

PUBLIC CALL

For Engagement of Experts/Trainers

for the **Development of a Workshop Programme** and **Delivery of Anti-Corruption Awareness Workshops** for SME Managers

Project: “Clean Business North Macedonia – Mobilizing SMEs as Champions Against Corruption”

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1. Background

The project “**Clean Business North Macedonia – Mobilizing SMEs as Champions Against Corruption**”, implemented by the Konrad Adenauer Foundation and co-financed by the European Union and the Konrad Adenauer Foundation, aims to strengthen the role of small and medium-sized enterprises (SMEs) in promoting integrity, transparency, and responsible business practices in North Macedonia.

The project contributes to raising awareness within the business community about the importance of ethical conduct, prevention of corruption, and alignment with European standards of corporate integrity. Through capacity building, dialogue, and digital tools, the project aims to encourage SMEs to become active actors in the fight against corruption.

As part of this project, a call is published for the engagement of **an expert/trainer or a team of experts/trainers** who will develop a training programme and deliver awareness-raising trainings on anti-corruption for managers of SMEs.

Both **individual experts and teams from companies/organizations** providing such services are eligible to apply.

2. Objective of the Assignment

The objective of the assignment is to **develop a practical training programme and deliver interactive workshop** for managers of small and medium-sized enterprises, aimed at increasing their knowledge and awareness of:

- corruption risks in business operations
- principles of business integrity
- anti-corruption policies and mechanisms within companies
- alignment with good European practices



3. Scope of Work

The selected expert/team of experts will be responsible for the following tasks:

3.1 Development of Workshop Programme

- Preparation of the **workshop structure and agenda**
- Development of **workshop materials** (presentations, short guides, case studies)
- Design of **interactive learning methods** (discussions, group work, practical examples)
- Alignment of the content with the **needs of SMEs and relevant anti-corruption standards**

3.2 Delivery of workshops

- Preparation and delivery of **four (4) anti-corruption awareness workshops**, to be held during **May and June 2026** in **Skopje, Bitola, and Tetovo**
- Facilitation of interactive sessions with participation of SME managers
- Encouraging discussion on **real-life challenges faced by companies**

3.3 Preparation of Materials

- Workshop presentations
- Practical tools and checklists for companies
- Short guide or recommendations for improving business integrity

3.4 Indicative Workshop Topics

TOPIC 1: Strengthening Business Integrity and Preventing Corruption in the Private Sector

- Models and mechanisms for business integrity
- Identification and management of corruption risks
- Whistleblowing mechanisms
- Building an organizational anti-corruption culture

TOPIC 2: Improving Corporate Governance and Compliance Systems

- Modern corporate governance standards
- Designing and implementing compliance systems
- Supporting regulatory compliance
- Transparency, accountability, and reporting



The topics are indicative. Experts may propose and develop additional topics they consider relevant for achieving the expected objectives. Experts are free to choose which and how many topics to cover and should clearly specify this in their proposal. However, the final approved program must be used consistently and should be unified for all 4 workshops that are going to be implemented in different cities and with different participants.

4. Expected Results (Deliverables)

The engaged expert/trainer is expected to deliver the following:

1. Workshop programme and agenda (for 6 hours workshop, the same workshop to be held in all cities)
2. Workshop materials (presentations and additional resources)
3. Delivered workshops for SME managers (1 or more, depending on the expert availability in the planned city)
4. A brief report upon completion of the workshop, including key findings and recommendations.

5. Timeline

The activity will be implemented during **May and June 2026**, in coordination with the project team.

Workshops will be held in **Skopje, Bitola, and Tetovo**. Experts are expected to clearly indicate in their proposal **in which city/cities they are available to deliver the workshop**. It is possible to deliver the workshop in one or more locations, depending on the expert's availability and preference.

A total of **four one-day workshops** (6 working hours per workshop) are planned, with approximately **20–25 participants per workshop**.

6. Required Qualifications

Interested experts should meet the following criteria:

- University degree in **law, economics, public administration, business management, or a related field**
- At least **5 years of relevant professional experience** in areas related to:
 - anti-corruption
 - business integrity
 - corporate governance



- compliance in the business sector
- Proven experience in **delivering trainings or workshops**
- Experience working with the **business sector or SMEs** will be considered an asset
- Excellent communication and presentation skills
- Proficiency in Macedonian language
- Knowledge of Albanian language is an asset

7. Remuneration

The expected remuneration must be specified by the applicant in the application form. It is a single expert fee that includes the preparation of workshop materials and workshop delivery. The costs related to lodging and meals will be covered separately by the organizers of the programme.

The expert shall propose a gross Expert Day (ED) unit rate (1 ED = 8 hours) including personal income tax. The total gross fee will be determined as ED unit rate × (EDs for preparation + EDs for delivery).

Please specify exactly how many ED you estimate for **preparation**.

The terms of payment will be defined in a separate honoraria contract.

8. Application Procedure

Interested candidates should submit:

- A **short technical proposal** using the provided application form
- **CV(s)** of the expert(s)
- A **financial offer** for the assignment (in MKD) using the provided application form

Applications should be submitted no later than **20 April 2026 (23:59)** to:
anita.nikolovska@kas.de

9. Ownership and Copyright

All materials produced under this assignment will remain the **exclusive property of the project and the implementing organization**.

The selected contractor may not use or reproduce the materials for other purposes without prior written consent.

10. Selection Procedure

Applications will be evaluated based on a 100-point scoring system, combining technical quality, relevant experience, and financial offer.

To be considered for selection, candidates must demonstrate a strong understanding of the assignment, relevant professional experience, and a competitive financial proposal.

Evaluation Criteria

Applications will be assessed against the following criteria:

Technical Proposal (max. 40 points)

Assessment of the quality, clarity, and relevance of the proposed methodology and content, including understanding of the assignment, feasibility of the approach, and added value. The most comprehensive technical proposal will receive the maximum score, with other offers scored proportionally.

Relevant Experience (max. 30 points)

Assessment of the applicant's professional background, experience in similar assignments, and quality of references, including experience with EU-funded or international projects (considered an asset). The candidate with the most extensive experience will receive the maximum score, with other offers scored proportionally.

Financial Offer (max. 30 points)

Assessment based on cost-effectiveness and value for money. The lowest financial offer will receive the maximum score, with other offers scored proportionally.

Minimum Requirements

To qualify for further consideration, applicants must:

- Achieve a minimum of 60 points overall, and
- Score at least 50% of the points in the Technical Proposal section (minimum 20 points)

General terms

The contract will be awarded to the applicant with the highest overall score, subject to meeting the minimum technical requirements.

The contracting authority reserves the right to:

- Request clarifications from applicants during the evaluation process
- Award the contract to one or more applicants (where applicable)
- Cancel the procedure without awarding a contract

Only shortlisted candidates may be contacted.

The Foundation commits not to use submitted proposals (selected or rejected) for other purposes.

If you require any additional information, please do not hesitate to contact us.

11. Contact information

Aleksandar Cekov - Project Coordinator

Aleksandar.cekov@kas.de | +389 72702995

Anita Nikolovska - Financial Manager

anita.nikolovska@kas.de | +389 78313931

Project: “Clean Business North Macedonia – Mobilizing SMEs as Champions Against Corruption”, Konrad Adenauer Foundation