

## **Terms of References (ToR)**

TOR/LD/03-2025

### **Expert Engagement for Development and Implementation of Membership Growth and Ensure the Sustainability of Dual VET in ICT sector**

#### **1. Background**

The Kosovo Association of Information and Communication Technology (STIKK) is the leading representative organization of Kosovo's ICT sector. STIKK serves as a bridge between the private sector, educational institutions, and public stakeholders to foster innovation, workforce development, and sustainable digital growth in Kosovo.

Within the framework of the KSV/021 – Skills for Sustainable Jobs in Kosovo project, funded by LuxDev, STIKK is implementing a wide range of activities to strengthen the Dual Vocational Education and Training (Dual VET) system in the ICT sector. The project's fourth result area focuses on ensuring the sustainability and long-term institutionalization of Dual VET in Kosovo through structured engagement with private sector actors.

As part of this effort, Activity 4.1 focuses on developing and implementing a strategic approach to expand STIKK's membership and strengthen the foundation for ongoing cooperation between businesses and vocational education institutions. Increasing the number of engaged member companies is essential to ensure continuity of Dual VET programs and the availability of practical training opportunities for students.

The strategy to be developed through this assignment will aim to clearly define the value proposition of STIKK membership, promote the benefits of participation in Dual VET, and align member engagement with broader sectoral goals such as improving workforce readiness, closing the skills gap, and enhancing Kosovo's competitiveness in the ICT sector. Furthermore, the strategy will lay the groundwork for a sustainable collaboration model that is supported by a growing and committed network of ICT companies actively contributing to education and skills development.

#### **2. Scope of the Assignment**

STIKK seeks to engage a qualified individual expert to develop and help initiate the implementation of a Membership Growth and Dual VET Sustainability Strategy. The expert will conduct internal and external

analysis, consult stakeholders, define strategic objectives, and design a clear operational and implementation structure to ensure that the Dual VET system is sustainable and embedded within the ICT sector through strong company involvement.

The selected consultant/company will be responsible for:

- **Strategic Analysis:** Develop a concise internal and external analysis based on available data and findings from previous fact-finding missions, identifying the current capabilities, challenges, and potential markets of Kosovo's ICT sector.
- **Goals and Generic Strategy:** Define a vision, high-level goals, and sub-goals ("target system"), along with the overarching positioning strategy that communicates the value of STIKK membership and the benefits of participating in Dual VET.
- **Strategic Pillars and Measures:** Develop a modular strategic framework with pillars and corresponding actions/tasks necessary to achieve each goal, including tailored messaging and incentives for member recruitment.
- **Operational Plan:** Provide a detailed operational roadmap for implementing the strategy, outlining responsibilities, activities, KPIs, resources, and timelines.
- **Organizational Structure and Processes:** Define the structural and procedural tools needed to implement the strategy in collaboration with STIKK staff and relevant stakeholders. The output should result in a sustainable implementation model that remains functional beyond the project's lifetime.
- **Stakeholder Engagement:** Engage with key ICT sector stakeholders—including member and non-member companies—to ensure the strategy reflects the real needs and motivations of the private sector.

The expert is expected to work in close coordination with STIKK staff throughout the process to ensure alignment with the association's goals and internal processes.

### 3. Expected Deliverables

The consultant/company must provide:

- **Work Plan** with timeline and proposed methodology.
- **Strategic Analysis Report** including internal/external review and stakeholder insights.
- **Strategy Document** outlining vision, goals, positioning, and strategic pillars.
- **Operational Plan** detailing implementation actions, indicators, and timeline.
- **Organizational Implementation Plan**, with structure, processes, and sustainability mechanisms.
- **Presentation Materials** – visual slide deck for internal and external use.
- **Final Presentation** of the strategy and its components to STIKK and project partners.

## 4. Duration and Timeframe

The assignment is expected to be completed within **three (3) months** from the date of contract signing. The expert will work closely with the STIKK team to ensure alignment, ownership, and timely delivery of results.

## 5. Required Qualifications and Experience

The selected expert should demonstrate:

- Proven experience in strategic development and implementation in private sector or business associations.
- Prior involvement in projects related to vocational education, workforce development, or organizational sustainability.
- Strong understanding of Kosovo's ICT industry, market dynamics, and private sector needs.
- Excellent analytical, communication, and facilitation skills.
- Fluency in English and Albanian, with the capacity to deliver bilingual materials.
- Ability to deliver high-quality outputs within agreed timelines.

## 6. Ownership and Intellectual Property

Upon full payment of financial obligations, STIKK shall obtain full ownership of all deliverables and outputs in both tangible and intangible formats (including documentation, tools, and materials). STIKK reserves the right to use, modify, and disseminate the deliverables without restriction.

## 7. Deadline and submission of expression of interest

Interested companies must submit the following:

- Expression of Interest, outlining relevant experience and approach.
- Technical Proposal, including methodology and work plan.
- Financial Proposal with an itemized budget.
- Portfolio of previous work in similar projects.
- References from at least three past clients.

Proposals should be submitted via email to [info@stikk.org](mailto:info@stikk.org) with the subject line: **[Strategy Expert – Membership Growth & Dual VET Sustainability]**. Deadline: **27 June 2025, at 17:00h.**

**Required Documents:**

- Letter of Interest and relevant qualifications.
- **Technical Proposal:** methodology, approach, and timeline.
- **Financial Proposal:** itemized in EUR, **excluding VAT**.
- Curriculum Vitae and portfolio of relevant strategy work.
- References from at least two previous assignments.

This assignment plays a critical role in shaping the future of Dual VET and expanding the engagement of ICT companies in Kosovo. Through the development and implementation of a targeted strategy, STIKK aims to build a sustainable and inclusive ecosystem for skills development and long-term private sector participation. The strategy should serve not only as a short-term implementation guide but also as a foundation for long-term engagement and institutional resilience within the ICT sector.