

## Terms of Reference (ToR) for a Communications Expert

to support the Implementation of the Strategic Communication Plan for  
Promotion of the Law on Work Engagement of Persons &  
Raising Awareness on Informal Work Reform

**Project:** Better Employment Conditions for Seasonal Workers in the SEE Region

**Donor agency:** German Federal Ministry for Economic Cooperation and Development (BMZ)

**Implementing agency:** Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

**Implementing partner:** Center for Research and Policy Making (CRPM)

**Duration of Engagement:** September 2025 - February 2026

### I. General information on the project

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is implementing the project **"Better Employment Conditions for Seasonal Workers in the SEE Region,"** aiming to support and facilitate the reform of the system for hiring seasonal workers. This contributes directly to the formalization of labour and increases employment opportunities for these individuals.

GIZ's efforts focus on sharing best practices from the region, drawing on the experiences of the Republic of Serbia. At the initiative of fruit producers from the Srem region, Serbia passed the Law on Simplified Employment of Seasonal Workers in 2019. Its implementation included the development of software that allows employers to register workers through a streamlined process with just a few clicks on a smartphone or computer. By applying this law and the simplified hiring model, Serbia has achieved significant results in reducing undeclared seasonal labour. More information, instructions, and video tutorials can be found on the web portal [www.sezonskiradnici.gov.rs](http://www.sezonskiradnici.gov.rs), through which workers have been registered.

At the invitation of the Government of the Republic of N. Macedonia, GIZ decided to support the country's reform process. In line with the strategic objectives outlined in the *Strategy for the Formalization of the Informal Economy* and in consultation with public institutions, in-depth analyses and assessments were conducted to identify an appropriate model that meets the needs of all stakeholders.

Following regional exchanges of best practices and experiences between institutions from both countries, and after applying the conclusions from the analyses and expert consultations, the Ministry of Labour and Social Policy established a Working Group in 2023 with the mandate to draft a legal solution. The Working Group, consisting of representatives from the former Ministry of Labour and Social Policy, Ministry of Finance, Ministry of Agriculture, Forestry and Water Economy, State Labour Inspectorate, Public Revenue Office, Pension and Disability Insurance Fund, Health Insurance Fund, Employment Service Agency, trade unions, and employer organizations, worked diligently on this issue. Supported by legal experts in labour law throughout the process, the Working Group prepared the *Draft Law on Work Engagement of Persons*.

The proposed Law represents more than a technical reform - it provides a **comprehensive policy response** to the challenges of the informal economy. It seeks to formalize work that has traditionally existed within the country's "grey economy," particularly in sectors such as agriculture, hospitality, tourism, and domestic services. Importantly, it introduces a **transformative mechanism** - a simplified work engagement model supported by a fast and user-friendly digital platform - enabling pensioners, students, and socially vulnerable individuals to work legally without losing their existing social and health benefits.

GIZ remains fully committed to supporting this initiative and stands ready to assist in the next steps, including the development of the necessary IT solutions, which are essential for the proper implementation of the Law. Moving forward, it is crucial to conduct a comprehensive analysis of business processes, the existing IT systems hosted by various public institutions, and how the proposed system under this law can be effectively integrated into the selected institutions.

To ensure nationwide understanding and adoption, a **Strategic Communications Plan** has been developed within the framework of the project. This plan will guide promotional activities and information-sharing efforts, ensuring that workers, employers, institutions, and the general public are informed about the purpose, procedures, and benefits of the Law - especially in sectors with high levels of informal or seasonal labour. The Communications Expert will play a central role in executing this plan, fostering collaboration among stakeholders, and ensuring alignment with the project's objectives.

All planned actions are expected to be completed by the end of the project, but not later than mid-February 2026.

## II. Required services and results

The Communications Expert will be responsible for leading and coordinating the implementation of the Strategic Communications Plan to ensure its successful execution and impact. Specifically, the Expert will:

- Coordinate the practical implementation of the Strategic Communications Plan, ensuring effective execution of its two main promotional phases: (1) Raising awareness of the overall benefits of the labour reform, and (2) Promoting the use of the digital registration system for work engagement.
- Coordinate closely with the contracted Marketing Agency, ensuring alignment and smooth execution of all campaign activities, including content development and dissemination.
- Facilitate collaboration and build consensus among key stakeholders - including implementing partners, relevant institutions and associations, and the media - to support the strategy's objectives and ensure consistent messaging and outreach.

### III. The expert's tasks shall include the following activities:

#### Preparation

- Work closely with the project team to gain a clear understanding of the communication objectives, key messages, target audiences, and expected campaign outcomes.
- Review all relevant project documentation, including the Strategic Communications Plan, legal framework, and applicable organizational guidelines.

#### Planning

- Develop a comprehensive **Action Plan** and detailed **Implementation Timeline**, clearly mapping out all communication activities, channels, and stakeholder roles across each phase of the campaign.

#### Media Promotion Plan, Scheduling and Execution

- **Plan Media Appearances** - Develop a detailed calendar of media opportunities aligned with the campaign timeline, targeted media outlets, and public interest peaks (e.g., law rollout, platform launch, Info Days).
- **Arrange Guest Speaker Appearances** - Identify and confirm relevant spokespersons—including representatives from CRPM, GIZ, relevant national institutions, members of Parliament, and key stakeholders—to participate in TV and radio shows, both national and local. Secure slots on widely watched/listened-to programs that reach key target audiences (e.g., morning shows, economic talk shows, and sector-specific programs in agriculture or tourism).
- **Organize Interviews (Print and Online)** - Coordinate interviews with influential print and digital media outlets. Tailor interview opportunities for key representatives to highlight the law's benefits, share success stories, and respond to public concerns or misconceptions.
- **Equip Media with Consistent Campaign Messaging** - Prepare press kits and provide briefs and narrative inputs to journalists, media outlets and the marketing agency for distribution during media appearances or special campaign moments (e.g., system launch, press conferences, Info Days). Ensure consistency in tone, messaging, and branding across all media formats.
- Ensure consistency and quality across messaging and communication materials

#### Supplementary Campaign Support and Coordination

- **Identify and develop compelling content**, including success stories, case studies, and human-interest narratives suitable for media coverage and public engagement
- **Coordinate the development of dedicated landing pages** on the websites of the Employment Service Agency, Public Revenue Office, and other relevant institutions to promote the Law and the registration platform
- Provide support in the **planning, organization, and facilitation of key campaign events** (e.g., Info Days, press events, and stakeholder forums)

## Reporting

The Communications Expert will report to the CRPM Communications Officer, and collaborate closely with the project team, the marketing agency, media, and other project stakeholders relevant for completing the tasks.

- Prepare regular progress reports outlining implemented activities, media coverage, and outreach performance, across all campaign components.
- Contribute to the final campaign evaluation report by highlighting completed deliverables, summarizing key outcomes, and analyzing audience engagement and overall reach.

## IV. The expected results (Deliverables)

- Comprehensive **Action Plan** detailing communication activities, channels and tools per audience segment **in line with the Strategic Communications Plan**
- **Implementation Timeline** per campaign phase (soft launch, platform rollout, etc.) in calendar format
- **Media Engagement Calendar** identifying key dates and media moments (e.g. platform launch, Info Days, campaign kick-off)
- Confirmed **Guest Speaker Schedule** for TV, radio, and podcast appearances (national and local)
- Arranged **Media Interviews** (print + online) featuring CRPM, GIZ, and institutional representatives
- **Info Kits** tailored to various public and media outreach needs: fact sheets and backgrounders, marketing agency briefs, Q&As, etc.
- **Media Briefs** for journalists covering key story angles, updates, and success stories
- List and draft outlines of **Success Stories**, human-interest narratives, and case studies
- Input and coordination for **Landing Pages** on relevant institutions' websites
- **Monthly Progress Reports** summarizing: activities delivered, media pickups and placements
- Contribution to **Final Campaign Evaluation Report**, including list of completed deliverables, overview of reach and engagement.

## V. Tender requirements

The Contractor/expert should meet the following requirements which will be assessed upon obtaining the submitted offer.

### Qualifications:

<b>Title/expert</b>	Communications Expert
<b>General qualification</b>	University degree (MSc / BA) Communication Studies, Journalism, Marketing, Social Sciences or a related field
<b>Professional experience</b>	<ul style="list-style-type: none"> <li>• At least 7 years of experience in the field of communications and public relations.</li> </ul>

	<ul style="list-style-type: none"> <li>At least 5 years of experience leading and implementing communication campaigns across traditional outlets and digital platforms.</li> <li>Proven expertise in engaging with diverse groups, including media, designers and multimedia producers, government officials, private sector representatives, and civil society.</li> </ul>
<b>Experience in the region</b>	North Macedonia, Western Balkan countries
<b>Language skills</b>	English language

## VI. Requirements on the format of the tender

The expert **shall submit CV and brief concept** (max of 300 words) on how the tasks will be completed and how the work will be organized. The deadline for carrying out the planned activities is mid-February 2026.

The total number of consulting days allocated for the implementation of these activities is **40 days**. The proposed amount covers all expenses related to transportation, accommodation, and project tasks in North Macedonia.

**The financial offer should be for the following number of days and activities:**

Activity	No. of working days assigned
Work closely with project team + review all relevant documentation	3
Comprehensive Action Plan	3
Implementation Timeline	2
Media Engagement Calendar (plan media appearances)	3
Confirmed Guest Speaker Schedule	4
Arrange Media Interviews	6
Info Kits tailored to various public and media outreach needs	5
Media Briefs for journalists covering key story angles, updates, and success stories	4
List and draft outlines of Success Stories, human-interest narratives, and case studies	4
Input and coordination for Landing Pages on relevant institutions' websites	2
Monthly Progress Reports summarizing	3
Contribution to Final Campaign Evaluation Report	1
<b>TOTAL</b>	<b>40</b>

**The financial offer** (together with the CV and brief concept letter) shall be submitted to the project team with the subject line **"Application for SWP Communications Expert"**.



Implemented by  
**giz** Deutsche Gesellschaft  
für Internationale  
Zusammenarbeit (GIZ) GmbH



**Below, please find the contact details of the team to which the package of documents shall be sent:**

- Communication Officer: Irena S. Hristov  
Contact: [hristov@crpm.org.mk](mailto:hristov@crpm.org.mk)
- Project Coordinator: Kristijan Trajkovski  
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- Policy Expert: Marija Risteska  
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**The required documents (CV, brief concept and financial offer) shall be submitted by 5 September, no later than 17:00 (close of business).**