



TERMS OF REFERENCE (ToR)

Title: Inclusive Workplace Design expert, trainer, supervisor

Project: Building bridges - A multi-stakeholder approach to inclusive employment

Date: 10.08.2026

1. Information about the Project

The regional project “Advancing Socioeconomic Participation in Municipalities in the Western Balkans” (SPARK), implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ), supports municipalities, relevant private sector actors, and civil society organisations across Albania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia and Serbia in improving the social and economic participation of women and other vulnerable groups on local level. In this regard, the project cooperates closely with the political partner, the Network of Associations of Local Authorities in South-East Europe (NALAS) and its members, the Local Government Associations (LGAs). Based on the principle of “Leave No One Behind” (LNOB) and gender equality, it ensures rights and access to services for the most vulnerable groups – with a focus on women. The SPARK project builds on the approaches developed and disseminated in the predecessor project (SoRi). These include innovative social approaches for municipalities, such as awareness raising, daycare centres, inclusive disaster risk management, mobile outreach teams, and social dialogue forums, as well as an LNOB-sensitive social mapping methodology for evidence-based decision-making and service design, and social mentoring as an inclusive employment measure. In general, the project targets all types of vulnerable groups, paying attention to intersecting forms of discrimination, with a focus on women and girls.

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Building upon the promising results and positive practice of implementing Social Mentoring (work integration mentoring) as a work integration approach for disadvantaged groups, PUBLIC - Association for research, communications and development from Skopje, in partnership with The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) is implementing the project “Building bridges - A multistakeholder approach to inclusive employment” from June 2026 until April 2028. It is aimed at strengthening mechanisms that support the development of employability skills, especially among women and girls from vulnerable groups, and improving retention in inclusive, equitable, and supportive workplaces.

The project is implemented in North Macedonia, Montenegro, and Albania and builds upon the successful implementation of the social mentoring methodology between 2020 and 2025.

The project focuses on four key areas: 1.Strengthening employment pathways through social mentoring; 2.Institutional recognition of social mentoring within municipal sectoral policy documents; 3.Supporting private sector stakeholders in adopting inclusive employment policies and procedures; 4.Strengthening capacities of professional mentors and employers to promote inclusive and gender-equitable employment practices.

Within North Macedonia, the project will support 30 mentees from vulnerable groups and facilitate cooperation with four municipalities to integrate social mentoring into local policies and practices.

2. Purpose and Task Description

Public is seeking a qualified and experienced Inclusive Workplace Design Expert, Trainer and Supervisor to support the implementation of project activities aimed at strengthening inclusive employment practices and improving cooperation between social mentors, employers, and other relevant stakeholders.

The selected expert will play a key role in designing and supporting inclusive workplace approaches within companies in North Macedonia, Albania, and Montenegro. The expert will provide technical expertise in engaging businesses, assessing workplace practices, supporting employers in attracting and retaining diverse workforce, and preparing companies for the implementation of social and professional mentoring approaches.

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The expert will also contribute to the capacity-building component of the project by delivering training sessions within the educational programmes for social mentors and professional mentors. In addition, the expert will provide supervision support to social mentors in relation to communication and cooperation with the business sector and will facilitate multi-stakeholder processes involving companies, civil society organizations, municipalities, and other relevant actors.

The Inclusive Workplace Design Expert will be part of the core project team and will work in close coordination with PUBLIC's project staff, social mentors, professional mentors, participating companies, and other experts engaged within the project to ensure effective implementation and achievement of project outcomes.

The expert's engagement will include the design and implementation of business engagement processes, including mapping and selection of companies, baseline assessment of workplace practices, consultations with company representatives and managers, development of recommendations for inclusive employment practices, and preparation of conditions for the implementation of social and professional mentoring within companies.

The contracted expert will have the following duties:

- Delivering training sessions and practical inputs within the education programs for social mentors and professional mentors.
- Providing supervision and technical guidance to social mentors regarding communication, engagement, and cooperation with employers.
- Supporting the development of effective approaches for engaging businesses and establishing sustainable cooperation with employers.
- Designing and facilitating multi-stakeholder processes involving companies, civil society organizations, municipalities, and other relevant stakeholders.
- Facilitating meetings, consultations, and dialogue processes aimed at strengthening inclusive employment practices.
- Mapping and supporting the selection of companies participating in the project.
- Conducting baseline assessments of companies' existing employment practices, workplace culture, recruitment approaches, onboarding processes, and inclusion capacities.

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- Conducting fieldwork and consultations with company representatives and managers to identify opportunities for attracting, integrating, and retaining workforce from vulnerable groups.
- Providing recommendations and support for preparing companies to implement social and professional mentoring approaches.
- Supporting the development of internal systems and processes necessary for effective mentoring implementation within companies.
- Monitoring and reporting on the progress of social mentors in their engagement and communication with the business sector.
- Providing expert input to project reports, analyses, and learning documentation.
- Cooperating closely with the project team and other experts on all tasks related to the successful implementation of project activities

3. Profile of the Potential Inclusive Workplace Design Expert, Trainer and Supervisor

The Inclusive Workplace Design Expert, Trainer and Supervisor should have a strong professional background in inclusive employment practices, workplace transformation, mentoring approaches, stakeholder engagement, and cooperation with the private sector. The expert should demonstrate experience in supporting organizations to develop more inclusive, diverse, and equitable workplace environments, as well as experience in designing and delivering capacity-building activities for professionals and stakeholders.

Applicants should hold at least a Master's degree in innovations, communications, business, psychology, social services, employment, psychosocial and career support, counseling or related areas a relevant field, including social policy, or another discipline related to employment support, social inclusion, psychosocial support, counselling, mentoring, or organizational transformation.

The expert should have at least five years of relevant professional experience in areas such as social mentoring, professional mentoring, inclusive employment programmes, diversity and inclusion practices, workplace development, or related initiatives supporting vulnerable groups' access to employment. Experience in cooperation with businesses, companies, civil society

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organizations, and other stakeholders, as well as experience in supporting employers in developing inclusive recruitment, onboarding, retention, and workplace practices, will be considered a strong advantage.

The expert should also demonstrate experience in developing and implementing corporate communication approaches, stakeholder engagement processes related to sustainable development goals, social responsibility, diversity, inclusion, and equitable employment practices, as well as communication strategies.

The expert should have excellent knowledge of English and Macedonian languages. Knowledge of BCMS and/or Albanian language will be considered an asset.

The expert is expected to possess strong facilitation, training, communication, and coordination skills, with the ability to provide effective capacity building, supervision, and technical guidance to social mentors, professional mentors, companies, and other project stakeholders. The ability to foster collaboration among diverse stakeholders and translate inclusive employment principles into practical workplace solutions is essential for the successful implementation of this assignment.

4. Intellectual Property and Specific Methodological Requirement

The assignment requires the further implementation, development, adaptation and application of the existing Social Mentoring and Professional Mentoring methodologies, including their related tools and training materials. The assignment therefore requires comprehensive knowledge of the existing methodological framework and the legal authority to further develop and adapt the respective intellectual property.

4. Deliverables and Financial Proposal

Interested applicants are required to confirm their availability, an updated Curriculum Vitae (CV), together with a financial proposal indicating their proposed gross daily fee (EUR per expert day) for the provision of services during the project implementation period (September 2026- March 2028). The expert will be engaged for **up to 70 expert days** over the course of the

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project. Remuneration will be paid on a monthly basis, based on approved monthly timesheets and activity reports and the actual number of expert days worked during the respective reporting period.

The engagement will be implemented on a monthly basis, in accordance with the scope of work and responsibilities defined in these Terms of Reference. The selected expert will be expected to provide continuous support, including capacity-building, mentoring, supervision, data management, monitoring, and analytical support, as applicable throughout the project implementation period.

The financial proposal should clearly indicate the proposed **gross daily fee (EUR per expert day)** and should reflect the expected level of engagement, expertise required, and responsibilities associated with the assignment.

Monthly deliverables are expected to include, as applicable:

- Provision of technical expertise and advisory support on inclusive workplace design and employer engagement.
- Delivery of training sessions and capacity-building activities for social mentors and for professional mentors.
- Provision of supervision support to social mentors in relation to business engagement and communication with employers.
- Mapping, assessment, and engagement of companies participating in the project.
- Conducting consultations and field visits with company representatives.
- Preparation of recommendations for strengthening inclusive employment, recruitment, onboarding, and workplace practices.
- Facilitation of multi-stakeholder meetings, workshops, and dialogue processes with companies and other relevant stakeholders.
- Contribution to the development of tools, methodologies, and guidance materials related to inclusive employment and mentoring.
- Preparation of technical reports, recommendations, and progress updates on the implementation of assigned activities.

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Implemented by:



In cooperation with:



- Participation in regular coordination meetings with the project team and other project experts.

6. Application Procedure

Interested candidates are invited to submit a complete application package consisting of:

- An updated Curriculum Vitae (CV) demonstrating their qualification;
- Financial proposal, that should indicate: a gross daily fee (EUR per expert day).

All applications will be assessed on the basis of the applicants' professional background, and experience and overall value for money of the financial proposal. Only shortlisted candidates will be contacted for interview and further consideration.

The proposals should be sent via mail to: fata@public.org.mk, not later than 28.08.2026 end of the day, with subject: Inclusive Workplace Design expert, trainer, supervisor.

PUBLIC reserves the right not to award the contract to any received application.

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