

TERMS OF REFERENCE

AGREEMENT FOR PERFORMANCE OF WORK

FEASIBILITY 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 – 31 June 2021

Overall objective of the consultancy: Conduct two separate feasibility 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

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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) To perform a location analysis under the coordination of the assigned consultant.
- b) To perform a feasibility study

3) OBJECTIVES DETAILED

- a) To perform a location analysis for Skopje premises only. The consultant is expected to perform a location analysis including a) analysis of the current premises and land; b) possibility of ownership of the land; c) accessibility via roads and public transport; c) availability of water and electricity; d) Layout
- b) To evaluate the construction costs. The consultant is expected to a) evaluate the overall construction costs split up in major components (e.g. interior, electric installations, equipment, ...) b) compare renovation costs vs. newly constructed building.
- c) To evaluate the financial requirements. The consultant is expected to evaluate a) taxes applicable; b) tax exemptions; c) depreciation rules; d) best legal form.
- d) To evaluate the most efficient number of rooms and clients. The consultant is expected to evaluate a) the most efficient number of rooms and clients; b) the staff needed (medical and non-medical); c) the supplies needed (e.g. linen, furniture, IT-equipment, medicine, food, ...)
- e) To develop a conclusion and submit a final report. The consultant is expected to a) develop a final property report; b) develop a conclusion about the health and technical assessment considering the outcomes of point b of the objectives; c) develop a roadmap to launch the SMC.
- f) To be available for questions. The consultant is expected to be available for questions during the development of the business plan, and risk analysis.

4) DELIVERABLES / TIMELINE

1. Deliverables – validation: Middle of March (2 months)
 - a. To develop fully fledged **concept for performing a location analysis**;
 - b. To conduct the **analysis of the locations** for establishing social medical centres in Skopje and Dojran and submit it;
 - c. To conduct and submit an evaluation report of the **legal aspects**
2. Deliverables – validation: Middle of May(2 months)
 - a. To meet and **discuss it with the contractor** and adapt to its requests;
 - b. To perform and submit an evaluation report of the **construction costs** for the most efficient solution to establish a Social Medical Centre
3. Deliverables – validation: End of June (30 working days)
 - a. Develop and submit a fully-fledged **concept for performing a feasibility study**;

- b. Develop and submit a final version of the **feasibility report** based on findings in point 3;

5) ELIGIBILITY APPLICANTS must fulfil the following requirements:

- a) Be an individual consultant, firm or association.
- b) 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.
- c) Academic knowledge in architectural and construction fields.
- d) Extensive knowledge and experience with property expertise, real estate, planning and conducting property assessment analysis, financial property projections and financial analysis, preparation of layouts and property reports.
- e) Fluent communication in English and excellent writing skills.
- f) Have prior experience in working with NGO's and social enterprises.

6) APPLICANTS should send two separate financial frameworks for Skopje & Dojran

7) PAYMENT

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

- a. Signing of the contract; (20%)
- b. Submitting the location analysis and evaluation report of the legal aspects ; (30%)
- c. Submitting the final report and the financial statement; (50%)