

Terms of Reference (ToR) for a Marketing Agency

Execution Partner for the Communications Campaign
on the Law on Work Engagement of Persons

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)
GmbH

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, 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 Marketing Agency will play a central role in executing the Communications Campaign for the Law on Work Engagement of Persons, working in close collaboration with the Communications Expert in charge of coordinating the campaign, CRPM Communications Officer, and the project team.

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 selected Marketing Agency will serve as the execution partner responsible for implementing the communication activities outlined in the Strategic Communications Plan, the Action Plan and Implementation Timeline. The agency will work closely with the External Communications Expert, CRPM Communications Officer, and other project partners to produce, adapt, and disseminate campaign materials across multiple media channels to reach target audiences effectively.

III. The contracting side shall execute the following

The Marketing Agency's responsibilities will include content production, dissemination, media buying, coordination, and monitoring to ensure high-quality, timely, and impactful delivery of campaign outputs.

Campaign Content Production

- **Produce and edit high-quality video materials** - including explainer videos, testimonials, and platform tutorials—covering scripting, filming, editing, subtitling in required languages, and adapting formats for different platforms.
- **Develop radio spots** (scriptwriting, voiceover, audio editing, and mastering) and arrange broadcast placements.

- **Design and create social media content** such as static visuals, infographics, carousels, animations, short videos/reels, and quote cards, aligned with campaign branding and messaging.
- **Design, produce, and distribute promotional and educational materials** (leaflets, posters, banners, FAQs) for use at Info Days, in municipal offices, rural communities, and other outreach points.
- **Create billboard designs** in line with campaign messaging and arrange for their placement in targeted high-visibility locations.

Media Placement and Buying

- Prepare and implement a **media buying plan** covering national TV, radio, online, outdoor, and social media channels.
- Manage **paid media placements**, including targeted social media ads, sponsored posts, digital banners, and billboards.
- Ensure optimal targeting, budgeting, boosting, and reporting for digital ad campaigns.

Dissemination & Coordination

- Develop and implement a **dissemination plan** for multimedia content across selected channels, ensuring timely delivery and maximum reach.
- Work with **digital media portals** to publish sponsored articles, infographics, and campaign updates, in close cooperation with the External Communications Expert.
- Oversee **distribution logistics**, ensuring printed and promotional materials reach designated locations (e.g., Info Days venues, municipal offices, rural communities) on time.
- Support **Info Days pre-event promotion** and produce post-event coverage (e.g., photos, short videos, reels).

Monitoring & Reporting

The Marketing Agency will report to the CRPM project team, and collaborate closely with the CRPM Communications Officer and External Communication Expert in charge of coordinating the campaign roll-out.

- Track and report on **campaign reach, engagement, and media coverage** across all channels.
- Provide **weekly progress updates** to the project team, outlining completed activities and performance indicators.
- Contribute to the **final campaign evaluation report**, providing documented evidence of deliverables, analytics, and impact metrics.

IV. The expected results (Deliverables)

The Marketing Agency will be responsible for delivering the following outputs, in line with the Strategic Communications Plan and approved timelines:

- **Campaign Soft Launch (September 2025)** - 3–5 organic social media posts across Facebook and Instagram.
- **Explainer Video #1 - "What the Law Means for Workers"** (90-120 sec; Macedonian, Albanian, Turkish, Roma, and English subtitles) – targeting seasonal and casual workers, explaining rights, benefits, and opportunities for legal work without losing social support.
- **Explainer Video #2 - "What the Law Means for Employers"** (90 seconds; Macedonian and Albanian subtitles, plus a visual explainer/leaflet) – targeting agricultural holdings, agri-businesses, tourism, and hospitality employers, highlighting simplified hiring and reduced administrative burden.
- **Radio Spots Production** - one spot for employers and one for seasonal workers (September–December 2025), with 20–30 insertions per station during morning/midday programming.
- **Publication of Sponsored Content on Digital Media Portals** – a minimum of 6-8 sponsored articles, infographics, or feature pieces aligned with campaign messages, ensuring wide reach and visibility among key audiences.
- **Social Media Campaign (October–December 2025)** – Develop monthly digital content plans, including copywriting for all posts and indicating appropriate channels. 10-12 organic posts; 8 sponsored posts targeted by location, occupation, and language; sharing of media clips, interviews, and educational content in infographic, carousel, and testimonial formats.
- **Explainer Video #3 - "How to Use the Platform - One Click to Legal Work"** - step-by-step guide with screen recordings or animation, promoted via Info Days, national TV, and online.
- **Billboard Placement** - 8-10 high-visibility locations in regional centres and towns with seasonal labour activity.
- **Printed Promotional Materials** - leaflets, FAQs, posters, and banners for distribution at Info Days, municipal offices, and rural communities.
- **Event Coverage Content** - post-event photos, short video reels, and highlights from Info Days for social media use.
- **Campaign Budget Breakdown** - showing estimated unit and total costs for video production, social media posts (design, dissemination, and boosting), paid media placements, events and Info Days, and printed materials (posters, billboards, etc.).
- **Monitoring & Reporting Outputs** - weekly progress updates; final campaign report including analytics, engagement metrics, and media coverage evidence.

V. Tender requirements - Marketing Agency

Entity	Registered marketing/communications agency (or consortium) with legal capacity to operate in North Macedonia and/or the Western Balkans. Minimum 5 years of continuous operation in marketing, public relations, or communications.
Core Expertise	Proven track record in designing, managing, and implementing integrated communication campaigns (traditional + digital media) at national or regional level. Demonstrated ability to deliver creative content, manage media placements, organize public events, and coordinate with diverse stakeholders.
Relevant Experience	Experience with multi-channel strategies, including social media, TV/radio, print, and outdoor media.
Geographic Experience	Experience in North Macedonia; regional experience in other Western Balkan countries is an asset.
Language Skills	Capacity to provide content in Macedonian, Albanian, Turkish, and Roma is preferred.
Technical Capacity	Adequate human resources, IT tools, and production equipment to deliver all required outputs within deadlines.
Application Package	<p>Interested agencies must submit:</p> <ol style="list-style-type: none"> 1. Company Profile – Overview of the agency, including size, areas of expertise, and relevant experience. 2. Portfolio of Work – Samples of previous campaigns, with a focus on projects of similar scope and complexity, including a brief description, client name, and achieved results. 3. Proposed Team Composition – Names, roles, and qualifications of key team members who will be involved in the project. 4. Technical Proposal – A clear outline of the proposed creative concept and approach, including sample visuals and slogans, along with indicative timelines for delivering the campaign's key components. 5. Financial Offer – Detailed budget breakdown, including unit and total costs for each deliverable (e.g., video production, social media content, media buying, billboard placement, printed materials). All amounts should be stated in MKD and EUR. 6. References – Contact details of at least two previous clients who can provide feedback on the agency's performance.



The application package shall be submitted to the project team with the subject line “Application – Marketing Agency for Law on Work Engagement of Persons Campaign.” 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
- Project Coordinator: Kristijan Trajkovski
Contact: trajkovski@crpm.org.mk
- Policy Expert: Marija Risteska
Contact: risteska@crpm.org.mk

The required documents shall be submitted by 5 September 2025, no later than 17:00 (close of business).