



REQUEST FOR PROFESSIONAL SERVICES

- *MANAGEMENT AND ORGANIZATION
DEVELOPMENT TRAININGS FOR
CULTURE SECTOR PROVIDERS-*

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Funded by
the European Union

TERMS OF REFERENCE FOR THE PROJECT

BUILDING EFFECTIVE NETWORKS THROUGH IMPROVED INDIVIDUAL PERFORMANCE

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1. GENERAL INFORMATION AND TIME FRAME

1.1 Beneficiary country

- Republic of North Macedonia and Kosovo

1.2 Contracting Authority

- My Career, National Internship and Job Placement Program

1.3 Estimated Implementation Time Frame

- May 30 2024 - Aug 31, 2024

1.4 Estimated Level of Effort

- 24 days

1.5. Position

- Business Management trainer(s) and/or Business Management Training provider(s)

1.6 Deadline for submitting of applications.

- May 13, 2024

2. BACKGROUND

The project “Building Effective Networks through improved individual performance” is supported by the British Council as part of the Culture and Creativity for the Western Balkans (CC4WBs) project. CC4WBs is a project funded by the European Union and is focused on fostering dialogue in the Western Balkans by enhancing the cultural and creative sectors for increased socio-economic impact. Over a 48-month period, the CC4WBs project aims to improve the performance of the cultural and creative sectors to enhance skills, knowledge, and access to financial aid to increase competitiveness and sustain the co-production and circulation of goods and services in the Western Balkans.

The project partners MyCareer, N. Macedonia and HITHI, Kosovo are partnering in this project to provide the capacity building program for culture institutions in business management and personal development themes in the three areas which we consider crucial for more effective and efficient performance of the culture workers and institutions impacting their sustainability. The training and mentoring program will be developed in three areas: management development (strategy, defining the competitive and comparative strategy, digital marketing, social media presence and content, marketing and promotion, financial management), personal development (communication, leadership, initiatives taking, negotiations skills, technology skills etc.) Organizational development (grant application proposals etc)

This project is very important for culture community in both regions because, according to many relevant institutions first, 74% of respondents cite finding work as the primary reason that youth migrate. Second, those that have decided to stay however, want to develop their careers in non-culture sectors with high-economic growth such as cybersecurity, green energy, and IT leaving careers in culture unattractive and underdeveloped vis-à-vis their European counterparts. Third, those that have decided to pursue a career in culture usually lack non-technical skills needed to pursue their further growth and development. Meanwhile, many cultural institutions and businesses noted that many of the formal courses provided by the Universities are not fully aligned with the skills needed for the needs of today’s economy. Additionally, the traditional education system often focuses on developing technical skills of professionals and not exposed to other soft skills so important in knowledge economy. Moreover, even the professionals working in the field of culture, lacks business and soft skills needed to pursue their further growth and development. Fourth, while the government of both

countries have increased its support for cultural institutions and initiatives in recent years, lack of funding is still a significant challenge facing the countries cultural sector. Many cultural institutions and initiatives struggle with limited funding, which can limit their ability to promote and preserve the country's rich cultural heritage. And lastly, Lack of cultural exchange: There is often limited cultural exchange between the countries of the Western Balkans, which can limit opportunities for skills development and cultural cooperation.

3. PROJECT GOAL, OBJECTIVES AND TASKS

3.1. Project goal

The overall goal of the project is to improve the skills and competencies of the individual artists and performance of the organizations through blended approach and the tailored training and mentoring programs for the workers in cultural domain.

The project will try to address the issue is that the individual artists, cultural workers and organizations and institutions have the technical skills in producing artistic work but don't know how to market it, present it to the market and public. Therefore, the aim is to provide the capacity building programs through training, mentoring and group exchange learning programs in non-technical themes so, that they can become more effective, efficient, and productive in their work. The trainings, mentoring and group learning exchange sessions will contribute not only to the skills development but also on the sustainability and long-term impact of the people involved in the project.

3.2 Objectives of the project

Specific objectives of the project are the following:

- First, to improve the skills and competencies of individuals working in the domain of culture in non-technical areas such as personal and professional development and organizational performance,
- Second, to learn from each other experience through group exchange learning sessions from both regions,
- Third, to learn from each other's experience by discussing the common issues and challenges identified during the training,

3.3 Specific tasks of engagement

Business Management trainer and/or Business Management Training provider

The project seeks to support the development of the skills of individual artists culture community and youth organizations sector through assessing their needs for the three training modules mentioned above. The more specific tasks of this assignment are:

- To develop a training program based on the training need assessment conducted by the project early on the project (to be shared with the trainer/organization),
- To develop the training methodology and the training content as part of the training module package delivered to the participants before the start of the training program. The methodology should be developed for three training modules (management, personal and organizational development). The duration of each module should be no longer than 3 days.
- It is up to the trainer/organization about the content of the methodology however, it should have at least the following information: the training programs (divided by day, specific time and theme covered), information about the goals and objectives of the training, learning outcomes per module, information about the trainer(s) involved per the module, and the skills and competencies improved for each of the modules,
- To deliver 3 (three) training modules i.e. 1 module consists of 3 days and/or 9 days for all three modules,
- To develop and conduct a daily as well as final evaluation of the training program,
- To provide a training report covering the topics as per the methodology

NOTE: This training program proceeds the training need assessment process of the culture and artistic community conducted in the initial phase of the project. The selected organization and/or consultant will be asked to have consultation with the consultant who conducted the training need assessment and developed the reports about the findings and recommendations provided.

4. REQUIREMENTS AND SELECTION CRITERIA

4.1 Key requirements

On behalf of the Trainer and/or Service Provider, it is expected to act with diligence and have the following:

- Education in Culture, Arts management, Business Administration, Education, or related fields
- Experience in similar projects with special focus should be on the Management training program,



- Experience in management consultancy and training with private, civil, and public sector in the field of culture and tourism sector,
- Have an experience in developing and delivering trainings on soft skills, professional development, and organizational improvements,
- An advantage will be given to trainers and/or consultants with previous experience in arts and culture sector,
- Be fluent in English, Macedonian and Albanian as the training program will have a mixed individual from all ethnic groups in N. Macedonia and Kosovo,
- More than 10 years of experience of working with donor funded projects,
- The key project consultant should have at least 10 years' experience in communication, human resource, or management sectors. Specific experience in these areas in the cultural sector will be considered as an advantage.
- CV of key staff should be included in the Proposal.

4.2 Selection Criteria

The selection committee will evaluate the project proposal received indicated in the beginning of this document according to the following criteria's:

- Written and Presented Project approach and methodology (clear and defined description of the methodology) - 30%
- Professional Capacity (Reference list of Training and Consultancy projects) - 30%
- Financial Plan: 40%

Based on these criteria the project will select the best offer, however the final agreement is subject to further negotiations between the contractor (the Project) and the implementer (the Company/consultant) after the selected company is announced.

4.3 Documents for submission

The short-listed companies/consultants must submit the following documents to the project before the deadline as announced in the beginning of this document:

- Developed a written training methodology,
- List of all the people involved in the project (including their CV's)
- List of all relevant project you and/or your institutions have managed and implemented.

NOTE: The initial selection will be done only based on cost and professional capacity, after which methodology will be considered.

5. REPORTING AND MONITORING

5.1 Monitoring, Evaluation and Reporting

The Selected Partner Company or consultant, hereinafter Partner, will identify a project/assignment coordinator. The reporting template and an evaluation form will be given to the project coordinator by Lirim Lutfiu, Project Manager from the side of the Contracting Authority. The report should detail all work accomplished, constraints and recommendations for future action. Additionally, the Partner will collect and submit performance indicators data on each milestone completed.

6. BRANDING AND PUBLIC OUTREACH

The Partner will appropriately recognize British Council contributions in their communication efforts in a manner consistent with the branding and marking requirements governing EU assistance. The Project Manager will provide the Partner with a copy of British Council Visibility Guidelines. It is understood that to promote public participation and awareness, the activities and the events surrounding the implementation of this program and the experience gathered may be shared with other parties. It is understood that outcomes of this activity are property of the Project so, its content cannot be either distributed or presented without the Project consent.

7. TERMINATION OF THE CONTRACT

The Project holds the right to terminate the contract if the local contractor:

- Does not submit the indicated reports to the projects,
- Deviates from the agreed deliverables and objectives,
- Does not adhere according to the Project regulations and procedures.

Key Contractual Terms:

The successful consultant is expected to send the proposal until 13.05.2024. The project team may at its sole discretion decide to amend, modify, or cancel the proceedings. The bid with the highest score shall win.

The following form should be used for price quotation purposes:

Name of applicant:

Project phases / due dates	Man days requested	Daily fee in MKD	Total Net in MKD
Fee for Consulting Services	27		
TOTAL			

Payment Schedule

The payment will be made 5 business days upon delivery of the training modules and submission of the final report of the training program under this component.

