

# TERMS OF REFERENCE

## AGREEMENT FOR PERFORMANCE OF WORK

### MARKET RESEARCH STUDY

**Project title:** Integrated care and support service business development in the Red Cross of the Republic of North Macedonia (RCNM)

**Implementation period:** 15 January – 16 June 2021

**Overall objective of the consultancy:** Conduct two separate market research studies on offering economically sustainable social medical centres for older people by the North Macedonian Red Cross in Dojran and Skopje. The official correspondence is done in English.

#### 1) BACKGROUND INFORMATION

Since 2019 RCNM and AutRC work on a joint project to establish a Social Medical Center (SMC) in Dojran. Initial talks with the Austrian Development bank and national banks in North Macedonia for loan offers have been conducted and an AutRC visit to North Macedonia to visit the project site, local stakeholders and the Minister of Labor and Social Policy of the Republic of North Macedonia, Mila Carovska, to collect first impressions about the feasibility of the project has been carried out. RCNM realized a study visit to Vienna in February 2020. The purpose of this visit was to finalize the concept for the establishment of a SMC in Dojran. A meeting with the Austrian Development Bank to explore loan options was conducted. AutRC has been in constant contact with the Austrian Development Bank over the past year to discuss a possible cooperation to realize the SMC in Dojran. RCNM Secretary-General met with ADA and a trip to a nursing home in Vienna was organized.

The municipality of Dojran is located in the South Eastern part of RNM next to the border with Greece. RCNM is the owner of the facility that can be adapted into a SMC including a stationary care institution older women and men. In this region there are no such facilities yet, there is a lack of medical services and the local market would profit from this service innovation. Currently most of the older population live at home without proper care. Economic migration of younger people is popular in this region as there are limited job opportunities.

It is expected that 70 male and female clients can profit from stationary care in the SMC in Dojran. Next to institutional care, home care and home help support in Dojran and the provision of health care in the SMC in Dojran itself and the community of Dojran are envisaged. The specific services will be further defined in the feasibility study and business plan subject to this project.

Next to the SMC in Dojran, Skopje will be explored as one of the most promising locations for successful business development of SMCs for old and frail people. Half of the population is situated in Skopje, the capital is the heart of business life in RNM and the RCNM branch City Red Cross of Skopje is owner of facilities on the Vodno (mountain area in Skopje) that can be used for 80 female and male clients to be served and covered with proper medical care.

A feasibility study and two business plans for Social Medical Centers (SMC) in Skopje and Dojran will be developed to approach financial partners for best conditions for loans to establish these Centers starting with 2021 and to access finance for implementation of these social businesses.

## 2) OBJECTIVES OVERVIEW:

- a) Analysis of the macro environment for establishing Social Medical Centres in Skopje and Dojran.
- b) Design, coordinate, and implement a market research in Southeast and Skopje region.

## 3) OBJECTIVES DETAILED:

- a) To conduct the analysis of the macro environment for establishing Social Medical Centres in Skopje and Dojran.
- b) To design the methodology for the market research.
- c) To train the interviewees and moderators.
- d) To coordinate the implementation of a market research. The consultant is expected to coordinate a market research including a) specific needs of services in the Social Medical Centre; b) the size of the market; c) competitors; d) price models; e) sources of income; f) max. monthly price for a bed; g) list of other revenue sources (e.g. rent of space, treatments, medical services).
- e) To collect the data from the market research and to analyse the data.
- f) To develop a conclusion and submit a final report. The consultant is expected to finalize a market study report.

## 4) DELIVERABLES / TIMELINE

1. Deliverables – validation: Middle of March (2 months)
  - a. To conduct the **analysis of the macro environment** for establishing medical centres in Skopje and Dojran;
  - b. To **prepare the questionnaire** for the interviews;
  - c. To meet and **discuss it with the contractor** and adapt to its requests;
2. Deliverables – validation: Middle of May (2 months)
  - a. To design the **methodology for the market research**;
  - b. To develop the **training module**, and working and background papers;
  - c. To **perform training**;
  - d. To coordinate the **implementation of the market research**.
3. Deliverables – validation: Middle of June (1 month)
  - a. To submit the **collected data**;
  - b. To submit the **analysis of data**;
  - c. The **market research analysis performed** according to the concept, methodology, and road map;
  - d. To submit the **final report** based on the findings in chapter 3

## 5) ELIGIBILITY APPLICANTS must fulfil the following requirements:

- a. Be an individual consultant, firm or association. Partnership and subcontracting are allowed, provided that the legal applicant entity has a substantial role in

implementing the assignment. The applicant will be the only legal entity with which the contract relation will be established.

- b. Academic background in business administration, corporate sustainability, marketing or similar.
- c. Fluent communication in English and excellent writing skills.
- d. Extensive experience in conducting market research, data collection and data analysis, preparation of surveys and trainings for implementation of the research activities
- e. It is needed to have prior experience in working with NGO's and social enterprises.

## **6) Applicants should submit two separate financial frameworks for Skopje and Dojran**

### **7) PAYMENT:**

In three tranches of the total sum (MKD), upon:

- a. Signing of the contract; (20%)
- b. Submitting the questionnaire and perform the training (30%)
- c. Submitting the final report and the financial statement (50%)