

TERMS OF REFERENCE

General Information

Implementers	European Policy Institute (EPI) – Skopje
Coordinator	Institute for Research and Policy Analysis – Romalitico
Project Title	“Public Trust Initiative (PTI)”
Donor	European Commission
Ref. no.	EuropeAid/183031/DD/ACT/MK
Contract. no.	2025/489-181 (CTR – 489-181)
Position	Methodology Expert (Social Audit and Citizen Accountability)
Location	Skopje, North Macedonia
Start Date	01.07.2026
End Date	31.08.2027
Total Contract	8750 EUR
Contact person	Simonida Kacarska; Director

PROJECT INFORMATION

The project Public Trust Initiative (PTI), led by the Institute for Research and Policy Analysis – Romalitico, is an integrated anti-corruption initiative implemented in partnership with the European Policy Institute (EPI) and the Macedonian Human Resources Association (MHRA). The project is funded by the European Union under the "Zero Tolerance for Corruption" program, which aims to strengthen institutional resilience to corruption and restore public trust in North Macedonia through coordinated reforms in the private sector, public institutions, and civil society.

PTI addresses these systemic challenges through an approach based on three pillars:

- *Strengthening Integrity in the Private Sector*

The first objective of the project is to strengthen integrity and compliance in the private sector through research on corruption risks, the development of practical anti-corruption tools, and training for companies, with a special focus on HR departments and business associations. This will create conditions for establishing effective integrity policies, internal mechanisms for the prevention and reporting of corruption, as well as more ethical business practices.

- *Strengthening Civic Accountability*

The second objective is to strengthen public accountability and civic oversight through the introduction and application of social audits, capacity building for civic (watchdog) groups, and raising awareness among citizens regarding their rights and existing reporting mechanisms. These activities will contribute to greater transparency, better institutional accountability, and a reduction in petty and systemic corruption.

- *Building Sustainable Multi-Sectoral Partnerships*

The third objective is to establish and strengthen lasting cooperation between public institutions, the private sector, and civil society through structured dialogue, formalized partnerships, and pilot joint initiatives. This objective will contribute to the institutionalization of anti-corruption efforts and ensure the sustainability of reforms even after the project's completion.

Expected Impact

By integrating corporate compliance, civic oversight, and institutional cooperation, PTI aims to contribute to:

- Reduced corruption risks in the provision of public services
- Increased application of corporate integrity systems
- Stronger civic participation and oversight mechanisms
- Improved institutional trust and transparency
- Greater compliance with EU standards for the rule of law and good governance

Main tasks and responsibilities:

Task 1: Stakeholder and Service Mapping, Risk Identification, and Baseline Research (July-October 2026)

This phase begins with a comprehensive stakeholder mapping exercise to identify key institutional actors at both the national level specifically the Employment Agency of the Republic of North Macedonia and at the local level within target municipalities, as well as the service they provide. Simultaneously, the expert will map relevant service users, ensuring the inclusion of vulnerable groups such as youth, single parents, and the Roma community, who are disproportionately affected by systemic corruption, having in mind the gender perspective as well. Particular attention will be given to communities that are often less likely to report corruption due to low institutional trust, fear of consequences, limited awareness of reporting mechanisms, social exclusion, or previous negative experiences with institutions. To complement this mapping, the expert will conduct desk research by reviewing relevant laws, internal procedures, and sector-specific regulations to identify formal safeguards and existing gaps in the anti-corruption framework.

Task 2: Design of the Social Audit Framework and Citizen Score Card (November 2026-March 2027)

During the second phase, the expert will translate research findings into a functional monitoring methodology. This involves defining the sectoral and geographic coverage of the exercise, confirming which specific employment and municipal services will be monitored, and selecting municipalities together with the project team that offer a diverse multi-ethnic and multi-religious representation. The core of this task is the development of the Citizen Score Card (CSC) methodology. The expert will design a matrix for assessing corruption risks with clear indicators, point-scales, and sections for citizen-led recommendations. The expert will ensure the methodology includes gender-sensitive and youth-sensitive indicators to capture the unique experiences of diverse demographics.

Task 3: Finalization of Facilitator Toolkits and Capacity Building (April 2027-August 2027)

The expert will develop comprehensive materials for facilitators, including detailed implementation guidelines, event materials, check-lists, and participant tracking lists. These resources are designed to ensure that the envisaged focus groups are conducted consistently and that the data collected is high-quality and verifiable. The expert will then organize and lead a training session for local facilitators, equipping them with the technical skills to moderate discussions, assist service users in reaching a consensus on scores, and document qualitative feedback effectively. Finally, the expert will establish the framework for data summarization, ensuring that field results are accurately integrated into a final Score Card matrix that serves as the basis for formal policy recommendations to service providers and public institutions.

Timetable of deliverables

Deliverables	Deadline
<p>Stakeholder Mapping and Baseline Research Report</p>	<p style="text-align: center;">Day 1–5</p> <ul style="list-style-type: none"> - Preparatory meetings with the team partners to align on methodology and project goals - Desk research of relevant laws, internal procedures, and the National Strategy for Prevention of Corruption in North Macedonia - Comprehensive mapping of institutional actors and relevant services, specifically the Employment Agency and target municipalities and the services they provide - Mapping of service users, focusing on youth, marginalized groups, and the Roma community, with a gender perspective
<p>Social Audit Framework and Citizen Score Card (CSC) Methodology</p>	<p style="text-align: center;">Day 6–15</p> <ul style="list-style-type: none"> - Define sectoral and geographic coverage for monitoring (selecting specific multi-ethnic and multi-religious municipalities with the team partners) - Design the CSC methodology, including the corruption risk matrix, point-scales, and indicators - Develop specific indicators that are gender-sensitive and youth-sensitive - Collaborative review session with the team partners to refine the methodology based on national context
	Day 16–25

<p>Facilitator Toolkits and Capacity Building Program</p>	<ul style="list-style-type: none"> - Development of implementation guidelines, event materials, and participant tracking checklists for facilitators - Establish data verification protocols to ensure high-quality data collection during focus groups - Organize and lead technical training for local facilitators on moderating discussions and documenting feedback
<p>Data Summarization Framework and Final Mission Report</p>	<p style="text-align: center;">Day 25-35</p> <ul style="list-style-type: none"> - Establish the framework for integrating field results into the final Score Card matrix - Prepare the final report with the findings gathered during the focus groups - Formulate formal policy recommendation templates for service providers and public institutions

Qualifications

- A Master's degree or PhD in Sociology, Law, Public Administration, Political Science, Economics, or a related field;
- Minimum 7 years of relevant experience in developing monitoring and mapping tools, with at least 3 years of experience in developing social audit frameworks and related tools: Social Audit Toolkits, Community Scorecards, or Citizen Report Cards;
- Demonstrated experience in working with CSOs, national and local institutions;
- Proven expertise in defining measurable indicators for corruption practices specifically within public services;
- Proficiency in qualitative research methods and descriptive statistics;
- Strong understanding of North Macedonia's decentralization process and the legal framework for public service delivery, as well as knowledge of the Law on Prevention of Corruption and Conflict of Interest and the National Strategy for Prevention of Corruption in North Macedonia;
- Ability to work collaboratively with interdisciplinary teams and adapt methodologies to national context;

- Excellent written and verbal communication skills in English, with the ability to present complex information in a clear and accessible manner.

Remuneration

The total fee for this position is 8750 EUR gross. Payments will be made in three instalments:

- First payment will be made within 20 days after the completion of Task 1: Stakeholder and Service Mapping, Risk Identification, and Baseline Research (envisaged to completed by end of October 2026),
- Second payment will be made within 20 days after the completion of Task 2: Design of the Social Audit Framework and Citizen Score Card (envisaged to completed by end of March 2027) and
- The final payment will be made within 20 days after the completion of Task 3: Finalization of Facilitator Toolkits and Capacity Building (envisaged to completed by end of August 2027).