



Terms of References

For procurement of Individual Consultant to conduct financial management training workshops under the project “Community Led Development”

I. Background

The Community Led Development Project aims to improve the living conditions of rural communities on territory of LAG Agro Lider in terms of access to basic socio-economic services and a sustainable increase in incomes, while promoting human rights and improved existing resource management practices. The project is supported by We Effect and started in November 2023

This project seeks to improve the well-being of the Republic of North Macedonia's vulnerable rural population through strengthened resilience and enhanced economic opportunities.

It expects to accomplish these aims by improving the population's skills for better integration into profitable value chains and by improving their access to social services.

II. Objective of the assignment

In order to strengthen the organizational capacity of the Local Action Group AGRO LIDER, in the following period LAG AGRO LIDER will work on improving administrative and financial procedures in the organization. Related to financial management, staff and members of LAG AGRO LIDER would require training in budgeting, procurement and audit.

For that purpose, LAG AGRO LIDER seeks to engage an Individual Consultant who will develop and deliver a training program in financial management to staff and members of LAG AGRO LIDER.

To fulfil this role, the Consultant will be specifically required:

- To develop a training curriculum and conduct a half-day workshop in Budget Planning and Budget Control as tools for management and managing finances, their advantages and disadvantages;
- To develop a training curriculum and conduct a half-day workshop in Procurement Procedures and Financial Process Control
- To develop a training curriculum and conduct a half-day workshop in Internal and External Independent Audit and their procedures, objectives and reports.

III. Deliverables

The Consultant shall be responsible for delivering the following:



1. Develop **training curricula** for 3 (three) half-day training workshops in:
 - i) Budget Planning and Budget Control
 - ii) Procurement Procedures and Financial Process Control
 - iii) Internal and External Independent Audit
2. Conduct a **half-day training workshop in Budget Planning and Budget Control**, for around 15 people,
3. Conduct a **half-day training workshop in Procurement Procedures and Financial Process Control**, for around 15 people,
4. Conduct a **half-day training workshop in Internal and External Independent Audit**, for around 15 people,
5. Develop **Final Assignment Report** (*in English language*) including:
 - i) Description of activities performed – workshop Agenda and workshop materials,
 - ii) Photo documentation from activities performed,
 - iii) Lists of training participants,
 - iv) Filled-in questionnaires surveying trainee satisfaction with the workshops.

IV. Duration of the assignment

The assignment shall be implemented during January and/or February 2024. Final schedule will be determined after contract award in cooperation and coordination with LAG AGRO LIDER.

The maximum number of working days available under the contract is 3 (three) – 1.5 days for the workshops, and 1.5 days for preparation, reporting and administrative work.

V. Duty travel & accommodation

The assignment requires travel to Prilep and Krivogashtani in accordance with the schedule for the training sessions. The training sessions will be scheduled one per week in the period of one month. The financial offer should also include costs related to travel.

VI. Coordination & reporting

The hired consultant will report and coordinate implementation of the assignment to LAG AGRO LIDER organizational coordinator, Mrs. Marina Tosheska.

VII. Qualification requirements

Eligible consultant should fulfil the following technical criteria:

Technical criteria:

- At least a BSc degree – economy, finance, audit or related topics;



- At least 3 years of experience in delivering training in financial management to civil society organizations (NGOs, associations, federations, etc.)
- At least 5 trainings in financial management delivered in the last 3 years to civil society organizations
- At least 3 civil society organizations served as clients in the last 3 years;

A successful applicant shall be required to clearly demonstrate good communication and teamwork skills, good presenting skills, and fluency in communicating and developing reports in English.

VIII. Application procedure:

Interested applicants shall submit the following information:

- Updated CV
- Reference list of at least 5 trainings in financial management delivered in the last 3 years to civil society organizations.
- At least 3 client reference letters
- Financial offer in MKD, including any and all applicable taxes¹ and other expenses², such as: personal income tax, travel costs, per diems, insurance etc.
- Declaration of relationship (*see section XI*).

Any questions raised from this ToR should be submitted by email to lagagrolider@gmail.com no later than 16.01.2024 by 16:00h.

Deadline for application is 18.01.2024 by 16:00h. The application should be submitted to the following e-mail addresses: marina_tosheska@yahoo.com and lagagrolider@gmail.com.

IX. Evaluation of the offers

All received applications will be subjected to an **administrative check** first. Applications that will lack *any* of the documentation required under section VIII shall be considered incomplete and will be rejected from further consideration.

The applications that pass the administrative check shall be subjected to a **technical evaluation**, according to the scoring table below. Minimum passing score is 49 points (70% of the maximum obtainable).

Technical Evaluation Criteria	Max Points (total 70)	Scoring Levels
• At least a BSc degree – economy, finance, audit or related topics;	15	BSc = 10 pts MSc/PhD = 15 pts
• At least 3 years of experience in delivering training in financial management to civil society organizations (NGOs, associations, federations, etc.)	20	3 years = 15 pts 4-5 years = 17 pts 6+ years = 20 pts

¹ Liability for personal income tax as may arise from the fee under this contract lies solely with the Consultant, as per the Law on Income Tax.

² Workshop logistics and related costs (venue rental, catering, refreshments etc.) shall be exclusive responsibility of LAG AGRO LIDER, and are not reimbursable under this contract.



<ul style="list-style-type: none"> At least 5 trainings in financial management delivered in the last 3 years to at least 3 different civil society organizations 	20	5 trainings = 15 pts 6-8 trainings = 17 pts 6+ years = 20 pts
<ul style="list-style-type: none"> At least 3 civil society organizations served as clients in the last 3 years 	15	3 clients = 10 pts 4-5 clients = 13 pts 6+ clients = 15 pts

The applications that pass the technical evaluation shall be subjected to **financial evaluation** and ranked accordingly, per the following formula:

$$= 30\% \times \frac{\text{Lowest Price}}{\text{Proposed Price}}$$

The candidate whose application scores the highest total (technical + financial) shall be awarded the contract for this assignment.

X. Terms of payment

The payment will be done in full within 15 (fifteen) calendar days after all deliverables have been completed and approved by LAG AGRO LIDER.

XI. Declaration of relationships

The Applicant shall describe include a free-form one-page signed statement describing if he/she has any present or past business or personal relationships with closely associated party from We Effect, its Regional Office in Skopje, its governing bodies and employees or with similar bodies/persons of the LAG AGRO LIDER.

Closely associated party (persons, physical or legal) is considered person who has the possibility to exert control over, or significant influence on, the other person when it comes to financial and operative decision-making concerning an activity.

Business relationships do not refer solely to framework contracting arrangements but also to one-off engagements. Personal relationships do not refer solely to immediate family, but also to extended relatives and friends.

NOTE: The Declaration shall in no way influence the evaluation process. The purpose of the Declaration is to disclose such information which makes the application and evaluation process more transparent and supports the bids in its relevance according to conditions on the open market.