to ensure internal capacities for implementation of the strategy through the lenses of communications and promotion (separate document)

	<b>Deliverables</b>	<b>Timeframe</b>
1	Analysis of state of play of internal and external communication processes <sup>1</sup>	June 26 – July 26, 2023
2	Delivering and facilitating a workshop with VETC staff for strategy input	June 26 – July 26, 2023
3	Deadline for first draft of the Strategy 2024-2027 <sup>2</sup>	September 15, 2023
4	Deadline for final strategy document	October 12, 2023
5	Facilitate a workshop with VETC staff for action planning (broad action planning for the overall period of the strategy and more specific for 2024)	Second half of October/first week of November 2023
6	Deliver final strategy 2024-2027 containing the broad Action Plan, and the specific action plan for 2024	November 13, 2023
7	Deadline for internal capacities/competences document	December 10, 2023
8	Deliver a final report that comprehensively explains the process involved in creating the strategy and action plan.	No later than 20.12.2023

### **3. Documents/inputs**

- E4E products related to promotion of dual VET
- VETC organizational documentation pertinent to communication processes

### **4. Timeframe of the assignment**

The assignment will take place from June 20<sup>th</sup> to December 20<sup>st</sup> 2023. Coordination with E4E@mk will be through its VET Lead, Ivana Georgievska. E4E will provide support during the facilitation of the workshops (points 2 and 5).

### **5. Place of assignment**

This assignment shall be conducted in Skopje with the possibility of traveling for the final workshop. The logistical costs incurred for the workshops (points 2 and 5, in and/or out of Skopje) will be undertaken directly by the Project.

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<sup>1</sup> To be submitted to Ivana Georgievska

If unforeseen additional travel is requested by the Project and not required by the Terms of References (ToR), such travel shall be organized and covered by the Project in line with applicable rules and regulations and upon prior written agreement.

## 6. Reporting

The Contractor needs to deliver the documents in Macedonian language to:

[Ivana.Georgievska@helvetas.org](mailto:Ivana.Georgievska@helvetas.org)

The final report is to be delivered by 20.12.2023 in Macedonian language, after which the payment of the service will be processed.

## 7. Qualifications

- Proven experience in conducting/delivering strategies in communication/Public Relations, Experience in conducting/delivering strategies for public institutions
- Proven experience in conducting analysis related to organizational communication processes and organizational capacities for public relations
- Proven track record of implementing communication projects related to education
- Experience in facilitation of workshops

## 8. Criteria for selection of the best offer

The contract will be awarded to the bidder whose offer is assessed and determined using the Cumulative analysis methodology. Under this weighted scoring approach, the contract will be awarded to the consultant whose offer meets the following criteria:

- a) Demonstrates responsiveness, compliance, and acceptability.
- b) Achieves the highest score based on the specified weightage of technical and financial criteria, as outlined below:

Technical criteria weight: 70%

Financial criteria weight: 30%

Only candidates who attain a minimum of 49 points (70%) in the technical evaluation will be considered for the financial evaluation.

During the financial evaluation, only the lowest-priced offer will receive 30 points. Other offers will receive points relative to the lowest offer, using the following formula:  $\frac{\text{Lowest bid}}{\text{Proposed bid}} \times 30$

Selection criteria	Maximum points (70)
Proven experience in conducting/delivering strategies in communication/Public Relations <ul style="list-style-type: none"> <li>• Up to 5 yrs of experience= 5 points</li> <li>• From 5 to 10 yrs of experience = 10 points</li> <li>• Over 10 yrs of experience = 15 points</li> <li>• Experience in conducting/delivering strategies for public institutions = 5 points</li> </ul>	20
Proven experience in conducting analysis related to organizational communication processes and organizational capacities for public relations. <ul style="list-style-type: none"> <li>• Up to 5 yrs of experience= 3 points</li> <li>• From 5 to 10 yrs of experience = 5 points</li> <li>• Over 10 yrs of experience = 10 points</li> </ul>	10
Proven track record of implementing communication projects related to education <ul style="list-style-type: none"> <li>• Up to 5 yrs of experience= 3 points</li> <li>• From 5 to 10 yrs of experience = 5 points</li> <li>• Over 10 yrs of experience = 10 points</li> </ul>	10
Experience in facilitation of workshops <ul style="list-style-type: none"> <li>• Up to 5 yrs of experience= 3 points</li> <li>• From 5 to 10 yrs of experience = 5 points</li> <li>• Over 10 yrs of experience = 10 points</li> </ul>	10
Quality of the submitted short concept <ul style="list-style-type: none"> <li>• Good = 5 points</li> <li>• Very good= 10 points</li> <li>• Excellent = 20 points</li> </ul>	20

**Required documents to be submitted:**

Interested offerors are invited to submit the following documents:

1. Technical offer consisting: introduction, technical specification, scope of work, methodology or approach, timeline and schedule (according to ToR), updated CV of the planned team with focus on required qualification including contact details, evidence of professional experience of project references of similar kind
2. Financial offer expressed in Macedonian Denars (MKD)

**Technical and financial offers should be submitted not later than June 12th in one sealed envelope clearly labeled with "VET Communication Strategy" to the following address:**

HELVETAS Swiss Intercooperation – Skopje  
 Project: Education for employment in Macedonia, Phase 2

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Str: Boulevard Blazhe Koneski (ex. VMRO) no. 3/1  
1000, Skopje, Republic of N. Macedonia