

## **Terms of Reference**

### **for engagement of expert for conducting a research on the state of play of women in border police authorities in the MARRI Participants**

Project:	Strengthening Border Police Capacities through Empowerment of Policewomen in the Western Balkans
Purpose of the contract:	Research on the state of play of women in border police authorities in the MARRI Participants and conduct comparative analysis with an EU Member State (Italy)
Contract duration:	June – November 2023
Contracting authority	MARRI RC
Location	MARRI Participants (Western Balkan six)

### **I. Project background**

Strengthening Border Police Capacities through Empowerment of Policewomen in the Western Balkans is a project that MARRI RC<sup>1</sup> developed to increase the participation of women in border police as one of the important prerequisites for achieving gender equality within the gender mainstreaming process. This project is co-financed by Central European Initiative (CEI) through their Cooperation Activity Programme.

The project aims to assess the representation of women in border police, at each and every level of police hierarchy and familiarize policymakers in the Participants administrations towards general gender concept, gender mainstreaming in migration and how to become gender sensitive and gender-responsive in their future decisions and actions.

The project will be operated through 2 main activities: a) research on the state of play of women in border police authorities in MARRI Participants (Western Balkans six) and comparative analysis with the EU Member States – concretely with Italy, and b) Organizing a Regional Conference where research results and recommendations will be presented to relevant stakeholders at local or regional level, with the aim to develop joint solutions and creating synergies for mitigating gender inequality in border police structures.

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<sup>1</sup> <http://marri-rc.org.mk/>

MARRI's Border Management Police Network<sup>2</sup> will significantly support the process of women's empowerment at all levels. It will provide a platform for their mutual support, exchange of knowledge, good practices, and experiences. By strengthening the professional development of women, border authorities will improve the recognition and response to gender-specific needs, interests, priorities, and concerns of the most vulnerable categories of migrants in order to prevent and detect all types of border-related crime including sexual and gender-based violence.

In consequence, all WB6 administrations will on their way to reaching EU standards significantly improve their performance in regard to EU and international human rights' requirements.

## **II. Existing challenges**

The Western Balkans Migration Route will continue to be predominantly used by migrants trying to reach EU borders. The steady presence of migrant children, women, and people in need travelling along this route increases the persisting risk of victimization and exploitation. The authorities dealing with these crimes remain heavily dominated by men, at both managerial and operational levels, making them less inclusive and diverse. Consequently, this affects the ability of the border authorities to identify and manage security threats taking into account their gender-based dimensions and consequences. At the same time the quality of service all people crossing borders are receiving in terms of their gender-specific needs being met.

The border authorities do not apply systematically gender mainstreaming as an important strategy which refers to the process by which an institution internalizes a gender perspective in everything it does. Gender mainstreaming focuses on both gender inequalities and the political and institutional processes required for implementing gender equality policies. That involves transforming or reorganizing institutions in such a way that they become capable of promoting and implementing gender-responsive policies which will provide better services to the final beneficiaries.

Thus, gender mainstreaming in an institution or organization consists of embodying that approach in all the organization's policies, strategies, programmes, administrative and financial activities, and even in its corporative identity and culture, in such a way as to truly contribute to a reduction of gender inequality and women empowerment.

Having all this in mind, assessing the state of play on the position of women in Border Police in MARRI Participants and conducting a comparative analysis with Italy, an EU/CEI Member

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<sup>2</sup> <http://marri-rc.org.mk/activities-in-the-area-of-border-management-2/>

State with long-standing experience of including women on all levels of policing, will produce recommendations for designing tailor-made activities, in line with EU standards, to significantly mitigate the challenges that are in place, particularly gender inequality while providing more impactful and meaningful performance of all assigned tasks to the border institutions, leading to their better overall operational effectiveness and efficiency.

### **III. Aim and Objectives of the Assignment**

The aim of the assignment is to identify and assess women's representation in border police authorities in the MARRI Participants and causes leading to the current state of play, in order to develop concrete recommendations for creating inclusive, gender friendly and diverse border authorities.

The specific objectives of the assignment are:

- Women's representation, status, challenges, and opportunities in border police authorities in WB6 are assessed;
- A comparative analysis between WB6 and EU Member States (exemplified by Italy) is completed;
- The results of the research with recommendations are presented in front of relevant stakeholders and policymakers from MARRI Participants' administrations and international community;
- MARRI Participants' administrations are familiarized with the benefits of gender mainstreaming in border and migration management;
- MARRI Participants' administrations are supported in their European integration process and sustainable development as a source of global growth.

### **IV. Tasks and responsibilities of the expert**

The main scope of work includes:

- Developing and conducting a research through online questionnaire tools on the state of play of women in border police authorities in MARRI Participants;
- Conducting a comparative analysis of the results with the EU Member States – concretely with Italy, in order to acquire best practices (desk research/online interview);
- Developing specific recommendations and responses for addressing the identified challenges and trends and thus improving the current situation.
- Presenting the research findings and facilitating an exchange on good practices for efficient and effective response, at the Regional Conference organised by MARRI RC upon finalization of the research report;

Specifically, the expert is expected to manage and deliver the following specific tasks, as described in the work packages:

#### **4.1. Activity package 1: Research and Analysis (up to 10 expert days)**

- Developing questionnaire/interview for the research;
- Analysing the questionnaires answers, thus providing an overview of the state of play and causes leading to it;
- Conducting comparative analysis of the results with the EU Member State, concretely with Italy;
- Identifying good practices for improving the policies and procedures for gender mainstreaming and gender responsive decisions.

The research should include online questionnaires/interviews with the relevant stakeholders in all MARRI Participants, particularly border management police authorities.

**MARRI Regional Centre will provide support to the expert in developing the questionnaire, its dissemination as well as full support in providing timely feedback from the MARRI Participants administrations.**

#### **Expected deliverables:**

- List of stakeholders to be interviewed;
- Developed concept (methodology and questionnaire) for the research;
- Drafted Report from the research where clearly will be presented the:
  - State of play of women in border police authorities in MARRI Participants, and
  - Comparative analysis with the EU Member States – concretely with Italy;
- Drafted conclusions and policy recommendations, including regional aspects and regional responses;
- Summary of questionnaires in standardised excel format.

#### **4.2. Activity package 2: Presentation and facilitation of discussion at Regional Conference (up to 3 expert days).**

The Regional Conference will be a forum where the research findings will be presented and discussed. At the event, relevant stakeholders from MARRI Participants administrations will be invited, as well as relevant international and civil society organizations present in the MARRI region.

The event will be organized in several thematic sessions, following the chapters of the Report.

The expert will be responsible for:

- preparing the event's Agenda and Invitation Letter (in close coordination with MARRI RC);
- presenting the research findings, conclusions and good practices;
- facilitating exchange and discussions at the regional event.

**Expected deliverables:**

- Agenda and Invitation Letter;
- Detailed moderation scenario.

**4.3. Developing Policy recommendations for gender mainstreaming and empowerment of policewomen (up to 2 expert day)**

*The research results, good practices and conclusions are supposed to support MARRI Participants administrations in programming needs-based projects for gender mainstreaming and strengthening border police capacities through empowerment of policewomen. Accordingly, in the aftermath of the event, key policy recommendations shall be compiled, as part of the mission report, that will then be disseminated to all relevant stakeholders, by MARRI RC.*

**Expected deliverables:**

- Short Conference report containing key recommendations and conclusions from the event, in cooperation with MARRI RC personnel.

**V. Deliverables and Time Frame**

When?	What?	Deliverable(s)
31 May 2023	Signing of contract	Service contract signed
01 – 05 June 2023	Orientation meeting with the selected expert	- Common ground for successful implementation of the assignment, exchanged and agreed between MARRI RC and the expert
7 June 2023	Online kick-off Meeting with the MARRI Participant administrations, CEI and representative of Italy/Italian Embassy	- Presenting the scope of the project, timeline and requesting support with identifying the policewomen/representatives who will be answering the questionnaire/interview

16 June 2023	Developing research concept (including description of methodology and detailed questionnaire) and preparing List of stakeholders to be part of the research	<ul style="list-style-type: none"> <li>- Approved research concept (methodology and questionnaire)</li> <li>- Approved List of stakeholders</li> </ul>
19 June – 31 August 2023	Conducting the research and analysis	<ul style="list-style-type: none"> <li>- Summary of the data collected/ questionnaires;</li> <li>- Research report, including analysis of data, summary of findings, overview of identified good practices, conclusions and draft policy recommendations;</li> </ul>
01 – 15 September 2023	Reviewing and approving the Report	<ul style="list-style-type: none"> <li>- Approved Research Report</li> </ul>
25 September -25 October 2023	Organizing and facilitating Regional Conference	<ul style="list-style-type: none"> <li>- Approved Agenda and Invitation Letter;</li> <li>- Presentation of the findings, including the methodology used;</li> </ul>
25 October-10 November 2023	Conference Report, including the conclusions and policy recommendations, as a result of the Regional Conference	<ul style="list-style-type: none"> <li>- Approved Conference Report</li> </ul>

Note: This is a tentative timeline which may be subject to adjustments in case of changing dynamics.

Interested consultants shall provide and submit a detailed **Operational Plan** for each set of activities with respective actions corresponding to the time frame provided in the Table above.

All above listed activities and delivery of the expected outputs are envisaged to take place between 01 June and 10 November 2023.

All deliverables will be subject of approval by the Contracting authority.

## **VI. Important notes regarding the research, analysis and findings**

The survey should be conducted in a period of 5 weeks and should cover representation and factors leading to the current position of women in border police authorities in MARRI Participants. The findings and analysis should be presented in a research report, that will also

include conclusions and policy recommendations. The expert should respect the conceptual and methodological aspects that are crucial to assure quality.

The Regional Conference will be thematically divided in several thematic sessions, following the report's chapters, where it is expected the expert to present the findings for MARRI Participants from a regional perspective, as well as the best practices that could be acquired from the EU Member State – Italy and/or one or more MARRI Participants in order to mitigate the gender gap in border authorities in WB6.

## **VII. Expert's Profile**

The expert is expected to be highly experienced, with hands-on knowledge about the security challenges, organized crime and migration flows in the MARRI region, migration management, processes and procedures. In addition, experts should have sufficient knowledge and experience of applying a gender mainstreaming approach in migration, and be well informed on the state of play of gender equality in the MARRI Participants.

### Professional experience

The experts should have at least 7 years of working experience in the MARRI region from which at least 3 years in the area of the assignment.

The expert should demonstrate that s/he have been involved in at least 3 research and analytical projects related to the assignment.

The expert should demonstrate professional experience in activities implemented in South-East Europe, preferable in the MARRI region. Experience in working with public institutions and local authority stakeholders will be consider as asset.

The professional experience in the areas of expertise shall be proved with corresponding references.

### Education

The experts should have a University Degree in an area relevant to the improvement of public administration and social services (e.g. social sciences, political science, public administration, pedagogy, human resource management or another relevant field).

Successfully completed training in the area of the assignment will be considered as an asset.

### Language skills

Fluent proficiency in English. Knowledge of at least one of the MARRI local languages (Albanian, Bosnian/Croatian/Montenegrin/Serbian, Macedonian) would be an asset.

### IT skills

MS Office (Word, Excel, PowerPoint).

### Other

Promptness, high flexibility, ability to work under tight deadlines, and readiness to travel.

### Expert days

Considering the above-mentioned sets of activities (IV. Responsibilities and tasks of the expert), the maximum number of days projected for the entire assignment is up to 30.

## **VIII. Proposal**

MARRI RC encourages both male and female experts to apply. The expert is asked to submit a proposal, by **26 May 2023, 16:00 (CET)**. The proposal has to be submitted in English language by e-mail, at [info@Marri-rc.org.mk](mailto:info@Marri-rc.org.mk) and shall contain the following sections:

### **1. Technical component**

#### 1.1. Expert's Profile

- 1.1.1. Cover page, presenting expert's name, address and contact information;
- 1.1.2. Presentation of the expert and his/her suitability for assignment (CV);
- 1.1.3. Reference for relevant assignments, presented in the CV;
- 1.1.4. Detailed interpretation of the assignment and its objectives, including critical analysis of potential challenges during implementation;
- 1.1.5. Proposed Operational plan (time line, milestones, meetings etc.) with proposed expert days for each work package/activity (if applicable);

Note: please group all your documents from point 1.1.1 and 1.1.5 into one (1) single text-searchable PDF document.

### **2. Financial component**

- 2.1. Financial offer shall contain the total amount and proposed experts' daily rate, VAT shown separately.

## **IX. Evaluation Criteria and Scoring**

The selection of the expert will be made in accordance with the quality-cost based selection method (70 % technical component and 30% financial component).



## **X. Reference**

The reference for this assignment is MARRI Regional Centre, email address: [info@marri-rc.org.mk](mailto:info@marri-rc.org.mk)

## **XI. Contract Negotiation**

MARRI reserves the right to negotiate specific terms of the contract with the short-listed proponents prior to the final award of the contract.

MARRI also reserves the right to negotiate specific terms of the contract with the expert as the contract progresses.

## **XII. Acceptance and Rejection of Proposals**

MARRI may not necessarily accept the lowest priced proposal or any proposal. At its sole discretion, MARRI reserves the right to reject any or all proposals received and to accept any proposal that it considers advantageous, whether or not it is the lowest priced proposal.

MARRI is not under any obligation to award a contract and reserves the right to terminate the request for proposal process at any time, and to withdraw from discussions with all or any of the consultancy providers who have responded.

MARRI reserves the right to accept the proposed offer in total or in part, to reject any or all offers, to waive any minor informalities, irregularities, or technicalities, and to accept the offer deemed most favourable.

## **XIII. Ownership**

All materials, documents and information prepared, developed or adjusted by the expert and used for the purposes of preparation, realization and facilitation of the research and analyses, as well as reporting, remain the property of MARRI.

The expert agrees that no part of the materials, documents and information may be reproduced or distributed in any form, or by any means, or stored in a database or retrieval system, for any other purposes and objectives than those related to this ToR, without the prior permission of MARRI.

## **XIV. Reporting**

The Research Report should be submitted by 15 September 2023. A brief report from the Regional Conference (key recommendations and conclusions) shall be submitted by 10 November 2023.

#### **XV. Terms and Payment**

Total expert fee will be transferred to the expert's bank account from the MARRI RC bank account.

The payment shall be affected upon completion of the service, submission of report, acceptance of services and invoicing. The payment shall be affected in one final instalment.

#### **XVI. Performance indicators**

The indicators reflecting the expert's performance are: Timely presentation of results and outputs, quality of analytical reports in line with the prescribed methodology and format, participants' evaluation results and quality of the reports to be provided to the reference person of this assignment (namely MARRI RC). The expert's performance will be evaluated by MARRI RC at the feedback session with the Consultancy provider, following the realization of the research.

#### **XVII. Evaluation of work**

The performance of the tasks will be assessed by the MARRI RC personnel.

#### **XVIII. Amendments, Modification or Variation**

Some changes are possible during implementation of the assignment as a result of unpredicted circumstances. The selected expert will be in regular contact with MARRI RC and will change activities, if necessary, based on the assessment of the situation.

Some tasks might be a subject of discussion and review, which can lead to slight adaptations, based on the experiences, lessons learnt and the actual needs, as a result of the progress and its achievements. The work schedule might also be adapted according to the progress, so a flexible approach is expected from the contractor.

The Terms of Reference may be amended, varied or modified in writing after mutual discussions, consultations and agreement between MARRI and the Contractor.