**TERMS OF REFERENCE**

**for**

**Training Consultant on Team Management, Mentoring and Coaching Employees**

**Location:**

**Skopje, Kumanovo, Tikves and Pelagonija regions, REPUBLIC OF NORTH MACEDONIA**

**Project:**

**LOCAL AND REGIONAL COMPETITIVNESS PROJECT (2016-2019)**

**Sub-Project:**

**Improved Management Skills, Business Connections and Access to Finance for Improved Services in Tourism and Hospitality Sector**

***Background***

The sub-project will address at least two of the identified six non-destination specific gaps, more specifically: Service culture and quality of service and limited online marketing and communication skills and usage in hospitality businesses. Namely, the sub-project will focus on addressing the following needs: the discrepancy between labor market demand and supply in the sector, especially in regard to continuous provision of training on important managerial skills for hotel managers and managers of similar facilities. As identified in the Tourism Development Plans, there is discrepancy between the customer expectations when it comes to the quality level of the services, and the reality of their experience in Macedonia. This is mostly due to lack of managerial knowledge and skills as well as limited understanding of travelers’ needs, thus there is an evident need for training of managers in the hospitality businesses for strengthening their managerial and business skills - both for top and middle managers.

The project will develop 2 training programsthat will comprehensively address all important aspects and topics that will help build managers’ skills in the hospitality businesses to better plan and manage their companies, innovate and improve the quality of their services, train their staff to provide more professional services, strengthen their sales and marketing approach, and modernize their marketing strategies (with special focus on online/digital marketing and communication). In order to achieve this, the program will incorporate modules that will focus on sets of specific needs/skills that have been identified as insufficiently developed.

The training program will be combined with individualized approach - mentorship**,** focused on the specific needs of each of the involved companies. This shall be done through individual meetings with companies that will be conducted through different channels (face-to-face, Skype, e-mail, phone) to respond to participants needs and convenience.

The overall goal of this sub-project is to help improve the quality of the touristic offer in the selected regions (destinations) and increase the number of domestic and foreign visits (tourists) in the country. To achieve this, the project will focus on:

* Building managers’ capacities in tourism/hospitality businesses through strengthening their managerial skills for developing better offers, build better teams, improve quality of services, attract more visitors and improve their business and strategic plans.
* Supporting businesses in improving their marketing plans, and inciting focus on online/digital marketing and usage of social media for business promotion.
* Facilitate business contacts and cooperation between different hospitality businesses in the destinations involved.

***Objectives of the assignment***

The Training Consultant on Team Management, Mentoring and Coaching Employees should develop and deliver a one-day training program on team management, mentoring and coaching of employees as well as deliver the one-day training to three groups of participants from tourism and hospitality businesses (in total 3 days of training). The training groups will be delivered on three different locations in North Macedonia in the period between March and May 2020.

***Scope of the services***

The Training Consultant on Team Management, Mentoring and Coaching Employees is responsible of:

* Designing a highly professional, and with excellent quality training curriculum on team management, mentoring and coaching employees;
* Develop Power Point Presentation for the training;
* Develop other training-related materials for the participants;
* Use evaluation forms to evaluate the quality of training and level of satisfaction of the participants in the training;
* Develop and submit to Foundation CEED Macedonia a narrative and evaluation reports for each conducted training.

***Professional Requirements/Qualifications***

* Master’s degree in relevant fields with at least 5 years’ experience in managing teams, mentoring and coaching;
* Experience in designing and delivery of trainings (at least 3 trainings designed and delivered);
* Experience in design of training materials;
* Experience in reporting on conducted trainings.

***Specific Professional Experience***

* Experience with tourism and hospitality sector will be considered an advantage;
* Commitment to excellent customer service;
* Makes good use of time by organizing, prioritizing and scheduling tasks;
* Communicates effectively;
* Demonstrates excellent inter-personal skills;
* Fluency both in Macedonian and English languages.
* Willingness to travel to other parts of the country for the delivery of trainings.
* Possesses driving license – B.

***Working conditions***

The Training Consultant on Team Management, Mentoring and Coaching Employees for this sub-project will work on field, traveling to the locations in North Macedonia where the trainings should be delivered.

Besides the consultant fee, the travel expenses will be covered by the sub-project and included as part of the contract.

***Duration***

The assignment should be delivered in the period between March and May 2020. Total duration shall be **5 days**, meaning **3 days** for delivery of the training plus **2 days** for developing of the program and preparations.

***Reporting***

He/she will be in charge of developing the final training reports for the groups that she/he will deliver, and the reports will consist of narrative part and evaluation report. The consultant will report to the Regional Coordinator and Project Coordinator of this sub-project.