



Swisscontact Kosovo – Matching Skills to Jobs (MSJ) Project would like to thank all interested candidates for submitting their questions regarding the Call for Proposals for the assessment of public VET schools and the development of a strategic roadmap for optimizing the public VET Schools in Kosovo.

**Q1: Do we have to provide any information related to our organization's identification number?**

Answer: A copy of the official registration documentation of the legal entity should be included as part of the financial proposal.

**Q2: Does institutional relevant experience refer to experiences of our organization or our proposed team of experts?**

Answer: Institutional relevant experience refers to the experience of the organization (not the individual experts) demonstrated through previous assignments.

**Q3: Do you have specific requirements in terms of CV format?**

Answer: There are no specific CV format requirements.

**Q4: Costing the workshop and discussions: Do we have to rent a venue? How many participants do you expect in the validation workshop and in the 7 Focus Group meetings? Do we have to expect lunch for some of them?**

Answer: Seven focus group discussions are planned, each involving approximately 12-15 participants, and should include costs for the venue, coffee, water, and lunch. Additionally, one validation workshop is planned with up to 100 participants and should include costs for the venue, coffee, water, and lunch. All related costs should be presented as separate, clearly defined budget lines in the financial proposal.

**Q5: Should the assessment include Vocational Training Centers (VTCs) in addition to public vocational schools and Centers of Competence (CoC)? Should private VET providers be considered, or should the focus remain solely on public institutions?**

Answer: A baseline study to define the level and type of optimization needed for Kosovo's VET school should include a comprehensive mapping of all types of providers, such as VET schools, CoCs, VTCs, and private training providers. While the primary focus of the roadmap will be on optimizing public VET schools (including CoCs), it must also consider the broader providers in each region (the supply side) and the regional skills demands (the demand side).

**Q6: Considering that schools close in June-August and fieldwork is planned during this period, would it be acceptable to propose a one-month extension for data collection? This would allow for more comprehensive data gathering while still adhering to the contract's original end date.**

Answer: The timeline proposed in the Terms of Reference is tentative therefore, applicants may submit an alternative, feasible, and comprehensive timeframe as part of their technical proposal.

**Q7: Is there a specific format required for submitting CVs, or can we use our standard format?**

Answer: There are no specific CV format requirements.

**Q8: The baseline study mentioned on page 6 of the ToR suggests that mapping of VET providers should include private entities too, and that the roadmap must take into account the broader providers in each region. Could you please explain what kind of private VET providers the mapping should encompass (and thus how deep it should be in this regard)?**

Answer: A baseline study to define the level and type of optimization needed for Kosovo's VET school should include a comprehensive mapping of all types of providers, such as VET schools, CoCs, VTCs, and private training providers. While the primary focus of the roadmap will be on optimizing public VET schools (including CoCs), it must also consider the broader providers in each region (the supply side) and the regional skills demands (the demand side). The mapping of VET providers should include both public and private entities offering VET qualifications at levels 3,4 and 5. Private VET providers may include accredited training providers, non-formal education providers, company-based training initiatives, and NGOs delivering skills development programs. The depth of the mapping should be sufficient to capture the diversity, scale, and relevance of these providers, ensuring a comprehensive understanding of the regional VET landscape.

**Q9: It is mentioned on page 8 of the ToR that the Swisscontact MSJ project team will provide key relevant documents in the Inception phase. Could you please clarify what and how recent these documents will be?**

Answer: The documents to be provided by the MSJ team include the most recent statistical data about students' enrolment and programs offered by public VET schools.

**Q10: It is suggested on page 9 of the TOR that the final report should include the analysis of VET providers and skills needs at municipality/regional levels. Could you please clarify if it is necessary to conduct the analysis at the municipality level (the analysis of skills needs should be conducted at the regional level in 7 regions)?**

Answer: The skills needs analysis should be conducted across all seven regions of Kosovo through focus group discussions with businesses and private sector representatives. These discussions aim to gather insights into regional economic potential, labour market needs, emerging sectors, and workforce demands. The composition of each focus group should reflect representation from all municipalities within the respective region, ensuring that the regional-level analysis adequately covers each municipality. A separate analysis at the individual municipality level is not required.

**Q11: As mentioned on page 11 of the ToR, the assessment team should consist of four members, and one of the bullet points mentions a System thinking and development expert with proven expertise in system thinking and development. Could you please explain what you mean by this experience, and if this is supposed to be a specific expert position (different from the senior expert with regional/international experience)?**

Answer: System thinking is an approach to problem-solving that considers complex issues as parts of an interconnected system, rather than isolated factors. In this context, MSJ is seeking an expert facilitator who can ensure that VET schools are actively engaged in the assessment process and take ownership in identifying and proposing solutions for optimization and roadmap development. As outlined in the Terms of Reference, one of the proposed team members should have proven expertise in system thinking and development. This can be a distinct role, or a skillset covered by one of the other experts, depending on the team's overall composition and experience.

**Q12: Annexes of the technical offer should include at least two examples of previous assessment reports authored by the team members. Could you please confirm that the two reports are required from the whole team, not necessarily from each expert?**

Answer: Each proposed expert is required to provide two examples of previous assessment experience.

**Q13: As mentioned on page 12 of the ToR, all associated costs (such travel expenses, translation, etc) should be accounted for within the expert fees. If all payments shall be made "based on actual expenses", could you please clarify what should be provided to determine actual expenses (e.g. monthly timesheets with expert working days)?**

Answer: Timesheets with the expert's working days can be provided to determine the actual expenses.

**Q14: In connection with the previous question, as mentioned on page 13 of the ToR, the financial offer should consist of a budget including detailed costs associated with each deliverable i.e. a breakdown of fees and itemised expenses. Could you please explain if this breakdown is only for the purpose of the financial offer, and if payments will be done based on the expert fees inclusive of all other expenses (associated costs) without having to present additional financial documents?**

Answer: Financial documentation must be provided for all expenses incurred.

**Q15: Could you please clarify the maximum budget envisaged for this project?**

Answer: No minimum or maximum budget thresholds have been set for this assessment.

**Q16: Can the interested parties propose an alternative allocation of working days across different phases of the assignment, provided the total number of days of foreseen total cost based on the total TOR working days remains unchanged?**

Answer: Applicants may propose an alternative distribution of working days across the various phases of the assignment as part of the technical proposal, provided that the total number of days and the estimated total cost - based on the total number of working days outlined in the Terms of Reference remain unchanged.

**Q17: If redistribution is possible, what approval process would be required to validate the revised distribution?**

Answer: Applicants may propose an alternative distribution of working days across the various phases of the assignment, as part of the technical proposal, provided that the total number of days and the estimated total cost - based on the total number of working days outlined in the Terms of Reference remain unchanged.

**Q18: Are the 94 working days specified in the ToR the total number of days to be distributed among the three local consultants, or does each consultant have an individual allocation of 94 days?**

Answer: 94 days are proposed for the team of consultants, category Local Consultants. Individual allocation of these days can be elaborated in the proposal.

**Q19: If the 94 days are cumulative for all three consultants, is there flexibility in how these days are allocated among them based on expertise and workload distribution?**

Answer: Applicants are flexible in proposing their detailed plan for allocating working days per team member.

**Q20: Given the limited window for fieldwork before the end of the school year in June, would Swisscontact consider an adjusted team structure to optimize data collection efficiency?**

Answer: The timeline proposed in the Terms of Reference is tentative therefore, applicants may submit an alternative, feasible, and comprehensive timeframe as part of their technical proposal. The assessment team should consist of four multidisciplinary members with the required qualifications as specified in Terms of Reference.

**Q21: Can the interested parties propose a single highly qualified consultant covering two respective sectors/areas instead of engaging two separate consultants? If so, would the interested parties be allowed to reallocate and prorate the working days of the second consultant to additional days at lower rates to hire junior researchers specifically for the fieldwork phase?**

Answer: The assessment team should consist of four multidisciplinary members with the required qualifications as specified in Terms of Reference.

**Q22: Regarding the composition of the team, can we include a combination of two local experts and two international experts within the number of days allocated for the project's completion.**

Answer: The assessment team should consist of four multidisciplinary members with the required qualifications as specified in Terms of Reference.

**Q23: Could you please provide a more detailed explanation for the “Systems Thinking and Development” expert? What knowledge, skills and competencies are you looking for?**

Answer: System thinking is an approach to problem-solving that considers complex issues as parts of an interconnected system, rather than isolated factors. In this context, MSJ is seeking an expert facilitator who can ensure that VET schools are actively engaged in the assessment process and take ownership in identifying and proposing solutions for optimization and roadmap development. As outlined in the Terms of Reference, one of the proposed team members should have proven expertise in system thinking and development. This can be a distinct role, or a skillset covered by one of the other experts, depending on the team's overall composition and experience.

**Q24: In terms of applicant/service provider, we would very much appreciate it if you could explain the following: Are consortia (i.e., a group of companies) allowed to apply in this call? If consortia are allowed to apply, do you require a signed agreement between members of the consortia? Do you require proof of financial stability (e.g., audited financial statements) from companies/consortia applying in this call?**

Answer: Consortia are allowed to apply with each consortia member submitting a copy of the official registration documentation of the legal entity, which should be included as part of the financial proposal. A signed agreement between members of the consortia is required and should specify the lead member of the consortia. Proof of financial stability is not required.

**Q25: Can you confirm whether the Team Leader is considered a Senior Expert, while the other three team members fall under the category of Local Experts, as indicated in Section 8.3 (Tentative Timetable) of the ToR?**

Answer: The assessment team should consist of four multidisciplinary members, with one designated as the team leader. The team leader does not necessarily have to be the Senior Expert.

**Q26: Are additional experts allowed to be included beyond the four-team requirement, or must the team strictly fit within these limits?**

Answer: The assessment team should consist of four multidisciplinary members with the required qualifications as specified in Terms of Reference.

**Q27: Are there any specific templates to be used for the Technical and Financials proposals?**

Answer: There are no specific templates required.

**Q28: Are there any specifications which CV format can we use for the proposed experts? Are there any page limitations for CVs?**

Answer: There are no specific CV format requirements or page limitations for the CVs.

**Q29: Section 12 of the ToR references "Company Identification: Organization Identification Number." Could you clarify whether this requires supporting documentation to confirm the same?**

Answer: A copy of the official registration documentation of the legal entity should be included as part of the financial proposal.

**Q30: Could you kindly confirm if there is a maximum budget amount allocated for this tender?**

Answer: No minimum or maximum budget thresholds have been set for this assessment.

**Q31: From our review of the ToR, we did not identify specific eligibility requirements for companies bidding for this tender (e.g., company registration confirmation, relevant references, or financial statements). Could you please confirm whether any such documentation is required as part of the bidding process?**

Answer: A copy of the official registration documentation of the legal entity should be included as part of the financial proposal. References and financial statements are not required.

**Q32: Are tenderers allowed to form a consortium when bidding for this tender? If so, are there any specific requirements for confirming and formalizing the consortium?**

Answer: Applicants are allowed to form a consortium with each member submitting a copy of the official registration documentation of the legal entity and these should be included as part of the financial proposal. A signed agreement between members of the consortium is required and should specify the lead member of the consortium.

**Q33: In correlation with other questions, is there a dedicated Swisscontact procurement portal where all relevant procurement documents for this tender are available, or are the only official documents the Terms of Reference (ToR) and the information provided on <https://www.swisscontact.org/en/projects/matching-skills-to-jobs-msj>?**

Answer: There is no Swisscontact procurement portal for this tender.

**Q34: Could you clarify if it is possible to submit the proposal by the end of Wednesday, the 9th of April, or is there a specific time during the day when the submission should be done?**

Answer: Proposals can be submitted via email [msjinfo@swisscontact.org](mailto:msjinfo@swisscontact.org) at any time up to 09 April 2025 (CET).

**Q35: The allocation for the days is listed as 30 for senior expert and 94 for local experts. Does this mean that, for a team of 4, that only one can be outside of Kosovo? Can there be 2 Kosovan's and one international that can come under the 94-day allocation?**

Answer: The assessment team should consist of four multidisciplinary members with the required qualifications as specified in Terms of Reference. The senior expert must have proven regional/international experience in conducting similar complex assessments in the VET sector. Distribution within the days of each category can be proposed, but within the total days as per Terms of Reference.

**Q36: Could you clarify what is meant by "This assessment shall be a joint effort between the Swisscontact MSJ project and government institutions at both central and local levels"? Does this imply that consultants are expected to facilitate, guide, or instruct these stakeholders in conducting the assessment - or conduct the assessment themselves, engaging the MSJ project and government institutions during the process?**

Answer: Assessment team of Service Providers should conduct the assessment, in close cooperation with the MSJ project and government institutions at both central and local levels during the process.

**Q37: Will data for assessing public VET providers be provided by the project, or will baseline data need to be collected? Are data available for all items listed in the ToR, and have the different types of TVET providers committed to sharing it?**

Answer: The documents to be provided by the MSJ team include the most recent statistical data about students' enrolment and programs offered by public VET schools. A baseline data needs to be collected. No commitment has been taken from VET schools, however MSJ project will facilitate this process with the selected Service Provider, if needed.

**Q38: Will the project team provide additional data, such as statistical data or skills needs surveys, for the assessment?**

Answer: The documents to be provided by the MSJ team include the most recent statistical data about students' enrolment and programs offered by public VET schools.

**Q39: Would it be possible to alternatively collect structured data via an online survey during the fieldwork phase, given that much of the required data may not be available right away, on-site?**

Answer: The fieldwork phase should include an assessment of the resources of public VET schools, carried out through in-person meetings with school representatives.

**Q40: The proposed timeline includes several activities during the summer period, when stakeholders (and consultants) are often unavailable. Is there flexibility to adjust the timeline?**

Answer: The timeline proposed in the Terms of Reference is tentative therefore, applicants may submit an alternative, feasible, and comprehensive timeframe as part of their technical proposal.

**Q41: Can you provide us with details on the available budget range or budget threshold for this assignment? This would help us apply a design to cost approach for a financially feasible offer and assignment.**

Answer: No minimum or maximum budget thresholds have been set for this assessment.