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| --- | --- |
| **TITLE of SERVICE** Institutional capacity development for digital outreach strategies of VET providers in Ukraine | **Project number/**  **cost centre:**  **21.2145.7-009.00** |

**Terms of reference**

1. **List of abbreviations**

VET Vocational education training

NQA National Qualification Agency of Ukraine

BMZ Federal German Ministry for Economic Cooperation and Development

MoES Ministry of education and science of Ukraine

MoEU Ministry of Economy of Ukraine

EU European Union

MDI Multi-donor initiative

IDP Internally displaced person

AVB General terms and conditions of contract (‘local terms and conditions’) for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH in Ukraine

ToR Terms of references

SP Service package

1. **Context**

The ongoing war in Ukraine has led to more than six million people leaving the country. An equally large number have been internally displaced. A consequence of the mass migration is the drastic shortage of skilled labour in key sectors of economy.

Ukraine currently needs around 100,000 skilled workers and demand is growing. Based on forecasts, the country will need up to 4.5 million additional skilled workers by 2033. The problem is further compounded by the training and qualifications, which often do not match job requirements. Jobseekers are increasingly expected to have green and digital skills. This skills gap is especially evident in the key sectors of economy. Crucial to the effort is a VET system that prepares workers specifically for the job market.

In 2023 the Federal German Ministry for Economic Cooperation and Development (BMZ) assigned GIZ to develop the project “Skills4Recovery”. The EU, Poland, and Estonia have joined the Multi Donor Initiative Skills4Recovery in autumn 2024 to enhance training opportunities for young people and adults in Ukraine. Since 2025 the Danish co-financing is being integrated one-to-one into the existing outputs (content integration) and used to scale the value addition with special focus on agricultural sector and aimed on helping vulnerable groups such as women, ex-combatants, people with disabilities, IDPs for inclusive economic recovery.

The MDI’s objective is to increase the availability of qualified workforce for the Ukrainian recovery process. The provision of qualified labour in sufficient numbers is based on creating adequate educational opportunities for all people of working age – this includes initial education for young people and further education for adults. The educational system must activate different population groups, such as internally displaced persons, former combatants, returnees, and women in order to exploit the required potential.

Key outputs of the Multi Donor Initiative are:

1. Institutional Strengthening of training providers
2. Implementation of training programmes
3. Support of transition to labour market
4. Development of political and strategic concepts according to labour market needs
5. Replication of best practices throughout Ukraine

Key partners of the MDI Skills4Recovery are the Ministry of Education and Science (MoES), the Ministry of Economy of Ukraine (MoEU), State Employment Centre, National Qualification Agency (NQA), regional state/military administrations, VET schools and VET training providers, employment organizations.

Within the MDI Skills4Recovery, ‘Output Indicator 1.2: Institutional Capacity Development of VET Providers on 1 Significant Measure on Digitalization’ is an integral part of the MDI that focuses on strengthening the digital capacities of VET providers in Ukraine. One element of this Output is the development of target-group oriented digital marketing and communication strategies for VET institutions.

The need for such an intervention is based on the following underlying causes:

* Communication strategies of VET institutions are often outdated and do not make sufficient use of modern digital tools and channels. Schools usually rely on traditional approaches that are not attractive for younger generations or diverse audiences.
* Existing outreach activities are rarely designed with a clear understanding of different target groups, such as youth, women, veterans, persons 50+, or persons with disabilities. As a result, inclusiveness is not fully ensured and underrepresented groups remain insufficiently addressed.
* Communication materials are often developed at school level without professional expertise in branding, without applying user-centered approaches such as Design Thinking, and without adjusting to the requirements set by the MoES.
* Public perception of VET in Ukraine still suffers from outdated stereotypes.

This leads to VET institutions not being sufficiently visible and unable to effectively reach their potential audience. This reduces their ability to attract new learners, especially from vulnerable and underrepresented groups, and affects the role of vocational education and training in meeting labour market needs and post-war recovery.

Therefore, the aim of the contract is to strengthen the capacity of 15 VET schools (geographical coverage: all of Ukraine) to design and implement inclusive and target-group oriented digital communication strategies. The process shall include:

* understanding the requirements of the Ministry of Education and Science (MoES) on VET branding,
* provision of basic knowledge on digital marketing to school management and key teachers,
* conducting Design Thinking workshops for representatives of the schools to analyze different target groups and how to accommodate their needs during digital outreach campaigns,
* designing prototypes of communication materials (such as videos, social media posts, flyers) adapted to local contexts and target audiences,
* supporting the schools in implementing and finalizing the selected prototypes to improve their outreach and branding.

1. **Tasks to be performed by the contractor**
   1. **Tasks**

The Contractor is responsible for providing the following services:

**Service Packages**

**Service Package 1: Preparation and Content Development**

Familiarization with the requirements of the MoES regarding VET branding and communication. On this basis, the Contractor prepares the content for the upcoming activities. The preparation shall include the development of a methodology for applying Design Thinking in the context of VET schools and outreach strategies.

As a result of this package, the Contractor must provide a set of documents containing:

a) a summary of relevant branding and communication requirements of MoES,

b) the proposed content for online sessions containing the selection of topics, determination of duration of online sessions and indications of the teaching methodology, approximate schedule for the online sessions during the implementation period

and

c) the methodological concept for Design Thinking workshops**.**

During the work process, the contractor will involve MoES as well as GIZ for reviewing and approval.

**Short Summary of the first Service Package:** Familiarization with MoES branding requirements; preparation of training content; development of Design Thinking methodology.

**Service Package 2: Implementation of Knowledge -Training**

The Contractor conducts at least 5 online capacity development sessions (1.5–2 hours each) for 15 VET schools (2-3 persons per school), resulting in a total of 40–45 participants completing the training cycle. The programme will cover key topics such as introduction to communications, basics of marketing, use of digital tools, video production, content planning, storytelling and social media platforms. The sessions will be spread across the first six months of the project rather than being delivered in a single block.

The knowledge training is crucial to equip VET school representatives with foundational skills in digital outreach, enabling them to effectively promote their institutions and reach diverse groups, including youth, women, and veterans. Its objective is to strengthen participants’ capacity to apply modern communication strategies, design inclusive marketing campaigns, and confidently use digital tools to engage their target audiences.

The Contractor must ensure that participants acquire both theoretical and practical skills to apply digital communication in their institutional context. Feedback from participants will be collected and taken into account in preparation for follow-up materials.

During the work process, the contractor will involve MoES as well as GIZ for reviewing and approval.

As a result of this package, the Contractor must provide:

* Conduct at least 5 online sessions
* Training materials (agenda, presentations).

**Short Summary of the second Service Package:** Implementation at least 5 **online** capacity development sessions on digital marketing and communication for 40-45 participants, which will be delivered in several modules during the first six months of the project implementation period.

**Service Package 3:** **Implementation of Design Thinking workshops**

Central for this implementation is the long-term capacity development of schools to understand their target groups and how to best reach out to them. The Method of “Design Thinking” is a very suitable method for this purpose with a twofold effect. First of all, participants learn practically to empathize with their target groups and to develop target-group oriented solutions for improved digital outreach. This can lead to a broader awareness of the potential target groups and higher attractiveness of taking training at VET schools. Secondly, through experiencing a practical Design Thinking Cycle in all its 5 stages, School representatives get a practical tool at hand on how to design target-group oriented solutions (of any kind) in the future. They can thus function as multiplicators in their school for this innovative and needs-based method.

In order to accomplish this twofold objective, the Contractor organizes and facilitates two intensive Design Thinking workshops (3 days each) for a total of 30 representatives of the 15 VET schools (max. 2 participants per school). Due to the fact that ideal participation for Design Thinking Workshops is under 20 participants, there shall be 2 identical Workshops (subsequent or parallel is up to the contractor).

The workshops shall guide participants through all stages of the process: empathy, definition, ideation, prototyping, and testing.

The Design Thinking Workshops shall not be general, but instead directly be focusing on the Challenge of how to best reach the Target Groups with digital outreach material to increase their VET participation. The Problem/HMW (How might we) Statement could for example be “How might we provide digital promotion which addresses the needs and interests of our diverse target groups?” The concrete HMW Statement shall be agreed upon between GIZ and the Contractor in the preparation stage of the Workshops.

The focus is on identifying the needs of different target groups (youth, women, veterans, persons 50+, persons with disabilities) and designing prototypes of outreach strategies and communication materials tailored to these groups and to the local contexts of the schools.

All costs related to the organization and implementation of the workshops (including venue rental, catering, materials and supplies, and other logistical arrangements) shall be borne by the Contractor within the project budget.

The workshops should be held in one or two locations (regional centers) which will be determined by key partners and provided by GIZ responsible person to the contractor. The exact number of participants for each location will be determined based on the list of 15 VET schools.

The Contractor shall ensure that:

* the workshop venue meets all safety requirements and has a functioning shelter on site;
* travel, accommodation, and meals are provided for all participants for the duration of the workshops. The daily duration will last 8 hours: within this period, there can be daily 2 coffee breaks, daily 1 lunch and dinner be provided.
* all logistical arrangements, including venue setup, technical equipment, and participant coordination, are managed efficiently to ensure smooth implementation of the workshops.

**As a result of this package, the Contractor must provide:**

* Workshop materials (agenda, presentation)
* The outcomes (prototypes of communication strategies and tools) are presented to MoES and GIZ for feedback, revised accordingly, and agreed with the schools.

**Short Summary of the third Service Package:**

Implementation of two 3-day Design Thinking workshops for 30 representatives of 15 VET schools. The workshops will guide participants through all five stages of the Design Thinking cycle to co-create and test prototypes of digital outreach solutions tailored to diverse target groups.

**Service Package 4: Development and Finalization of Outreach Products**

The Contractor supports each of the 15 VET schools in developing and finalizing outreach materials (e.g. videos, flyers, social media and promotional materials) based on the approved prototypes. Support includes bi-weekly online peer-exchange and troubleshooting meetings, plus up to two individual branding consultations per school (on request), for a project-wide maximum of 30 individual consultations.

The Contractor also assists schools in preparing a promotion plan for 2026 (content calendar, role distribution, brand pitch) and in producing 1–2 pilot videos per school.

As a result of this package, the Contractor must provide:

* Copies of the 5 best outreach materials (selected by Contractor) produced by schools based on approved prototypes with mentoring.

**Short Summary of the fourth Service Package:**

Implementation of bi-weekly peer sessions and targeted mentoring (including up to 30 individual consultations) to support 15 VET schools in developing prototypes into final outreach products, creating 2026 promotion plans, and producing 1–2 pilot videos per school based on approved prototypes.

**Service Package 5: Pilot Campaign with Best Practice Exchange**

The Contractor guides schools in running a coordinated online campaign to promote their outreach materials. Each school publishes 1–3 content pieces (such as videos or posts) and tracks basic analytics to assess reach and engagement. Throughout the campaign, the Contractor provides guidance and facilitates peer exchange among schools.

At the end of the campaign, the Contractor organizes a one-day online event to showcase best practices, lessons learned, and success stories. A final document summarizing best practices and lessons learned is prepared and shared with all stakeholders.

As a result of this package, the Contractor must provide:

* Materials of the best practice event (agenda, presentation).
* A summary document containing best practices and lessons learned.
* Final Narrative Report summarizing the whole project implementation, results, and impact.

**Short Summary of the fifth Service Package:**

School-led campaign development; facilitation of best practice exchange and summarising lessons learned.

**Overall,**

* the contractor is responsible for selecting, preparing and steering the experts assigned to perform the advisory tasks.
* the contractor provides equipment and supplies (consumables) associated with assigned tasks implementation and all administrative cost are provided at contractor’s account.
* the contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ. The contractor reports regularly to GIZ in accordance with the current AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

Certain milestones, as laid out in the table below, are to be achieved during the contract term:

|  |  |  |  |
| --- | --- | --- | --- |
| **SP#** | **Milestones/partial services** | **Anticipated deadline / place / person responsible** | **Criteria for acceptance** |
| SP 1 | **Preparation and Content Development**  Meet with MoES to clarify requirements for VET school branding/communications.  Prepare training content and approximate schedule for the online sessions during the implementation period for basic communication and digital marketing sessions.  Develop a detailed plan for the Design Thinking workshops | Completion within 4-6 weeks after contract start / government controlled territory of Ukraine / Contractor | A summary of relevant branding and communication requirements of MoES,  The proposed content for online sessions containing the selection of topics, determination of duration of online sessions and indications of the teaching methodology, approximate schedule for the online sessions during the implementation period  The methodological concept for Design Thinking workshops**.** |
| SP 2 | **Implementation of Knowledge-Training**  Organize and conduct at least 5 online capacity development sessions (1.5–2 hours each) for 15 VET schools (up to 40-45 participants in total).  Provide recordings of the Online Trainings and disseminate further to all VET Providers | Completion up to 6 months after contract start / government controlled territory of Ukraine / Contractor | Delivery of training sessions; Training materials (agenda, presentations). recordings as well as proof of dissemination to all VET Providers of Ukraine |
| SP 3 | **Implementation of Design Thinking workshops**  Organize and provide two Design Thinking workshops (3 days each) for 30 representatives of the 15 VET schools (2 participants per school). | Completion within 4 months after contract start / government controlled territory of Ukraine / Contractor | Workshop conducted; workshop materials (agenda, presentation)  The outcomes (prototypes of communication strategies and tools) are presented to MoES and GIZ for feedback, revised accordingly, and agreed with the schools. |
| SP 4 | **Development and Finalization of Outreach Products**  Provide up to 30 individual consultations on improving outreach strategy upon the request of schools (2 per school).  Support in the developing of the outreach for 15 schools (videos, flyers, social media and promotional materials depending on the schools approved Prototype).  Support in the developing of the content plan for 2026 and brand pitch for 15 schools  Providing support and individual feedback during the producing of pilot videos for 15 schools. | Completion 9/ months after contract start / government controlled territory of Ukraine / Contractor | Copies of the 5 best outreach materials produced by schools based on approved prototypes with mentoring |
| SP 5 | **Pilot Campaign with Best Practice Exchange**  Guides schools in running a coordinated online campaign.  Supporting schools in publishing their content and in measuring the reach and engagement of their target audience.  Organize and conduct an online event to showcase best practices, lessons learned, and success stories. | By the end of 10 months after contract start government controlled territory of Ukraine / Contractor | Materials of the best practice event (agenda, presentation).  A summary document containing best practices and lessons learned.  Final Narrative Report summarizing the whole project implementation, results, and impact. |

Apart from the meetings with MoES, two intensive Design Thinking workshops (3 days each) which shall be held offline/in-person, all other tasks can be conducted remotely/offline.

Early completion of each project stage is allowed.

The contract duration is from 01 December 2025 until 31.10.2026.

* 1. **Deliverables and Reporting:**

The Contractor will be responsible for the following:

|  |  |  |  |
| --- | --- | --- | --- |
| **SP #** | **Reporting / Deliverable #** | **Requirements to the format** | **Anticipated period, by** |
| SP 1 | Provision of the report with a short bullet-point summary of relevant branding and communication requirements of MoES | max 2 pages (A4, word; .pdf, digital format, Eng or bi-lingual: Eng. and Ukr), Bullet-Point style | 4-6 weeks after contract start |
| Provision of the:  a) document with the proposed online capacity development sessions content structure, and  b) the methodological concept for Design Thinking workshops**.** | a) max 15 pages (A4, .pdf, digital format, Eng or bi-lingual: Eng. and Ukr)  b) Methodological concept for design thinking workshop incl. structure of the days, tools to be used at each stage of design thinking, up to 15 pages (A4, .pdf, digital format, Eng or bi-lingual: Eng. and Ukr) |
| SP 2 | Provision of Online sessions materials (agenda, presentations) | Agenda approximately 1 page per session (A4, .pdf, digital format, Eng or bi-lingual: Eng. and Ukr)  Presentation approximately 5 slides per session (Power point, .pdf, digital format, Eng or bi-lingual: Eng. and Ukr) | 1 week before the online session |
| SP 3 | Workshop materials (agenda, presentation) | Agenda at least 2 pages, list of participants signed by them (A4, .pdf, digital format, Eng or bi-lingual: Eng. and Ukr)  Presentation at least 20 slides (Power point, .pdf, digital format, Eng or bi-lingual: Eng. and Ukr) | 1 week before the online session |
|  | The outcomes (prototypes of communication strategies and tools) are presented to MoES and GIZ for feedback, revised accordingly, and agreed with the schools. | Tested Prototypes from the training with incorporated feedback with short workshop summary (PPT format) | 2 weeks after the 3rd day of the last workshop |
| SP 4 | Copies of the 5 best outreach materials produced by schools based on approved prototypes with mentoring | Outreach materials for 5 schools: (videos, flyers, social media and promotional materials)  (MP4, Word/PDF and JPEG/PNG format, links, Ukr) | By the end of 9 months after contract start |
| SP 5 | One-day online event presenting the materials of the best practice event (agenda, presentation). | Agenda approximately max 2 pages (A4, .pdf, digital format, Eng or bi-lingual: Eng. and Ukr)  Presentation approximately 5 slides (Power point, .pdf, digital format, Eng or bi-lingual: Eng. and Ukr) | By the end of 11 months after contract start |
| A summary document containing best practices and lessons learned. | max 2 pages (A4, .pdf, digital format, Eng or bi-lingual: Eng. and Ukr) | By the end of 11 months after contract start |
| Final Narrative Report summarizing the whole project implementation, results, and impact.  The report should reflect on and provide key conclusions on all parts of the project, including:   * Main progress and lessons learned from the online sessions, attendance statistics, with a short summary of participants’ feedback. * Overview of the workshop process, attendance statistics, developed prototypes, participant feedback, main conclusions * Results of mentoring activities (both group sessions and individual consultations) and progress achieved by participating schools. * Analytics and key findings from the online campaign.   It should also include overall conclusions and practical recommendations for future project phases or similar initiatives. | Up to 30 pages (A4, .pdf, digital format, Eng or bi-lingual: Eng. and Ukr) | By the end of 11 months after contract start |

1. Concept (technical-methodological design)

In the bid, the tenderer is required to show how the objectives defined in Chapter 2 (Tasks to be performed) are to be achieved, if applicable under consideration of further method-related requirements (technical-methodological concept). In addition, the tenderer must describe the project management system for service provision.

Note: The numbers in parentheses correspond to the lines of the technical assessment grid, please see the file Technical assesment grid\_Digital Outreach of VET schools.

## Technical-methodological concept

**Strategy (1.1)**: The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1 Context) (1.1.1). Following this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed) (1.1.2).

The tenderer is required to present the actors relevant for the services for which it is responsible and describe the **cooperation (1.2)** with them.

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1) and its contribution to the **results-based monitoring system** (1.3.2).

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take account of the milestones and **contributions** of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed) (1.4.2).

The tenderer is required to describe its contribution to knowledge management for the partner (1.5.1) and GIZ and to promote scaling-up effects (1.5.2) under **learning and innovation**.

## Project management of the contractor (1.6)

The tenderer is required to explain its approach for coordination with the GIZ project (1.6.1). In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained in detail.

The tenderer is required to draw up a **personnel assignment plan (1.6.2)** with explanatory notes that lists all the experts proposed in the tender; the plan includes information on assignment dates (duration and expert months) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

The tenderer is required to describe its backstopping concept (1.6.3). The following services are part of the standard backstopping package, which (like ancillary personnel costs) must be factored into the fee schedules of the staff listed in the tender in accordance with Section 3.3.1 of the GIZ AVB:

* Service-delivery control
* Managing adaptations to changing conditions
* Ensuring the flow of information between the tenderer and GIZ
* Assuming personnel responsibility for the contractor’s experts
* Process-oriented steering for implementation of the commission
* Securing the administrative conclusion of the project

## Further requirements (1.7)

Not applicable.

1. Personnel concept (proposed staff)

The Contractor is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 10), the range of tasks involved and the required qualifications.

If the Contractor provides fewer experts than the number of positions described, the experts will be assessed for all requirements and qualifications for all positions they are intended to cover.

The below specified qualifications represent the requirements to reach the maximum number of points in the technical assessment.

## Team leader

Tasks of the team leader

* Overall responsibility for the advisory packages of the contractor (quality and deadlines)
* Oversight and Quality Assurance of the Trainings preparation, implementation as well as of the Design Thinking Process
* Oversight and Quality Assurance of the final products
* Coordinating and ensuring communication with GIZ, partners and others involved in the project
* Personnel management, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local and international short-term experts
* Regular reporting in accordance with deadlines
* Communication and negotiations with key stakeholders in labour market and VET sector

Qualifications of the team leader

* Education/training (2.1.1): university degree (Master or equivalent) in Сommunications or Management or Marketing related sphere
* Language (2.1.2): B2-level language proficiency in English
* General professional experience (2.1.3): 7 years or more of professional experience in project management, preferably in communications and campaigning
* Specific professional experience (2.1.4): 7 years or more of professional experience in digital marketing in education or social topics
* Leadership/management experience (2.1.5): 7 years or more of management/leadership experience as project team leader or manager in a company
* Other (2.1.8): Evidence of participation in similar projects (providing services) and the results achieved.

## Expert pool with minimum 5 and maximum 7 members

For the technical assessment, an average of the qualifications of all specified members of the expert pool is calculated. Please send a CV for each pool member (see below Chapter 10 Requirements on the format of the bid) for the assessment.

Tasks of the expert pool

* Preparation of training content for basic communication and digital marketing sessions in accordance with the tasks (requirements) described in Chapter 2. Tasks.
* Development of a detailed plan for the Design Thinking workshops in accordance with the tasks (requirements) described in Chapter 2. Tasks.
* Organization and conduction of up to 10 online capacity development sessions in accordance with the tasks (requirements) described in Chapter 2. Tasks
* Organization and facilitation of two Design Thinking workshops in accordance with the tasks (requirements) described in Chapter 2. Tasks
* Provision of the individual consultations to schools in accordance with the tasks (requirements) described in Chapter 2. Tasks.
* Support to VET schools in developing outreach products, content plan for 2026 and a brand pitch in accordance with the tasks (requirements) described in Chapter 2. Tasks
* Provision of individual feedback during the production of pilot videos for 15 schools in accordance with the tasks (requirements) described in Chapter 2. Tasks
* Guidance to schools in running a coordinated online campaign, support in publishing their content and measuring engagement in accordance with the tasks (requirements) described in Chapter 2. Tasks
* Organization and conduction of an online event to showcase best practices, lessons learned and success stories in accordance with the tasks (requirements) described in Chapter 2. Tasks
* Preparation of reports on trainings, workshops, mentoring, campaign analytics and best practices in accordance with the tasks (requirements) described in Chapter 2. Tasks
* Any other actions required for appropriate performance of the tasks (requirements) described in Chapter 2. Tasks in agreement with the Team Leader

Qualifications of the short-term expert pool

* Education/training (2.6.1): 1 expert with university qualification (Master or equivalent) in **Pedagogics (Education) or** related sphere; 2 Experts with university qualification (Master or equivalent) in Marketing, Business Administration or other related field; ; minimum 2 and maximum 4 experts with university qualification (Master or equivalent) in Communications, Marketing or Media.
* Language (2.6.2): 2 Design Thinking Experts with B2-level language proficiency in English
* General professional experience (2.6.3): all experts with at least 5 years or more of professional experience in digital marketing, communications, education, or related fields.
* Specific professional experience (2.6.4):
  + one expert with 5 years or more of professional experience in training design and facilitation (2 out of 10 points),
  + two experts with 5 years or more of professional experience in conducting Design Thinking workshops (3 out of 10 points)
  + at least one expert with 5 years or more experience in social media marketing and outreach strategies (2 out of 10 points) ,
  + at least one expert with 5 years or more of professional experience in video production and digital content creation (2 out of 10 points),
  + at least one expert with knowledge of inclusive communication approaches (subtitling, accessibility, gender/diversity-sensitive messaging) is required (1 out of 10 points).
* Development cooperation (DC) experience (2.6.6): all experts with 1 year of experience in DC related to education or communication.
* Other (2.6.7): at least two experts with experience in one or more projects (activities) related to school branding, outreach campaigns, or digital transformation in education

Soft skills of team members

In addition to their specialist qualifications, the following qualifications are required of team members:

* Team skills
* Initiative
* Communication skills
* Socio-cultural skills
* Efficient, partner- and client-focused working methods
* Interdisciplinary thinking

# Costing requirements

## Assignment of personnel and travel expenses

All business travel must be agreed in advance with the GIZ staff member responsible for the project.

## Sustainability aspects for travel and travel regulations

If applicable on ground of these Terms of Reference the following travel regulations and reporting documents are to be observed. See Annex 1 to these Terms of Reference.

**Specification of inputs**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Fee days** | **Unit of measurement** | **Number of experts** | **Total number of days** | **Comments (if any)** |
| **Designation of TL** | **days** | **1** | **130** |  |
| **Designation of short-term expert pool** | **days** | **min. 5, max. 7** | **500** |  |
| **Other costs** | **Unit of measurement** | **Quantity** |  | **Comments (if any)** |
| **Fixed travel budget** | **UAH** | **100,000.00** |  | A budget is earmarked for travel to the following countries: Ukraine.  A fixed budget of UAH/EUR **100,000.00 UAH** is earmarked for settling travel expenses against evidence/performance.  This amount includes accommodation, per diems, travel costs (train, compensation for own transport 13,71 UAH/km, taxi, bus)., Accommodation, train tickets, taxi, bus – are to be reimbursed against evidence, for per-diem, own transport – reimbursement is to be done against performance.  Settlement is possible only until the budget is depleted. |
| **Workshop organisation costs** (rental of premises, accommodation, travel, catering for participants, and supplies) in line with paragraph 2.1. Tasks. **Service Package 3:** **Implementation of Design Thinking workshops** | **UAH** | **991,529.10** |  | A budget of UAH 991,529.10 is foreseen as a workshop budget – reimbursement is to be done against evidence (invoices from actual service providers, agenda, list of participants, tickets)  Cost Items permissible:   * Accommodation (room category not   higher than Standard (or equal).   * Rental of Workshop premise * Supplies for workshop, including training printing materials, stationary, etc. * Lunch * Dinner * Coffee-break   The contractor must consult with GIZ before conducting workshops on GIZ limits for cost items |

## There is no contractual obligations to use up the full days/travel or budgets. The number of days/travel and the budgets will be contractually agreed as maximum amounts.

# Inputs of GIZ or other actors

GIZ and/or other actors are expected to make the following available:

* Support in communication with representatives of MoES
* GIZ responsible person will share a list of 15 VET providers with the contractor, with whom they will cooperate.

1. **Financial provisions**
   1. **Contract value and anticipated payment schedule**

The contract value shall be calculated according to the format of the commercial bid.

**Anticipated payment schedule:**

In consideration of services/tasks completed, the Contractor shall be paid in the following instalments:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Instalment #** | **Anticipated payment date** | **Payment up to** | **Deliverables and reporting** | **Project Number and % of costs split (if applicable)** |
| 1 Interim payment | 31.01.2026 | Up to 10% of contract value | Acc. to cl. 2 (SP 1) | 21.2145.7-009.00 (50%)  21.2145.7-011.00 (50%) |
| 2 Interim payment | 31.03.2026 | up to 20% of contract value | Acc. to cl. 2 (SP3) | 21.2145.7-009.00 (50%)  21.2145.7-0011.00 (50%) |
| 3 Interim Payment | 31.05.2026 | Up to 20% of contract value | Acc. To cl. 2 (SP2) | 21.2145.7-009.00 (50%)  21.2145.7-0011.00 (50%) |
| 4 Interim Payment | 31.08.2026 | Up to 20% of contract value | Acc. To c. 2 (SP4) | 21.2145.7-009.00 (50%)  21.2145.7-0011.00 (50%) |
| Final payment | 31.10.2026 | Up to 30% of contract value | Acc. to cl. 2  (SP5) | 21.2145.7-009.00 (50%)  21.2145.7-0011.00 (50%) |

* 1. **Financial proposal**

The total cost of the Contract is set in UAH, including all direct and related expenses, taxes and fees*,* but excluding VAT.

All costs connected to the contract implementation, e.g. connected management staff, should be covered according to the received amount of the total value of the Contract. No additional budget lines are allowed.

* 1. **Payment Conditions**
* The Contractor shall be paid 100% post payment upon performance in the agreed instalments;
* All the payments shall be done exclusively in the national currency of Ukraine (UAH) by means of a bank transfer to the bank account of the Contractor;
* All the activities shall be done exclusively within the timeframe of the Contract;
* All the payments shall be done exclusively for the actually performed works/services (“up to”), on the ground of original invoices, acts of acceptance, timesheetswithin 15 working days after their submission by the Contractor and acceptance by GIZ. The invoice is considered not accepted for payment in case of errors and/or provision of an incomplete package of documents for payment. Originals of Invoices, acts of acceptance, timesheets etc. shall be submitted to the address of the GIZ Project together with the technical documents (reporting/ deliverables) and other financial supporting documents as and if stipulated by the Contract.
  1. **Requirements to the submission of the financial reporting documents**
* Originals of Invoices, acts of acceptance and timesheets, etc. shall be submitted to the address of the GIZ Project together with the technical documents (reporting/ deliverables) and other financial supporting documents as and if stipulated by the Contract.

- Each invoice and act of acceptance shall contain the Project Number, contract number and the percentage for cost split as follows (if applicable):

* Indicate project number and %: 21.2145.7-009.00 (50%)
* Indicate project number and %: 21.2145.7-0011.00 (50%)
* By submitting the Invoice the Contractor should indicate (in the invoice or in the e-mail) whether the Contractor is a Single Tax Payer (e.g. 5%, 2%) or a VAT Payer (20%);
* In case the Contractor is a VAT Payer at the moment of the Invoice issuing, the VAT exemption clause shall be applicable and the Contractor should also submit the Tax Invoice to GIZ as soon as that is available.

1. **Other Provisions**
   1. **General**

The Contract will be signed by the Parties in original form. Each Party agrees to provide the other Party with the original signed Contract and annexes. In this case, the Party that sent the Contract is responsible for the authenticity of the signatures of its authorized representatives and imprint of seal (if any).

The implementation of activities under present Contract can be started only after the Contact enters in force.

With signing of this contract, the parties are fully aware of the respective GIZ provisions, namely General terms and conditions of contract for supplying services and work on behalf of the Deutsche Gesellschaft fur Internationale Zusammenarbeit GmbH in Ukraine, Code of Conduct for Contractors of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and Supplements to General Terms of contract governing Contracts with Appraisers/Firms of Consultants (local) published on the link [Ukraine Tenders | GIZ](https://www.giz.de/en/regions/europe/ukraine/tenders) (section “Terms of procurement of services”/ секція “Умови закупівель послуг”) and such provisions shall be binding on the parties as if stated in full in this agreement.

On the date of signing this Contract, the Contactor confirms that in accordance with the Tax Code of Ukraine, the Contractor is/is not *(shall be specified at the time of contract preparation by the procurement unit responsible for contract preparation)* a payer of value added tax under general conditions.

The Contractor shall be responsible for all taxes and other payments according to the Ukrainian law. Taxes, levies or fees to the Government of Ukraine shall be paid by the Contractor.

Contact person from GIZ side responsible for contract implementation and communication with the Contractor \_\_\_\_\_\_\_ *(indicate name/-s, surname/-s, phone/-s, e-mail/-s) (shall be specified at the time of contract preparation by the procurement unit responsible for contract preparation)*

The Contractor shall be solely responsible for all the security issues according to the own security concept during the implementation of the Contract. GIZ shall not be reliable and/or responsible for any damages and/or injuries occurred during the implementation of the Contract by any Person directly or indirectly involved into the implementation of the Contract and/or by any other third Person.

The Contractor is obliged to provide the originals of documents indicated in the special agreement at his own expense.

Additionally, the Contractor must:

* be a registered legal entity/private entrepreneur in Ukraine;
* not be on the sanctions list of Ukraine, the EU, the UN;
* ensure that the final beneficiaries/participants are not on the sanctions list of Ukraine, the EU, the UN;
* not be in the process of termination;
* not be registered on temporary occupied territories of Ukraine;
* not have the ultimate beneficial owner, member or participant (shareholder), having a share in the authorized capital of 10 percent or more, which is the Russian Federation, the Republic of Belarus, the Islamic Republic of Iran, a citizen of the Russian Federation, the Republic of Belarus, the Islamic Republic of Iran except for those who live on the territory of Ukraine on legal grounds, or a legal entity created and registered in accordance with the legislation of the Russian Federation, the Republic of Belarus, the Islamic Republic of Iran.

GIZ reserves the right to verify the information at any time. The tenderer confirms that he agrees to the processing of personal data in accordance with the provisions of the EU General Data Protection Regulation (GDPR) and the Law of Ukraine "On the Protection of Personal Data" No. 2297-VI dated 01.06.2010.

* 1. **VAT Exemption**

The given procurement of services/ works upon the Contract shall be carried out at the funds of the funds of the Project of International Technical Assistance (Project ITA), PN: **21.2145.7**, Project title “ Vocational Education and Training in Ukraine/ Skills4Recovery ”, registered by the Secretariat of the Cabinet of Ministers of Ukraine (registration card of the project (program) No. 5296-03  dated 01.05.2025) and complies with the category (labour market research services, study of qualifications and professional standards, and other analytical work) of Services specified in the purchase plan available at address <https://www.kmu.gov.ua/diyalnist/mizhnarodna-dopomoga/pereliki-zareyestrovanih-proektiv-z-planami-zakupivel>

The above-mentioned ITA project is implemented within the Framework Agreement between the Government of Ukraine and the Government of the Federal Republic of Germany on Counselling and Technical Cooperation dated 29/05/1996 and Framework Agreement between the Government of Ukraine and the Commission of European Communities ratified by the Law of Ukraine № 360-VI of 03.09.2008.

**The given procurement of services/ works upon the Contract** **shall be determined free from VAT** under provisions of cl.197.11 Art. 197 of the Tax Code of Ukraine. Operations for providing services under this Agreement are subject to VAT exemption.

In case if on the date of Contract signing the Contractor is not registered as a VAT payer and during execution of the Contract the Contractor becomes registered as a VAT payer, then the Contractor must notify GIZ of such VAT registration in writing or in electronic form by means of submission of an e-mail with copy of the Excerpt from VAT Registration Registry to the GIZ’s e-mail address indicated in the details of the Contract. The Contractor must submit the mentioned notification to the GIZ not later than 1 calendar day following the day of VAT registration.

At the same time the Parties agreed that the purchase of Services after the VAT registration of the Contractor shall be exempt from VAT in accordance with the abovementioned.

# Outsourced processing of personal data

The Contractor confirms its acceptance of personal data processing in accordance with the provisions of the EU General Data Protection Regulation (GDPR) and Law of Ukraine “About personal data protection” № 2297-VI dd. 01.06.2010.

The Contractor shall act as an independent DATA CONTROLLER and must alone comply with ALL applicable data protection obligations, including regional and local laws. The Contractor must process personal data only when a given goal cannot be reasonably attained without such data. The data protection principles such as lawfulness, data minimization, accuracy, purpose limitation, storage limitation, transparency, integrity and confidentiality, and accountability, as well as the numerous rights of the data subject must be paid due attention. The GDPR’s data transfer rules must be considered whenever personal data leaves the EU for a third country. The Contractor shall comply with obligations under the applicable data protection legislation and general data privacy standards. This includes the informing the participants about the purposes of the data processing and obtaining their respective consent. The GIZ is NOT in any way responsible for such processing.

1. **Requirements to the format of the bid**
   1. **Documents to be submitted**
      1. **Technical bid**

Tenderers must provide the following documents:

* a technical bid containing a description of the methodology proposed in relation to the identified tasks. **Technical bid must be signed and stamped (if stamp is used);**
* *tentative work plan;*
* *personnel (team) concept;*
* *company portfolio-related to requirements listed in the paragraph 4. Personnel concept (proposed staff) ;*
* *CVs of all experts with relevant work experience, qualifications (education, certificates) related to requirements listed in the paragraph 4. Personnel concept (proposed staff);*
* *Eligibility self-declaration - Digital Outreach of VET schools with the confirmation of reference projects (links).*

The structure of the technical bid must correspond to the structure of the ToRs. In particular, the detailed structure of the concept (Chapter 3) should be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). The technical bid must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in English (or bi-lingual: Eng. and Ukr.).

The complete technical bid must not exceed 15 pages (excluding CVs). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application (if such format of CV is set). The CVs shall not exceed 4 pages each. They must clearly show the position and job the proposed person held in the reference project and for how long. The CVs must be drawn up in English (or bi-lingual: Eng. and Ukr.).

**The technical bid must not include any financial information such as daily fees for experts or any other payments. Otherwise, the bid will be disqualified.**

* + 1. **Commercial bid**

The commercial bid must include the costs associated with the implementation of the assignment and must be provided according to the format provided in the tender documentation.

**Commercial bid must be signed and stamped (if stamp is used).**

* + 1. **Registration documents of the tenderer**

Shall be provide according to the requirements of tender documentation

* + 1. **Documents for tenderer’s eligibility confirmation**

|  |  |
| --- | --- |
| The tenderer is obliged to conform to the following eligibility requirements: | The tenderer must provide the following document to confirm the compliance with eligibility requirements: |
| Minimum requirements for working experience: at least 2 reference projects in Education sector in Ukraine *independently from the total value of the Project*  . | Tenderers must provide:  I. Eligibility Self-Declaration  and  II. Company’s (legal entity’s) portfolio or reference letters from customer / client |
| Experience in cooperation with international organizations: at least 2 reference projects implemented in cooperation (or under financing by) international organization *independently from the total value of the Project*  . | Tenderers must provide:  I. Eligibility Self-Declaration  and  II. Company’s (legal entity’s) portfolio or reference letter from customer / client |
| Experience in communication with government agencies / ministries at least 2 years *independently from the total value of the Project* | Tenderers must provide:  I. Eligibility Self-Declaration |

The tenderer must:

* be a registered legal entity/private entrepreneur in Ukraine;
* not be on the sanctions list of Ukraine, the EU, the UN;
* ensure that the final beneficiaries/participants are not on the sanctions list of Ukraine, the EU, the UN;
* not be in the process of termination;
* not be registered on temporary occupied territories of Ukraine;
* not have the ultimate beneficial owner, member or participant (shareholder), having a share in the authorized capital of 10 percent or more, which is the Russian Federation, the Republic of Belarus, the Islamic Republic of Iran, a citizen of the Russian Federation, the Republic of Belarus, the Islamic Republic of Iran except for those who live on the territory of Ukraine on legal grounds, or a legal entity created and registered in accordance with the legislation of the Russian Federation, the Republic of Belarus, the Islamic Republic of Iran.

GIZ reserves the right to verify the information at any time. The tenderer confirms that he agrees to the processing of personal data in accordance with the provisions of the EU General Data Protection Regulation (GDPR) and the Law of Ukraine "On the Protection of Personal Data" No. 2297-VI dated 01.06.2010.

1. **Annexes**

• Annex 1 – Travel regulations

**Annex 1 Travel regulations (hereinafter – Regulations)**

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| 1.Business trips of experts/consultants  All experts/consultants who are travelling on behalf of and commissioned by GIZ should use these Travel regulations for calculation and compensation of costs if these costs are stipulated in the Contract. For the claim of travel expenses, the experts/consultants must submit documents according to the terms of the Regulations, unless otherwise is expressly stated in the Contract.  Compensation of travel expenses is carried out exclusively within the limits of the amounts for individual items fixed in the Contract.  Payment of advances for business trips is possible only if it is expressly stated in the Contract. |
| 2. Definition of a business trip  A business trip, as defined by the GIZ’ general regulations governing the reimbursement of travel expense and accommodation, involves an expert/consultant temporarily working at a place other than his/her regular domicile and/or seat of business to conduct official business with GIZ's approval.  The duration of a business trip (period of absence) shall be calculated as the time between departure from the place of residence or the principal place of work at the start of the business trip and the return to any of the above-mentioned places on completion of the business trip. |
| 3. Accommodation allowance  Overnight accommodation costs are reimbursed to the extent agreed in the Contract against proof of performance (in case of using lump sum) or against presentation of evidence (based on original financial documents). Limits for overnight accommodation shall be stipulated in the Contract. Hotel reservations are made by an expert/consultant by himself/herself. For accommodation during business trips room category not higher than Standard (or equal) is to be booked, unless otherwise is expressly stated in the Contract. Overnight accommodation costs during domestic and international business trips shall not be reimbursed for business trips to a place of residence during which the expert/consultant stays in his/her own home or place where he/she maintains his/her own household.  Contractor should provide the following documents for specific reimbursement type:  Against performance (lump-sum based) – act of acceptance.  Against evidance – copy of the original invoice from the hotel or other actual service provider with period of stay, names of guests, type and number of rooms, price per night, total amount, meals (if included). (Service fee of booking platforms is not to be reimbursed). |
| 4. Per diem allowance  The per-diem allowance covers the additional cost of subsistence to the expert/consultant during an assignment away from their regular domicile and/or seat of business and accrued if the condition of a one-day or more business trip is fulfilled. The minimum business trip time is a one-day business trip lasting 10 hours, including working hours and travel time.  Per diems are paid within the amount specified in the Contract, as a lump sum. The reduced lump sum rate applies for one-day business trips lasting from 10 to 24 hours and depending on the type of meals at the hotel or the provision of meals from GIZ. The calculation of per diems for business trips depending on the type of meals is given in the Table 1 (see below).  Contractor should provide the following documents for specific reimbursement type:  Against performance (lump-sum based) – timesheets in accordance with GIZ limits  Against evidence – not applicable |
| 5. Currency of reimbursement of travel expenses  Reimbursements of costs of business trips within Ukraine are paid in Ukrainian Hryvnia (UAH).  Reimbursements of costs of international business trips are paid in Ukrainian Hryvnia (UAH). Reimbursement of travel expenses in foreign currency (not UAH) must be made according to below mentioned:  a) in accordance with the exchange rate that is indicated in bank account statement (for cashless transactions).  b) in accordance with European Commission’s official monthly accounting rate, published on [**https://commission.europa.eu/funding-tenders/procedures-guidelines-tenders/information-contractors-and-beneficiaries/exchange-rate-inforeuro\_en**](https://commission.europa.eu/funding-tenders/procedures-guidelines-tenders/information-contractors-and-beneficiaries/exchange-rate-inforeuro_en) on the date when the financial documents (proof of evidence) was issued (for cash transactions when no bank statement is available for confirmation of the used exchange rate).  c) in accordance with the exchange rate of National Bank of Ukraine [**https://bank.gov.ua/ua/markets/exchangerates/**](https://bank.gov.ua/ua/markets/exchangerates/) (on the date when the financial documents (proof of evidence) were issued)). (In case that invoiced foreign currency is not available at the European Commission site). |
| 6. Flights / ground transportation (train, taxi, private vehicles, car hire/car-sharing/)  Costs for transportation are reimbursed within the amount specified in the Contract, against proof of performance (in case of using lump sum) or against presentation of evidence (based on original financial documents).  The preferred mode of transport shall be economically efficient and environmentally friendly. GIZ is committed to the principles of resource conservation and environmental protection and therefore requires all partners to choose the most environmentally friendly means of transport. Experts/consultants shall take advantage of any price reductions (special rates etc.) that are available.  If travel time by train is 5 hours or less, train transport must be preferred for economic and environmental reasons |
| 7.1 Flights  Only economy class flight tickets can be reimbursed to experts/consultants. The choice of an airline company should be based on a comparison of ticket prices. The choice of a more expensive flight should be justified by an expert/consultant (e.g. a tight travel schedule combined only with the selected flight).  Contractor should provide the following documents for specific reimbursement type:  Against performance (lump-sum based) - not applicable  Against evidance – tickets with price indication. |
| 7.2 Trains  Train tickets shall be booked and purchased by the expert/consultant by himself/herself. The ticket purchase fee is not to be reimbursed.  If required, first class tickets (abbreviation in Ukraine: Л – two-seater, soft-seated, М – deluxe, single-seater, three-seater) are possible in case your journey not less than 2 hours. The decision on the class tickets is in the responsibility of traveler and should be considered based on the cost-efficiency and security reasons (e. g. overnight trip).  Contractor should provide the following documents for specific reimbursement type:  Against performance (lump-sum based) - not applicable  Against evidance – tickets with price indication. |
| 7.3 Taxis and group private transportation  If the expert/consultant uses a taxi or a group private transportation during a business trip, abroad or in Ukraine, he\she should follow the principle of economic efficiency and necessity of usage this mean of transport.  The justification for such a choice should be provided together with a financial document (proof of evidence).  Contractor should provide the following documents for specific reimbursement type:  Against performance (lump-sum based) - Taxi (not applicable); Group private transportation (route sheet with indication point of destination/point of arrival overall km).  Against evidance – Taxi (bill or ride report or screenshot of order with price indication); Group private transportation (invoice from the actual service provider). |
| 7.4 Private vehicles  As a rule, business trips should be made by rail rather than using a private vehicle. Compensation for usage of private vehicles is allowed if such a category of costs is stipulated in the Contract.  In the case of using private vehicles, GIZ compensates for such costs at a fixed rate per kilometre, using the shortest possible route (according to the calculation of the Google Maps navigator).  For journeys with a one-way distance of more than 200 km, the expert/consultant must provide evidence that using a motor vehicle is more economical than other means of transport. The basis for reimbursement and for determining which means of transport is more economical is the cost of a second-class rail ticket.  If a private motor vehicle is used for other important reasons (e.g. to carry heavy luggage, documents or materials, or if local transport connections are poor), convincing and adequate reasons must be set out by the expert/consultant.  Contractor should provide the following documents for specific reimbursement type:  Against performance (lump-sum based) - needs evidence by internal based calculation of route planner like Google-map or similar (13,71 UAH per 1 km which includes all expenses without exception, such as fuel etc.)  Against evidance - not applicable |
| 7.5 Buses  Bus tickets must be booked and purchased independently by an expert/consultant.  Contractor should provide the following documents for specific reimbursement type:  Against performance (lump-sum based) - not applicable  Against evidance – tickets with price indication |

**Table 1**

**The calculation of per diems for business trips per Travel Day**

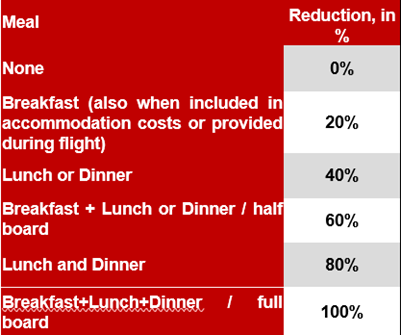


Table 2. Accommodation cost

