

Appendix 2

Terms of Reference

Providing Training Services under the TA SRPC Capacity Building Programme

Country: Republic of North Macedonia

Programme: IPA II – 2019 Annual Action Programme for the Republic of North Macedonia

Project: Technical Assistance to the Sector Reform Performance Contract 'EU for Youth', EuropeAid/140701/DH/SER/MK

Activities Title:

A1. Building the capacity of the national authorities for design, implementation, monitoring and reporting on sector reforms

1.1.2. Capacity building to the two Ministries (MoES and MoLSP) on sector policy design and implementation tools and methodologies

1.2.2. Capacity building to the key Ministries (MoF, MoLSP, MoES) on sector budget tools and methodologies

Period: May 2023 – end of May 2024

Duration: one year

Location: Skopje, Republic of North Macedonia

1. Background

North Macedonia acknowledges the significant role of youth, as key drivers of social and economic development and growth. Youth unemployment and inactivity have long-lasting consequences both, for young people and for the society as whole, e.g. reduced employment opportunities and lower earnings in adulthood, greater reliance of welfare, early pregnancy and antisocial behaviour, deteriorated health status and overall well-being of young people, and a risk in institutionalising poverty and creating intergenerational poverty. Youth inactivity also gives rise to substantial economic costs and has an impact on many other issues related to quality of life.

As part of the European Union's budget support portfolio in North Macedonia, the *Sector Reform Performance Contract 'EU FOR YOUTH' (SRPC)* is the first budget support operation designed under the IPA 2019 annual programme to support the implementation of the strategic framework in the area of youth employment and vocational education and training, aiming to provide support for the country's policies in the education, employment, and social policy sectors.

The policy framework introduced by the *Youth Guarantee (YG)* has universal coverage for the target groups. It combines a variety of policy areas – early intervention, activation and labour market integration measures, and builds on extensive partnerships among public institutions at both central and local levels, and between these and the social partners, youth and the civil society organisations and the private sector. The Youth Guarantee could support the transitioning period adolescents go through, prevent the transmission of intergenerational poverty and keep low the level of early school leavers.

North Macedonia is the first non-EU Member State, which has established a Youth Guarantee scheme to address the employment challenges faced by young people (15-29 years old) and reduce the costs that youth unemployment and underemployment impose on society. It is a priority of the entire government, state

authorities and their social partners, who have committed to ensure that all young people would receive a good-quality offer of employment, continued education, an apprenticeship or a traineeship.

The **Ministry of Education and Science (MoES)** is the leading institution in charge of all aspects of education policy and is responsible for Chapter 25, “Science and research” and Chapter 26, “Education and culture” of the EU acquis. The Department for Secondary Education, Adult Education and Lifelong Learning at the MoES has the leading role in reforming the VET system. The MoES is also supported in these tasks by a number of other bodies:

- ✓ the National VET Centre, the Adult Education Centre (AEC), and the Bureau for Development of Education (BDE), which are responsible for the development and expansion of education at all levels – in particular in terms of monitoring, expert review, research, promotion, and development in the field of secondary vocational, post-secondary and adult education activities;
- ✓ the State Education Inspectorate (SEI), a legal entity under the MoES’ jurisdiction, which is tasked with supervising the implementation of education laws and regulations and quality control – educational inspection includes supervision of the quality of the educational process and its effectiveness by assessing the work of the educational institutions and the supervision of the application of the laws, other regulations and general acts in the field of education and upbringing;
- ✓ the Adult Education Centre (AEC) which is in charge of the accreditation of non-formal VET and adult education providers, and a system for validation of non-formal and informal learning (VNFIL).

In terms of the collaboration between the AEC and the National VET Centre, the latter is in charge of formal VET education, while the former looks after non-formal VET. However, both sectors (formal and non-formal VET) are based on the Occupational Standards (OSs) developed and adopted by the National VET Centre. The National VET Centre develops the programmes for formal VET, while the AEC accredits the programmes for non-formal VET.

With the Education strategy ‘2018-2025’, a new stage of a system-level comprehensive reform of the education and training system started at all levels including vocational education and training (VET), non-formal education and adult learning, combined with specific measures to reduce school failure and drop-outs, and addressing the need to provide young people with opportunities to return to formal education and training and, more generally, to acquire skills that are relevant to the labour market. Reforming of the VET, adult education and LLL sectors are prioritised, in particular with the establishment of the **regional VET centres (RVETCs) as centres of excellence** that will offer the most demanded qualifications on the labour market, quality education and validation of prior learning.

Under the YG implementation plan, the MoES is responsible for accelerating the education reforms already planned at primary, secondary and tertiary level; expanding the ‘second chance’ VET programmes that lead to a recognised qualification; accelerating the establishment of validation mechanisms for non-formal and informal learning (VNFIL); and upgrading the Education Management Information System (EMIS) with a view to tracking students’ performance, detecting early school leavers, and collecting administrative data.

The **Ministry of Labour and Social Policy (MoLSP)** is the lead institution with respect to the development, management, coordination, monitoring and evaluation of employment and social policy. The ministry coordinates other relevant institutions and bodies in the implementation of employment and social policies and ensures a participatory process, usually by establishing strategy-related coordination bodies. The Labour Department in the MoLSP is responsible for planning and implementation of employment policies, labour law and labour relations. A specific labour market unit is responsible for planning, monitoring and evaluation of employment policy and the national action plan, the analysis of labour market trends, especially those concerning groups at risk of exclusion from the labour market, as well as for the monitoring and evaluation of active labour market programmes and measures (ALMP&M). The ministry implements the National Strategy for Employment in the Republic of North Macedonia and its Action Plans. It is also responsible for overall

monitoring and reporting on progress of implementation of the Employment and Social reform programme (ESRP 2020-2022) - an overarching strategic document of the RNM in the area of employment and social policy reforms in the pre-accession period of the country to the EU. Under the Youth Guarantee (YG) scheme, the MoLSP is responsible for the coordination and monitoring mechanisms overseeing the implementation of the reforms and specific interventions included in the YG implementation plan, the coordination of activities, the verification of progress made, and any corrective actions, if necessary.

The **Employment Service Agency (ESA)** is an independent implementing agency, accountable to the government, funded primarily from unemployment insurance contributions and the state budget. The agency helps create strategies, and action and operational plans, and is the lead institution for implementing the annual operational plans for ALMP&Ms for employment and labour market services. ESA is responsible for collecting and disseminating information on the labour market, employment counselling and career guidance, job mediation for active job seekers and managing passive and active labour market programmes. Under the YG, ESA is responsible for providing activation services and labour market integration measures to young people (15-29) registered in the scheme. The agency has 30 employment centres across the country and one central office in Skopje. It can therefore address unemployment on a much larger scale, being able to offer services to citizens both in urban and rural areas.

2. Project Objective and Purposes

This project represents complementary TA support to the Sector Reform Performance Contract (SRPC) in Education, Employment, and Social Protection (EESP) with the purpose of providing overarching capacity support to the key line Ministries and stakeholders as well as undertaking on-going and systematic monitoring and assessment of the sector reform process.

The *overall objective* of this project is to bring about effective implementation of the Youth Guarantee scheme to increase youth employment in the country and advance VET reform, the establishment of Regional VET centres, to reduce the gap between skills and labour market needs.

The *specific purposes* of the project are:

- TA to national authorities to strengthen their capacity for implementing sector reforms related to the Sector Budget Support/the Sector Reform Performance Contract (SRPC) action 'EU for Youth'.
- Monitoring and assessment of implementation and achievement of the performance indicators foreseen in and by the SRPC.

The *expected results* of the project:

- R1- Increased and improved institutional capacities of the key institutions, the key line Ministries and Agencies responsible for implementation of the SRPC framework to effectively coordinate, implement and monitor the Education, Employment and Social Policy (EESP) reform agenda and institutional capacity for gender analysis in the sector related to the SRPC is reinforced,
- R2- Tracer systems for initial and continuous vocational education and training by VET providers and Youth Guarantee and employment generation programmes are established and utilised by the key institutions,
- R3- Monitoring of the sector reforms: systematic and regular monitoring and assessment undertaken to assist the EUD to determine the extent to which the general and specific conditions and performance indicators under the SRPC have been achieved and to determine the extent of progress achieved in line with SRPC conditionalities,
- R4- Enhanced communication, information and public awareness of the reforms in the sector, supported by EU through the SRPC.

The main target groups are the Ministry of Labour and Social Policy, the Ministry of Education and Science, the Ministry of Finance, the Employment Service Agency, and their subordinated structures. The implementation of the “Technical Assistance to the Sector Reform Performance Contract ‘EU for Youth’” project started in January 2021, and it is implemented in the Republic of North Macedonia for a duration of 43 months, i.e. until end of August 2024.

3. Rationale

Capacity development is an essential component of budget support operations, hence for this Sector Reform Performance Contract “EU for Youth”. The Technical Assistance project foresees capacity building support to the national authorities in order to promote effective, accountable and inclusive institutions; enhance the government’s capacity to formulate, design, implement, monitor, evaluate policies and deliver better services to final beneficiaries; promote the active engagement of all relevant domestic stakeholders in policy formulation, design, implementation and monitoring; strengthen the national monitoring and evaluation framework, including statistical systems, and integrate gender equality measures in planning, budgeting and monitoring.

The implementation of the **sector approach within IPA II requires coherent strategies and the involvement of stronger institutions, equipped with sufficient soft and hard capacities for excellent performance**. Strengthening institutional and administrative capacities is a needs-driven process, focused on achieving results and enhancing project’s environment through effective assessments of the current situation, knowledge, capacity and resources, building strong relationships with the key stakeholders and ensuring the capacity building interventions address national and local needs, conditions and priorities.

Correct identification of capacity-building needs facilitates the realisation of all the anticipated benefits of the EESP sector reform process. The main **target groups** are managers and employees from the Ministry of Labour and Social Policy and the Ministry of Education and Science, and their subordinated structures, the RVETCs, and the Employment Service Agency with its structures at central and local level.

Under the implementation of a comprehensive Capacity Building programme, the TA project is providing support for strengthening the capacities of beneficiary institutions and further development of their institutional, organizational and human potential for better fulfilment of their main functions and roles in the Youth’ education and employment governance system, and in particular, the implementation of policy reforms. A Capacity Assessment research was completed in advance, aiming at studying the main functions and roles of the main beneficiaries – the ministries of education and labour, the employment agency and including the three RVETCs. Based on the detailed analysis of Capacity Assessment findings, the Training Needs Assessment, and recommended Capacity Building Response Plans (CBRPs), a **Training plan for a comprehensive capacity building programme** was elaborated and agreed with the beneficiaries. The programme identifies a number of high priority topics for building of competences of managerial and executive personnel of targeted institutions.

4. Objectives of the assignment

This assignment will assist the achievement under the project results: Result 1 “Building the capacity of the national authorities” in implementing the SRPC.

The main target groups under the CB program are managers and executive personnel from main beneficiary institutions for formulation and implementation of credible sector policies and implementation of budget policy. The needs for institutional and personal development determined during the research were categorised as: 'top', 'high' and "medium'. In response to the full needs found during the CA exercises, the Training Plan suggested two main groups of interventions – on managerial level and executive personnel level.

The Applicants are invited to express their interests for providing of training services under one or more training topics listed below:

I. Managerial capacity building	II. Employees' capacity building (CBT)
1. Strategic management	5. Personal organisation and Time Management
2. HRDM	6. Teamwork
3. Leadership	7. Mentoring and Coaching
4. PCM - Project Cycle Management	8. Management of Stress
	9. Client orientation
	10. Result Orientation

➤ **Target groups:**

- 1) **'Managerial Capacity Building (CB)'** – for managers from the beneficiary institutions, and their relevant subordinated structures – head of departments, head of sections, directors / deputy directors / managers from RVETCs and local employment centers, and
- 2) **'Employees' Capacity Building (CBT - competence based training)'** - public servants, employees from the beneficiary institutions.

- **Number of groups:** average 1 group per training event / approx. 20 participants (+/-2) per single training
- **Form of training** – physical presence of the participants, in groups of 20 trainees per training event
- **Training duration** - 1 or 2-, or 3-day service delivery per topics according the specified requirements for each training (for the details, see the *Annex 1 – Technical specification for training services*)
- **Duration of a training day** – one training day comprises of 6 academic hours, (6 x 45 min), i.e. 4.5 astronomic hours a day delivered between 9:00 – 16:00 o'clock.
- **Place of training** – the majority of capacity building activities will take place in Skopje. However, some training might be organised in the country regions.
- **Structure of training** should be comprised of max.40% theory and min 60% practical work
- **Methodology:** inclusive, participative methods, adapted to the needs for training of adults
- **Content of services** - training services to be offered should cover:
 - elaboration of training content, delivery of training services, and reporting of training results for each single training event

Logistical arrangements of training events will be covered by the TA project, such as: designing of training groups, time table, agenda, venues, training support (ICT, Internet, etc.), printing of training materials and handouts, catering, transportation/accommodation of trainees and trainers, publications, media costs, visibility, other direct costs related to training, etc. In a case the training takes place outside Skopje, all the additional costs of supplier related to the logistics, will be covered by the project.

The services described in this box, should not be included in the training offer!

The technical and financial offer of the candidates should be presented in the form attached to these ToR.

5. Requested services of the assignment

The candidates are expected to provide the following services:

- Design and deliver (in Macedonian language) one or more of a series of training in management skills and “core” skills to selected groups of employees of the SRPC beneficiary institutions. Topics of the training are likely to be selected from the above listed.
- Elaborate and propose training methods and programme(s); in preparation the content of training programme(s) please, refer to the sample topics for the learning content identified in the *Technical specification for training services*; the training programme(s) should also outline the expected training results that correspond to the learning objectives set in the *Technical specification for training services*.
- Elaborate the training contents
- For each of the topics to be delivered, develop and provide supporting training materials (in Macedonian language) including audio-visual aids (in MS PowerPoint) and any hand-outs, manuals, guidelines, etc. that may be used during the training
- Define the requirements for the training environment, if any.
- Deliver the training
- For each training series delivered, carry out a feedback review using a standard project feedback form and ensure that all participants complete the form
- For each training series delivered, write a brief concise report (in English/or Macedonian) using a standard Training Report Form of the project, giving an overview of the training event, the objectives of the training, methodology employed, the programme of the training in chronological order and attach copies of all training materials including audio-visual aids and any hand-outs as well as assessment of training effectiveness and a summary of the training impact
- Other related tasks set by the project Team leader.

6. Outcomes (Results) to be delivered by the Supplier

- 1) **Training programme(s)** for each single training selected from the listed above – to be designed and delivered within fifteen days after the contracting, and confirm the programme with the TAT.
- 2) **Training materials** for each single training – to be delivered within one month after the contracting
- 3) **Deliver the training** services according to the agreed training programme(s) and project time table.
- 4) Provide a **Training report** for each training series within 5 days after the training end.

7. Profile of the Applicant

- Experience in andragogic, training, coaching, mentoring in the field of adult training
- Experience in facilitating targeted learning activities, adult training methodologies and tools, and their use in delivering in-service training programmes
- Experience in designing and implementing capacity building interventions for organisational, institutional and human capacity development
- Experience in developing and delivering CB training and/or coaching and mentoring programs in a specific area of interventions for which they are applying in this tender
- Experience in working with public institutions and public administration would be an asset
- Proven technical and human capacities to complete the tasks set in this ToR.

- Proven experience in similar activities.
- Excellent reputation in terms of professionalism, confidence, client orientation, and satisfaction of clients' expectations.
- Experience in working with international counterparts, international cooperation records, international certification bodies, or in development projects funded by the EU or other international donors is an advantage.

8. Technical and financial offer

The Candidates should present a **Technical Offer** for one or more training topics from the above listed, using the *template for a technical offer* attached to this ToR. In the technical offer they should describe:

- Briefly, the main training topics per each training title, referring to the sample topics for the learning content, described in the Technical specification, but not explicitly.
- Learning objectives as per the minimum defined in the Technical specification.
- Learning outcomes in compliance to the learning objectives.
- The duration of training – the total number of days and academic hours¹.
- Description of the company capacities² in the selected field of training they apply – such as, main achievements, their recent records, number of personnel, qualifications of their trainers and mentors, certification, etc. *(for the details, please refer to the chapter 7 'Profile of the Applicant')*.

The Candidates should provide a **Financial Offer**, using the *template for a financial offer* attached to this ToR. The financial offer should present:

- prices to be defined in EURO per group of 20 (+/- 2) participants per one day of training; for evaluation purposes, a price offer presented in a different way, will be transformed to the price in EURO of a group of 20 people for one training day.
- prices should be defined in net amount - the training costs should not contain VAT (the expenditure under EU funded interventions are VAT exempted³)
- the unit price should cover only the costs of the direct training services such as, elaboration of training contents (programme, materials, case studies, etc.), delivery of training services (lectures, practical workshops, etc.), and reporting of training results for each single training event *(for the details, please refer to chapters 4, 5 and 6 above)*

Financial offer will only be evaluated if the Applicant has successfully met the requirements for administrative compliance *(See the Methodology for a complex assessment of tenderers)!*

9. Work Plan

Total duration of the contract:	Up to 1 year
Assignment Starts:	May 2023
Assignment Ends:	end of May 2024

¹ One academic hour = 45 minutes.

² Max 500 word; References and evidences might be presented in addition as annexes to the Technical offer.

³ The EU funded project TA SRPC 'EU for Youth' is VAT exempted; all the project suppliers are provided with the necessary VAT exemption documents necessary for the Tax Authorities.

** Upon justified need the assignment can be extended with addendum to the current ToR.*

The selected Supplier will receive the necessary project related information, documents and instructions from the project office in Skopje. In the beginning of the assignment, the Supplier will suggest and agree with the TAT a detailed work plan. The Supplier will provide on regular basis brief reports, which shall include the activities implemented, outputs achieved, agreements and recommendations.

The Supplier HAS NOT intellectual property rights resulting from this assignment. The copyright and intellectual property rights over the products as a result of this assignment remain the property of the beneficiaries.

All written outputs will be prepared in Macedonian, or English language and provided in electronic form. The outputs will be delivered to the Contractor (the Consortium led by WEglobal) and the beneficiaries.

Enclosed:

- 1) Annex 2.1 – Technical specification for training services
- 2) Annex 2.2 – template for a Technical Offer
- 3) Annex 2.3 – template for a Financial Offer