

Terms of Reference
For engagement of the Project Implementation Team member – Team Leader
(Greening Business Facility - Grant Scheme)
Ref. IPA/2021/PC-25553

CONTRACTING AUTHORITY

Agency for Innovation, Scientific and Technological Development and Entrepreneurship (INOVA)

BACKGROUND

The Republic of North Macedonia is progressing toward the European Union (EU) accession and alignment with the European Green Deal and the Green Agenda for the Western Balkans, yet faces persistent structural and environmental challenges. The economy remains energy-intensive and dependent on imported fossil fuels, with outdated industrial processes and limited uptake of renewable energy and circular economy practices. These constraints hinder competitiveness, innovation, and progress toward the national commitments on decarbonization and sustainable growth.

The proposed Greening Business Facility (GBF) grant scheme builds on several analytical and policy foundations, including the OECD Roadmap toward a Circular Economy for North Macedonia (2024), the National Small and Medium Enterprise (SME) Strategy (2025-2030), Smart Specialization Strategy (2024-2027) and the Green Agenda for the Western Balkans. Within these policy frameworks the need for a dedicated financial and technical mechanism to de-risk private investment, mobilize EU and international funding, and strengthen institutional capacity for green transition are identified.

The GBF is therefore designed as a targeted response to these challenges—creating an enabling environment where businesses can adopt cleaner technologies, enhance resource efficiency, and contribute to a resilient, low-carbon economy aligned with EU standards.

PURPOSE

By implementing this action, the project activities will support the country’s efforts in achieving the goals set in the Green Agenda of Western Balkans. This will be done by supporting investments in private companies toward environmentally sustainable practices. The implementation of the action tackles the issues identified in the Green Agenda document. This action also contributes to achieving the goals and objectives set in other national policies related to setting up green business practices, waste treatment, smart use of energy, reducing pollution, etc.

In order to contribute to the achievement of this objective, the action supports the establishment of the GBF that represents an investment vehicle used to encourage SMEs to intensive adoption of environmentally sustainable practices in their operation and thus reduce their carbon footprint and reduce use of natural resources.

OBJECTIVE

The overall objective of this action is to support the Republic of North Macedonia to achieve of the climate neutral goals set in the Green Agenda of Western Balkans by supporting investments in private companies toward environmentally sustainable practices.

The specific objective of this action is to operate a special “Greening Business“ facility as an investment vehicle to encourage SMEs to intensive adoption of environmentally sustainable practices in their operation and thus reduce their carbon footprint and reduce use of natural resources

EXPECTED OUTPUTS/RESULTS

The following outputs and results are expected to be implemented during the implementation of the project:

- At least 300 supported companies benefiting from the Greening Business grant scheme (financial instruments)
- 8 mil EUR financial leverage (mobilized private investments for the supported initiatives)
- At least 180 supported companies in implementing at least one EU/international standard
- At least 700 new, preferably green jobs to be created
- Reduce the use of natural resources by 20%
- Increase by 10% turnover of supported companies

LOCATION FOR REQUIRED SERVICES OF THE CONSULTANT

This assignment requires 100% office work, which means that Team leader will have to be present in the Contracting Authority's (CA) premises, while implementing this assignment. The CA will be responsible for securing office space and necessary working equipment.

The CA shall provide the Team leader with any existing information and documentation at its disposal which may be relevant to the performance of the contract. The CA will provide initial coordination and liaison with all appropriate government agencies, the community, and other stakeholder.

COMMENCEMENT DATE & PERIOD OF IMPLEMENTATION

The intended commencement of the Services is 13 February 2026 and the period of implementation is 4 years.

During this period the Team leader is expected to show estimated level of effort equivalent to 8 hours per day/ or 40 hours monthly.

SCOPE OF THE ACTIVITY

In order to carry out the assignment, the Team Leader is required to conduct the following activities:

- Act as the main contact point with the Contracting Authority and Delegation of EU
- Coordinate planning, implementation, monitoring, reporting, and closure of the project.
- Ensure that the project is implemented in line with the grant agreement and all approved project documents.
- Prepare and submit periodic reports (technical and financial).
- Inform the Contracting Authority of any changes, delays, risks, deviations, or events affecting project delivery.
- Coordinate engaged non-key experts
- Support the development of grant's instruments
- Ensure timely distribution of grant funds to third parties according to agreements.
- Monitor the implementation of the grants.
- Monitor financial management and ensure eligible costs are reported and incurred as agreed.
- Conclude and enforce a partnership agreement with all beneficiaries that covers rights, obligations, governance, financial responsibilities, and audit cooperation.
- Maintain proper documentation for all project actions and expenditures.
- Ensure compliance with EU rules, programme guidelines, eligibility criteria, and visibility requirements.
- Manage the open calls and third-party selection process (ensuring transparency, equal treatment, and eligibility).
- Ensure grant agreements with selected SMEs meet programme rules and are properly monitored.

KNOWLEDGE, EXPERIENCE, SKILLS AND COMPETENCIES

- Candidate must have an advanced degree (Masters level) in Economics or equivalent.
- Relevant professional experience of more than 10 years and working on at least 5 EU funded project as a long term expert (in the area of private sector development, SME Policy development or equivalent).
- Experience in project management.
- Team leader or equivalent to at least 2 or more funded projects.
- Proven ability to work without close supervision, to do effective multitasking, and to deal with rapidly shifting priorities under pressure.

- Ability to operate in a multicultural environment and build effective working relations with local and external counterparts.
- Excellent Knowledge of English and Macedonian languages;
- Demonstrates professional competence to meet responsibilities and post requirements and is conscientious and efficient in meeting commitments, observing deadlines and achieving results;
- Result-oriented: Plans and produces quality results to meet the set goals, generates innovative and practical solutions to challenging situations;
- Communication: Excellent communication skills, including the ability to convey complex concepts and recommendations clearly;
- Teamwork: Ability to interact, establish and maintain effective working relations in a culturally diverse team;
- Ability to establish and maintain productive partnerships with regional and national partners and stakeholders;
- Fluency in MS office and data processing tools.

REPORTING

The Team Leader will report to the director of the Contracting Authority INOVA, who has the right to terminate the contract concluded between the Team leader and the Contracting Authority at any time, with no specific reason.

PERFORMANCE EVALUATION

Performance will be evaluated based on the quality and timeliness of deliverables, effectiveness of team coordination, and achievement of project objectives.

PAYMENT TERMS

Payment will be made in accordance with the contract.

CONFIDENTIALITY

The Team leader shall maintain confidentiality of all project- related information and documents during and 2 years after the assignment.