



TERMS OF REFERENCE

Project title: From diversity blind into diversity transformative local communities towards inclusive equality

PUBLIC CALL FOR EXPERTS: Development and Implementation of a Mentoring Programme for Institutional and Individual Capacity Building for Grassroot CSOs

About the project:	The project has a goal of enabling grass root civil society organizations to become active participants in the evaluation of local budgets and policies, ultimately promoting equity and inclusiveness within their communities. The focus will be on fostering dialogue with local and national governments, advocating effectively, and monitoring reforms related to the accession process. Additionally, the project will enhance the sectorial networking of CSOs and policy dialogue through two of the twelve IPA sectorial working groups. The project will adopt an inclusive approach and work closely with CSO representatives in 17 municipalities to develop evidence-based policies that counteract discrimination and advance equality and inclusiveness.
Project objective:	The objective of this project is to foster structured dialogue and collaboration between public institutions and empowered rights-based grass root civil society organizations. This will be achieved by evaluating local policies, programs, and budgets using equality indicators, leading to reforms and the creation of inclusive communities
Target groups:	Target groups: Representatives from local, rights based CSOs from the following municipalities: Karposh, Shtip, Pehcevo, Kriva Palanka, Lipkovo, Konche, Strumica, Bitola, Mogila, Staro Nagoricane, Gradstko, Rosoman, Kavadarci, Struga, Vevcani, Gostivar, Vrapchishte.
Place:	Municipalities: Karposh, Shtip, Pehcevo, Kriva Palanka, Lipkovo, Konche, Strumica, Bitola, Mogila, Staro Nagoricane, Gradstko, Rosoman, Kavadarci, Struga, Vevcani, Gostivar, Vrapchishte.
Timeframe	TBD

Results and Activities:	
Results:	R1: Inter-sectional gender assessment of local equality policies, annual programs and budgets is conducted by developing unified monitoring tools to measure the commitment of local authorities for improvement of the equality policies on local level; R2: Capacity of right-based grass root civil society organizations are strengthened and networking developed towards strengthening sectorial policy dialogue in (1) Justice and (2) Education, Employment and Social Policy, enabling them to monitor accountability of local self-government; R3: Structured sectorial local mechanisms for consultations on local level are developed and strengthened.
Activities	The project consists of 3 sets of activities: WP1: Developing tools for Intersectional gender assessment 1.1 Intersectional gender analysis of local Strategic documents, policies and action plans and tools for their alignment with municipal annual programmes and budgets 1.2 Development of intersectional gender indicators for local programming towards gender equality and diversity enhancement on local level 1.3 Intersectional gender analysis of local Strategic documents, policies and action plans and tools for their alignment with municipal annual programmes and budgets 1.4 Developing practical Guide for Intersectional gender assessment 1.5 Seventeen (17) Equality and Diversity consultations with CSOs, citizens and Government 1.6 Public conference for presentation of the findings to the existing structures for EU negotiation WP2: Capacity building on Intersectional Gender approach and networking 2.1. Needs assessment of the CSOs to assess their advocacy capacities and needs, knowledge, skills to work on improvement on the specific local policies 2.2: Capacity building on Intersectional Gender approach and diversity mainstreaming into local strategic documents and programmes 2.3: Training interventions organised 2.4: Networking, consultation, communication and coordination among local and national stakeholders towards enhancing grass root/local CSOs to participate in the work of the sectorial working groups for EU accession and negotiations 2.5. Capacity building thought mentoring on institutional and individual level for grass root CSOs (relevant for this public call for experts) WP3: Sub-granting for 17 CSOs countrywide 3.1 Development of sub-granting scheme



	3.2 Implementation of sub-granting scheme 3.3 Evaluation of the impact and dissemination of the results of sub-granting scheme 3.4 Increased visibility of the project results
Expert's tasks and duties:	The engagement aims to strengthen the institutional and individual capacities of local rights-based CSOs across 17 municipalities through the implementation of a structured mentoring programme. The goal is to enhance CSOs' ability to design, implement, and advocate for impactful projects and actions addressing community needs and promoting equality and inclusion. The mentoring programme will consist of two main components: 1. Institutional capacity building – focused on strengthening organizational capacities of CSO staff to effectively implement and manage projects. 2. Individual capacity building – focused on enhancing specific expertise based on the identified needs of CSO staff and experts, such as intersectional gender analysis, gender-responsive budgeting, disability mainstreaming, and human rights. The mentoring approach will combine peer-to-peer support, individual and group mentoring techniques, and will ensure gender and diversity mainstreaming throughout both content and participation. The programme will target approximately 68 representatives from 17 CSOs (3–4 per organization) and will include monthly mentoring meetings. Based on the call for expressions of interest from grassroots CSOs and a prior needs assessment, the selected expert(s) will develop a mentoring plan tailored to the awarded CSOs (19 grantees under the sub-granting scheme). The plan and sessions will be designed in line with COVID-19 safety protocols. Your tasks will include: • Development of a structured mentoring programme (20 pages, in Macedonian language) covering both institutional and individual capacity building. • Development of a detailed mentoring plan addressing themes such as intersectional gender analysis, human rights, project and finance management, and gender-responsive budgeting. • Organization and facilitation of regular monthly mentoring sessions (8–12 per grantee) throughout the project duration. • Tracking participation, engagement, and feedback from mentees. • Assessing progress and adjusting mentoring methods as needed. • Preparing a final report summarizing the outcomes, lessons learned, and overall effectiveness of the mentoring programme. Modality of engagement: Local expertise with proven experience in gender equality, anti-discrimination, intersectional approaches, and the rights of persons with disabilities. Time schedule: Maximum days allocated: 70 Geographical area to be covered by the experts:



	Skopje region: Karposh Eastern region: Shtip, Pehcevo North-east region: Kriva Palanka, Lipkovo, Staro Nagoricane South-east region: Konche, Strumica Pelagonia: Bitola, Mogila Vardar region: Gradsko, Rosoman, Kavadarci South-west region: Struga, Vevcani Polog region: Gostivar, Vrapciste
Qualifications of experts	<i>Required Expertise and Qualifications:</i> <i>Expert Profile: Capacity Building & Mentoring Expert (up to 2 experts)</i> <i>Qualifications and Skills:</i> • University degree in social sciences, law, project management, or a related field. • Master degree will be an asset; • Strong analytical skills and report writing abilities; • Strong experience in mentoring, coaching, and capacity building. • Knowledge of gender equality, human rights, and diversity mainstreaming. • Good interpersonal skills, clear communication and ability to establish working relationships with state and local stakeholders, public administration and civil society sector; • Fluency in Macedonian and English (Albanian language skills are an asset). <i>Professional Experience:</i> • Minimum ten (10) years of professional experience in working on human rights, equality including gender equality and non-discrimination; • Experience in developing and implementing mentoring methodologies and programmes. • Minimum ten (10) years of experience in working with CSOs in the field of public policies and/or institutional and CSOs' capacity building. <i>Modality of Engagement:</i> • Local expertise with demonstrated experience in capacity building and mentoring. • Engagement will be deliverables-based, with deadlines for programme development and implementation. • Payment will be made in installments upon receipt and approval of deliverables. <i>Required documentation:</i> An offer submitted by legal entities should contain the following information: • Current status of the supplier no older than 6 months; • Portfolio of previous work (Annex 1) • Brief biography of the team (Annex 2); • Proposed marketing and PR strategy (Annex 3);



	• Signed statement of exclusivity and availability (Annex 4). • Financial offer form (Annex 5); • Statement on non-existence of conditions for exclusion of a supplier for the performance of services for the project (Annex 6) <i>Payments will be made in instalments upon receipt and approval of the deliverables (reports, timesheets etc.).</i>
Deadline for submitting offers:	All offers must be submitted by to the following e-mail addresses: sozm@t.mk; irenaaterzic@gmail.com; adi@adi.org.mk; sergej.shavreski@polioplus.org.mk; with the subject line: PUBLIC CALL FOR EXPERTS: Mentoring Programme Deadline: 01.11.2025