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1. BACKGROUND INFORMATION

1.1. Partner country

Bosnia and Herzegovina

1.2. Contracting authority

Unija udruženja poslodavaca Republike Srpske
Đure Daničića 1/II
78000 Banja Luka
Bosnia and Herzegovina

1.3. Country background

Bosnia and Herzegovina is a country with a surface area of 51,209 km² and with an estimated population of 3.5 million people. The constitutional set-up stems from the Annex IV to the Dayton/Paris Peace Agreement (DPA) and establishes a complex political structure that provides for governments at State, Entity, Brčko District and cantonal levels.

Since 1995 and according to the Dayton Agreement the state of Bosnia and Herzegovina has been divided into two political entities – the Republika Srpska (RS) and the Federation of Bosnia and Herzegovina (FB&H) – and the Brčko District (condominium). The RS covers 49% of the territory and forms a semi-circle around the north and east, while the FB&H occupies the other 51%. Each Entity has its own political structure and administration. The B&H State government consists of a Parliamentary Assembly, which is divided into a House of Representatives and a House of Peoples, a rotating tripartite presidency (with one member from each of the constituent peoples), and a Council of Ministers with nine ministries. The political structure of the FB&H is divided into three levels: the Entity level, the Cantonal level and the Municipal level, with each municipality having its own municipal council and administrative structures. By contrast, the Republika Srpska (RS) has no cantons, only municipalities.

While one entity (Republika Srpska) has strongly centralised system, the other entity is comprised of 10 cantons with wide autonomy. Several crucial sectors are given either to the entities or even cantons such as: education, social policy, culture, environment, etc. Therefore, in such a complex environment non-state actors (NSA) such as employers' associations have difficulties in advocating for reforms in the above mentioned areas.

In accordance to the registry of Council of Ministers of BiH (<http://zbirniregistri.gov.ba/Home> - only accessible in Bosnia and Herzegovina's official languages), approx. 640 CSOs working in the field of social development and entrepreneurship. Directly 16 organizations from RS and FBiH have been recognized as entrepreneurial and CSOs target group.

At the State and Federation of Bosnia and Herzegovina level, the Ministries of Justices are responsible for registration and for keeping the Registry Books for Associations and Foundations. According to the Republika Srpska' Law on Associations and Foundations,

associations and foundations register at the Basic Court in the seat of the District Court in the area in which they have their seat.

1.4. Current situation in the sector

The project “Contribution of CSOs to improving entrepreneurship impact on socio-economic development of BiH – EISE project” will be realised through Civil Society Facility and Media Programme for Bosnia and Herzegovina 2019 - Support to existing and newly established CSOs networks in various areas under the Lot 7: Support to CSOs networks in the area of Entrepreneurship and local economy. The project was launched on 01/01/2020 and will be implemented in cooperation with the Employers Association of the FBiH and will be implementing in period of 36 months.

Networking is, as a primary methodology approach of the project, directly contributing general aim realisation of the CSF&M programme, which is “support to existing and newly established CSOs networks in various areas “, listed as social development in entrepreneurship sector.

The long-standing negative demographic trends, poor natural growth, an aging population and the continued increase in population migration to EU countries, have caused a dramatic decline in the labour force supply which is primary communication topic of the project.

Also, the projections point to a further downward trend in the number of active population, active labour force supply, and a decrease in the population aged up to 15, an increase in external migration and other adverse trends. Given both the significant decline in industrial production and the announcement of instability in relation to global economic developments, these trends are seriously tempting the future projections of the sustainability of the social protection system and economic growth and indicate the need to take a better communication of strategic approach to the sustainability of the overall system.

From project perspective, networking, as a primary communication methodology approach of the project directly contributing all aims realization of the CSF&M programme and project, is support to existing and newly established CSOs networks in various areas, listed as social development in entrepreneurship sector. The industrial production and questionable sustainability in relation to global economic developments, global recession caused by COVID-19, are trends that seriously affect future projections on the sustainability of the social protection system and economic growth and indicate the need to take a project communication strategic approach with reflection on the sustainability of the entire BiH system.

Some governments in BiH have tried, by means of documents such as the Proposal for Population Policy Measures, to define a demographic renewal on some strategic approach, giving this topic a national priority. This approach only makes sense if it is part of a broader coherent and coordinating policy and PR and communication campaign, primarily economic and social, that should have the structure of a national reconstruction program that project advocate. As a second communication methodology approach and special focus of communication activities will be topics related to stopping the negative trends of employee migration towards more developed economies and societies policies that can be achieved

through the growth of young people's standard of living. Also, the problem of employee migration is related to economic motives but also to political instability in the country.

Overall project communication, as a third communication methodological approach, are messages to the institutions that will be focused to reducing the burden on the economy (fiscal and para-fiscal), and message to employers would be to redirect these funds to the growth of workers' incomes. However, the general sense of security and perspective of the society is also significantly dependent on the level of rule of law and political stability, which at the moment, given the outflow of employee and entrepreneurs, is not at the level that enables economic growth and development of the community. Entrepreneurs do not have confidence on the one hand in decision-makers, but they have interest in being involved in the process of developing business policies and programs on the other.

2. OBJECTIVE, PURPOSE & EXPECTED RESULTS

2.1. Overall objective

The overall objective of the project of which this contract will be a part is as follows:

The project aim is to strengthen the capacity of entrepreneurial and employers' CSOs to contribute to social and economic development in entrepreneurship sector in BiH by creating a favourable environment through economic and social reform. By contributing realisation of this aim, the reduced outflow of BiH population project will be the impact of the project that be reached.

2.2. Purpose

The purpose of this contract is as follows:

Developed and adopted Strategic framework of the Union of employers' associations of RS

2.3. Results to be achieved by the contractor

Provided the necessary support in the implementation of this activity.

3.0. ASSUMPTIONS & RISKS

3.1. Assumptions underlying the project

Contractor is implementing Covid-19 epidemiological measures.

3.2. Risks

Worsening epidemiological situation.

4. SCOPE OF THE WORK

4.1. General

4.1.1. Description of the assignment

One of the components of the Project is networking and strengthening the capacity of employers' associations to advocate, analyze and create public policies and conduct social dialogue with decision makers in the field of economic development and entrepreneurship in accordance with EU integration and standards through economic and social reform.

The strategy should define the program orientations and goals of the Union, so that it would have better visibility in all parts of the Republic of Srpska. The strategy must contain time-bound goals, including short-term and long-term goal performance, and clearly define the target results.

As part of the Strategy, it is necessary to define goals that will be aimed at capacity building through a strategic approach to the development of the Association and its management, improving services to provide adequate services to existing and potential members, and strengthening the influence of employers through evidence-based research through effective skills.

In communication with the membership, both individual and collective, came to certain guidelines that should be found in the Strategy itself:

- It is necessary to develop tools that will help the in creating strategic priorities for data collection, generating a number of strategic options in order to obtain the highest quality document,
- The work plan of the Union should be based on the core of the Strategy in order to better and better connect the organization and its members in order to work together and achieve goals,
- Review of strategic options within the scope of the Union, selection of priorities, development of goals and work plans to be met,
- The strategy must be clear and must contain all the necessary tools how to attract a potential company to become a member of the Union.

It is necessary to provide a series of actions that explain why and how membership in the Union will solves the problems of its membership, improves their situation, brings specific benefits to the member and tells potential members why they would not get the same outcome from other service providers or representatives of the representative group. Strategic goals must be concise and understandable so that the potential member does not have to seek additional explanations.

4.1.2. Geographical area to be covered

The area covered by this event is Republic of Srpska.

4.1.3. Target groups

- Members of Union of Employers' Associations of the Republic of Srpska;
- Government;
- CSOs.

4.2. Specific work

The basic guidelines for the development of the Strategy itself should contain the following components:

1. Research and focus of work
2. Values and goals
3. Key objectives
4. Priority ranking
5. Results
6. Responsibility
7. Progres

As part of its priorities and objectives, the Strategy should focus on advocating for an improved regulatory environment by simplifying business registration, providing information and advice on a range of issues, including health and safety at work, and connecting the informal economy and small businesses with larger businesses improving working conditions.

Networking and strengthening of employers' organizations through other guidelines within the Strategy should also refer to:

- development of member business support centres;
- assisting in the development of lobby programs for all companies;
- expanding services to improve the productivity of the Association itself and facilitate access to markets, finance, insurance, technology and public authority;
- increase the representation of as many companies as possible when making decisions within the Association;
- participation in tripartite bodies to promote poverty reduction;
- social responsibility;
- popularization of membership and other.

The strategy will be the starting document for the development of the work plan of the Union in the future, and guidelines for creating program orientations and goals of the Union, in order to ensure better visibility in all parts of the Republic of Srpska.

4.3. Project management

4.1.1. Responsible body

The body responsible for the implementation of the contract will be the Union of Employers' Associations of the Republic of Srpska.

4.1.2. Management structure

The contractor will be responsible to the Contracting Authority (Unija udruženja poslodavaca RS) for the implementation of the tasks and in particular to the Project Coordinator. The information received from the Project Coordinator will be considered as information received from the Contracting Authority.

5. LOGISTICS AND TIMING

5.1. Location

Union of Employers' Associations of the Republic of Srpska is located in Banja Luka.

5.2. Start date & period of implementation of tasks

The intended start date is December, 8 2021 and the period of implementation of the contract will be 1 months from this date.

6. REQUIREMENTS

6.1. Staff

6.1.1. Key experts

Key experts have a crucial role in implementing the contract. These terms of reference contain the required key experts' profiles. The tenderer must submit CV for the following key expert with clearly indicated experience:

Qualifications and skills

- University degree in the field of law or economics

General professional experience

- Minimum 10 years of overall professional experience

Specific professional experience

- Minimum 5 years of specific experience

6.1.2. Non-key experts

N/A

6.1.2. Support staff & backstopping

The contractor will provide support facilities to their team of experts (back-stopping) during the implementation of the contract.

6.2. Office accommodation

The contractor will provide Office accommodation.

6.3. Facilities to be provided by the contractor

The contractor will provide all relevant facilities.

6.4. Equipment

No equipment is to be purchased.

7. REPORTS

7.1. Reporting requirements

The contractor shall prepare the study in accordance with the scope of the ToR and agreement with the Project Manager. The study will be submitted in local language.

8. MONITORING AND EVALUATION

8.1. Definition of indicators

Monitoring of project activities will be responsibilities of Association of Employers in the Federation of BiH.

8.2. Special requirements

All the activities to be put in place by the contractor must comply with its minimum obligation towards visibility. These activities must comply with the rules lay down in the Communication and Visibility Manual for EU External Actions published by the European Commission.