

STRENGTHENING SOCIAL DIALOGUE

CALL FOR EXPRESSION OF INTEREST
SERVICE NEEDS ASSESSMENT FOR THE TRADE UNIONS IN NORTH MACEDONIA
CONFEDERATION OF FREE TRADE UNIONS OF MACEDONIA - KSS

Background

A number of progress reports by the European Commission indicate a need to further develop social dialogue among the social partners in North Macedonia. To this end, the International Labour Organization assists the country in its endeavors to advance the social dialogue as an essential element of the European Social Model, which promotes competitiveness, sharing of gains and enhancing economic prosperity and social well-being. This assistance is channeled through the project *Strengthening Social Dialogue*, funded by the European Union and implemented by the International Labour Organization.

The overall objective of the *Strengthening Social Dialogue* Project is to improve the social dialogue as a means to create more and better jobs. This will be achieved through institutional and legislative improvement along with activities aimed at strengthening the capacities of the tripartite actors to engage effectively in social dialogue. The project consists of three specific components, namely:

Specific objective 1	Enhanced participation of the ESC in shaping the national economic and social reform agenda
Specific objective 2	Enhanced participation of local ESCs in formulation and implementation of local employment policies
Specific objective 3	Increased effectiveness of Trade Unions and Employers' Organizations

Confederation of Free Trade Unions of Macedonia – KSS is a voluntary trade union organization which affiliates trade unions from the public and private sectors in the country, which thus form two federations: Federation of public sector and Federation of private sector.

KSS was established in 2005 as a result of a free, democratic and independent trade union movement with the main goal to restore hope and confidence among workers in prosperity and to restore respect for labor. Founders of KSS are the Independent Trade Union of Education, Science and Culture of the Republic of Macedonia, Independent Trade Union of Defense Workers, Federation for Transport and Communications and the Trade Union of Financial Organizations of Macedonia.

KSS is an autonomous organization, independent of government, political parties, employers and other organizations and interest groups.

KSS has 11 affiliated branch trade unions:

- Trade Union of Public and State Administration of Macedonia
- Trade Union for Transport and Communications
- Independent Trade Union of Education, Science and Culture of the Republic of Macedonia
- The Independent Trade Union of the Workers of Energy, Miners and Industry of Macedonia

STRENGTHENING SOCIAL DIALOGUE

- Trade Union of Workers in Housing, Commercial and Utility Organizations of Macedonia
- Trade Union of Post and Telecommunication Operators of Macedonia
- Independent Trade Union of Fireman of Macedonia
- Trade Union of Catering services and Tourism
- Independent Trade Union of Agriculture
- Independent Trade Union of Defense
- Trade Union of Health and Pharmacy

Scope of the assignment

As trade unions are struggling to gain strength and momentum to create bigger organizations able to better represent workers at national and local levels, there is a need to improve the scope and quality of its services toward their members as well as to make its work more visible to the public.

The Member Needs Assessment will require multiple interviews with key stakeholders that will assist in developing a complete picture of KSS and how it is viewed by its stakeholders. The interviews will seek to get critical and honest assessment on service(s) needs in order to identify the range of services that members would genuinely need and that would attract new members. In addition, there is a need to identify how to ensure the sustainability of the new service(s).

Objective of the assignment

The overall objective of the survey is to provide:

1. A brief diagnostic review of KSS;
2. SWOT analysis of the value of KSS and where it is strong and where it is weak; what opportunities exist for its agenda and what threats there are to it;
3. Develop a suggested way forward for developing relevant services to members and potential members. The recommendations should include specific services and how KSS can start providing new and/or enhance existing services.
4. Suggest ways to measure increased number and quality of new and enhanced services.

General methodology

To obtain the needed insights the following target groups will be interviewed:

- ✓ **KSS management, senior staff and board members of KSS**
 - Face-to-face interviews with the President of KSS
 - Face-to-face interviews with heads of sectoral union affiliated to KSS.
- ✓ **KSS Members**
 - Face-to-face interviews with selected KSS members
 - Online survey among KSS members.

A. President of KSS

Specific focus will be on services provided by KSS in any field, including but not limited to relative human resource capacity, and challenges encountered when providing core services directly to

STRENGTHENING SOCIAL DIALOGUE

members and when representing members collectively vis-à-vis state, regions, and bilaterally vis-à-vis the employers.

B. Members

The objective is to understand how the members prioritize, access, and rate services provided by KSS to the individual member and the extent to which members feel themselves well represented by KSS. A secondary objective is to evaluate whether there is scope to segment the membership in order to provide tailored services that are unique to individual segments.

The membership needs assessment will take place in three steps:

- ✓ Face-to-face interviews with selected KSS members
- ✓ Online survey of KSS members to understand their relative satisfaction with the services provided and own challenges.
- ✓ Face-to-face interviews with selected members in different stratum/categories using such criteria as size of membership, size of secretariat, maturity etc., to develop the stratum/categories

The exact number of face-to-face interviews will be determined in collaboration with KSS and ILO based on the outcome of the quantitative survey. It should be considered to exchange these with focus group sessions.

The proposed methodology consists of a mixture of desk research as well as semi-structured and open interviews to understand KSS and the gaps between the current capacity and members' needs. All interview guides, semi-structured questionnaires and not least quantitative survey questionnaires will be developed and agreed for each group of interviewees with the ILO Senior Specialist for Workers' Activities, DWT/CO Budapest and KSS.

Deliverables

- Detailed methodology
- Questionnaire
- Brief diagnostic review and member needs assessment report of KSS
- A final report which includes suggestion on services as outlined in this document

In the preparatory phase, the consultant shall propose a detailed methodology and questionnaire, as a basis for the assessment. Upon the completion of the interviews and survey, the consultant shall deliver an integrated report capturing key findings on the current standing of KSS and recommendations with regard to services that should be priority for KSS considering the demand.

The consultant shall work in close consultation with KSS and under the administrative and technical supervision of the ILO Senior Specialist for Workers Activities, DWT/CO Budapest.

The consultant shall provide clarification where needed and incorporate the possible comments provided by the ILO, and submit a final version of the report to the satisfaction of the ILO within the set deadline.

Duration of the assignment

The assignment will be carried out over the period June-August 2019.

STRENGTHENING SOCIAL DIALOGUE

Application of External Collaborators/Consulting companies

The external consultants and/or consulting companies interested to collaborate with the IPA/ILO project on Strengthening Social Dialogue in the above areas of expertise are kindly requested to submit their expression of interest **by 17 June 2019** to the e-mail address simjanoska@ilo.org; kalenzis@ilo.org and jovanovska@ilo.org.

Requirements:

- Experience in the corresponding area of expertise;
- University Degree in the relevant area;
- Fluency in English and familiarity with professional terminology;
- Strong analytical skills and practical experience in similar type of work;
- Client-oriented approach, namely tact and ability to work with people and effective provision of services;
- Ability to manage the flow of information and adhere to deadlines and commitments;
- Bank account suitable for receiving transfers from abroad.

Companies should submit the following:

- Company overview
- Prior experience in the relevant field
- List of references

Individual collaborators should submit the following:

- Curriculum Vitae
- Brief description indicating that they have appropriate professional knowledge and experience to participate in the mentioned project activity

According to ILO project rules, experts cannot be civil servants. The ILO retains the right to accept or reject any application. Selection of candidates will be done according to ILO project procedures. Candidates will be contacted by the activity coordinator and they will receive the terms of reference with detailed requirements and descriptions of tasks. All candidates selected for a particular assignment will sign an external collaboration contract with the ILO for the specific task and for a specific duration; this by no means constitutes permanent employment by the ILO or any prospect thereof.