

Goethe-Institut Georgien

Terms of Reference (ToR)

Call for External Service Providers to implement “Skills Academy”

1. BACKGROUND

1.1. Creative Compass Georgia (CCG) is a 4-year project funded by the European Union (EU), co-funded and implemented by the Goethe-Institut Georgien. This initiative contributes to sustainable growth and employment in cultural and creative industries (CCIs). Through empowering the cultural and creative sectors across regions in Georgia, the project aims to enhance the socio-economic environment of the country.

This will be achieved through the facilitation of capacity building, networking, collaboration, and providing funding opportunities to different CCI stakeholders with a special focus on regional cities and towns in Georgia.

2. OBJECTIVE AND SCOPE OF THE ASSIGNMENT

Creative Compass Georgia (CCG) is seeking external service providers to implement “Skills Academy” between December 2025 and December 2026 based on a conceptual approach provided to the selected service providers (Annex 1 to this ToR).

The Skills Academy is CCG’s hybrid capacity-building programme to strengthen and broaden the capacity of creatives working in the regions of Georgia. It addresses systemic skills gaps, limited access to practical training, and the need for entrepreneurial and digital competencies among creative professionals. The programme combines long-term structured learning with short-format opportunities to ensure both depth and reach:

- Creative Business Basics (CBB) – a six-month certification stream for early-stage creative entrepreneurs, freelancers, and cultural professionals. It blends online and in-person sessions, mentorship, and peer learning to guide participants from ideation to market readiness. The curriculum follows a modular structure covering key areas such as Ideation and Validation, Leadership and Team Building, Business Modelling, Finance and Legal Essentials, Branding and Digital Marketing, Sales and Customer Strategy, and Funding and Pitching, complemented by in-person gatherings at the start, mid-point, and end of the programme.
- Short-format learning – including creative masterclasses and keynotes, designed to address specific skills gaps and emerging trends for a wider creative audience.

To ensure effective and efficient execution of “Skills Academy” a structured approach has been designed, the short summary of which is provided in the Annex 1 to this ToR.

Service providers will be responsible for:

1. Programme Delivery

- Deliver the Creative Business Basics (CBB) certification stream in full, based on the conceptual framework provided, ensuring alignment with programme objectives and quality standards. Contributions and specifications to its design are welcomed and will be close coordinated with the Creative Compass Georgia team.
- Organise and deliver all CBB components, including live sessions, structured group mentoring, on-demand individual support:
 - 1:1 mentoring (up to 4 hours per participant; max. 40 participants)
 - 1:1 expert consultation (up to 1 hour per expert, per participant, in selected modules as needed)
- Recruit and ensure qualified personnel for CBB, including module leads (lecturers/facilitators/etc.) and cohort mentors.
- Implement short-format learning components - creative masterclasses and keynotes, in close coordination with CCG. Up to 15 interventions (combined masterclasses and keynotes) will be organised during the contract period. Topics, facilitators, and timing will be agreed jointly and are not fully predefined. Contracting of these facilitators will be outside this service agreement but the service provider will manage all organisational and logistical aspects.

2. Content and Materials

- In close coordination with all facilitators: Develop and streamline all session plans, presentations, handouts, templates, and supporting resources for the CBB stream.
- Coordinate with all facilitators to ensure that all content is practical, inclusive, and tailored to the needs of Georgia's CCI sector, with a focus on regions.

3. Branding and Communication

- Develop and implement a branding and visual identity for the whole Skills Academy in line with the EU and Goethe-Institut guidelines provided upon contracting.
- Prepare and disseminate all calls for applications for Skills Academy, manage the application process, and ensure transparent selection procedures in collaboration with CCG.
- Contribute to the promotion of the Skills Academy and its activities through appropriate communication channels to ensure broad outreach and visibility.

4. Organisational and Logistical Management

- Manage all organisational aspects of the programme, including scheduling, participant communication, and coordination of online and in-person sessions.
- Manage the participant selection process for all components of the Skills Academy, based on eligibility criteria approved by the contracting authority. For the CBB stream, the final shortlist should be validated by a jury, with the contracting authority holding a seat.
- Collaborate with CCG on in-person gatherings (Kick-off, Mid-term, Closing), ensuring smooth logistics and participant engagement.

- Ensure accessibility for participants across Georgia through effective use of hybrid formats.

5. Quality Assurance and Reporting

- Facilitate feedback loops during and after the programme to ensure continuous improvement.
- Submit a complete module portfolio after each cohort, including session outlines, materials used, lessons learned, and recommendations for improvement.

6. Language of Delivery

- All programme components are to be delivered primarily in Georgian including live sessions, mentoring, consultations, and all written materials.
- For masterclasses, keynotes, and potentially guest speakers conducted in other languages, the service provider must ensure simultaneous interpretation into Georgian is available, based on participant needs and in coordination with CCG.

3. SERVICE PROVIDER'S PROFILE:

All eligibility criteria must be demonstrated through clear, objective, and verifiable documentation. Only bidders who successfully meet these requirements will be admitted to the next stage of the procurement procedure.

Eligibility Criteria

- a) Type of entity:
 - Single service providers - legal entities registered in Georgia or in an EU member state are eligible to apply.
- b) Experience in education and life-long learning:
 - Demonstrated experience in designing and implementing long and short-term educational programs in the areas of culture and creative industries, entrepreneurship and innovation.
 - Proven track record of facilitating online and offline interactive learning environments.
- c) Project Management & Coordination:
 - Proven experience in managing complex, multi-component programmes, including participant recruitment, branding, and communication.
- d) Branding & Communication Capacity
 - Demonstrated capacity to develop and implement branding and outreach strategies for educational or cultural programmes.
- e) Human and technical capacity to design and deliver education programs
 - Demonstrated human and technical capacity to design and manage logistics for online and offline education programs.

- Access to suitable infrastructure for hybrid training (platforms, digital tools, stable internet, technical support).
 - Availability of qualified professionals for the full duration of the programme.
- f) Knowledge of CCI landscape and networks:
- Essential understanding of Georgia's cultural and creative industries, particularly in regional contexts.
 - Access to a pool of qualified mentors and subject-matter experts in business development, finance, legal, and creative sectors.
1. Language Proficiency
- The bidder must demonstrate exceptional written and verbal communication skills in English and Georgian language.

Skills Academy – Short Concept

1. Overview

The **Skills Academy** is a hybrid capacity-building initiative designed to strengthen Georgia's cultural and creative industries (CCIs), particularly in regional areas. It addresses systemic skills gaps, limited access to practical training, and the need for entrepreneurial and digital competencies among creative professionals.

Its core component is the **Creative Business Basics (CBB) programme** - a six-month certification stream for emerging entrepreneurs, freelancers, and creative practitioners. Participants engage in structured modules, workshops, mentorship, peer learning, and networking to develop sustainable creative businesses. In addition to the certification stream, the Skills Academy offers **short-format learning opportunities** such as **masterclasses** and **expert-led talks**, open to a broader creative audience.

The Skills Academy aims to:

- Address the mismatch between education and market needs.
- Empower regional creatives to turn ideas into viable businesses.
- Strengthen entrepreneurial and organisational capacities within the CCI sector.
- Foster creativity, experimentation, and innovation.
- Support networking and cultivate a culture of collaboration and community.

The programme prioritises regional representation and practical relevance, supporting a diverse range of participants from across Georgia's CCIs. Primary target groups include:

- Early-stage creative entrepreneurs seeking to develop or formalise their ventures.
- Creatives with an existing business idea who need support to structure, validate, or grow it.
- Cultural professionals and project managers working within CCIs.
- Freelancers and independent creatives across all subsectors.

The Skills Academy is implemented in the frames of the Creative Compass Georgia (CCG) - a 4-year project funded by the European Union (EU) and co-funded and implemented by the Goethe-Institut Georgien.

3. Overview of the Learning Methodology and Delivery Formats

The Skills Academy adopts a hybrid learning model that combines online and in-person formats to ensure accessibility for participants across Georgia. While part of the long-term certification stream (CBB) as well as some masterclasses and keynotes are delivered online, others take place in person to maximise engagement and inclusivity.

The Creative Business Basics certification stream begins and ends with in-person gatherings - Kick-off, [Mid-term], and Closing event - while core modules are delivered online. These sessions are supported by tri-weekly check-ins and structured mentoring, enabling consistent progress without requiring frequent travel. The modular design guides participants through a clear learning pathway, from ideation and planning to development, pitching, and evaluation. To extend the programme's reach, selected lectures - particularly those on finance, legal frameworks, and branding - are offered through a drop-in access model for non-cohort

participants. This approach broadens participation without compromising the integrity of the certification stream.

Beyond the certification stream, the Skills Academy offers short-format learning opportunities - including creative masterclasses and expert-led talks - delivered in both online and in-person formats. These short courses are designed to address specific skills gaps and emerging trends, providing targeted, high-impact learning.

4. Creative Business Basics programme (CBB)

The (up to) **six-month programme** addresses systemic challenges in Georgia's CCI sector through a modular learning structure combining training, mentorship, and peer learning. Participants progress through key stages of business development, from ideation and validation to financial planning, branding, and market readiness.

The CBB runs in a hybrid format, combining online/offline modules, three in-person gatherings (organised by the project team in close collaboration with the service provider), and continuous mentorship. The curriculum is modular and experiential, with a strong emphasis on peer learning, real-world application, and inclusive facilitation. This structure allows to also have offline course in the regions of Georgia. Participants who complete all modules, submit required deliverables, and actively engage in mentoring will receive a certificate.

4.1 Programme Structure

The curriculum is modular and experiential, with a strong emphasis on peer learning, real-world application, and inclusive facilitation. This indicative structure balances depth of engagement with accessibility for participants across Georgia. Each module follows a consistent delivery model:

- Live lectures and interactive workshops (online or in-person, at least 3 instances per module) led by subject experts.
- Assignments designed to apply learning to participants' own projects, with written and oral feedback from module leads.
- Peer review of assignments to foster collaborative learning and critical reflection.
- At least one group mentoring sessions per module led by dedicated Cohort Mentors.
- On-demand 1:1 mentoring to support individual progress.
- Specialised on-demand 1:1 consultations with experts on key topics such as finance, legal/IP, branding, digital marketing, sales, and pitching.
- Guest talks are integrated where relevant, and participants receive curated self-paced content (readings, videos, toolkits) to deepen their understanding.

Mentoring is a core feature. Cohort mentors are to conduct regular group sessions (min. once per month) and provide on-demand 1:1 mentoring to help participants apply learning to their projects.

Participants and Access: 40 full participants annually – potentially over two cohorts; to be decided in coordination with the service provider. At least one mentor per 20 participants. Drop-in access to all modules' lectures for at least 40 additional creatives. Schedule of sessions (presumably maximum two per week) should be compatible with other day jobs obligations. Built-in feedback loops at mid-term and post-cohort stages ensure continuous improvement.

4.2 Modules and Topics:

Generally, all in-person events will be organised and conceptualised in cooperation with the project team. Also, every module can be enriched with external guest speakers based on the recommendations of the service provider and/or the project team. The total amount of drop-in participants per module will be defined in prior.

Kick-Off & Orientation [In-person, 2 days, approx. 16 hours]

This opening event sets the tone for the programme. It focuses on community building, expectation setting, and early-stage idea sharing. The orientation introduces the hybrid learning model, digital tools, and mentorship structure. Part of Module 1 is delivered during this event. Participants get a clear understanding of programme logistics and a first draft of their idea snapshot.

Module 1: Ideation & Validation [3 weeks, hybrid]

Module introduces creative ideation techniques such as SCAMPER, mind mapping, and design thinking. Participants explore market needs using data, trends, and user insights, and learn design research methods including user interviews, persona development, and journey mapping. The module includes both in-person and online components and culminates in a concept brief supported by early-stage validation and peer feedback.

Module 2: Leadership, Mindset & Team Building [Hybrid, 2-3 weeks]

This module explores leadership styles, entrepreneurial mindset, and the interpersonal skills needed to build and sustain creative teams. Participants reflect on their leadership values, learn strategies for managing conflict and wellbeing, and engage in a team-building workshop with role plays and simulations. Strengths-based coaching is delivered both online and in person during the Kick-Off and Mid-Term gatherings.

Module 3: Business Modelling [Online, 3 weeks]

Participants learn to structure their ideas into viable business models using tools like the Business Model Canvas and Lean Canvas. They explore revenue models, value chains, and financial metrics relevant to CCIIs. The module includes case studies, peer feedback sessions, guest talks, etc.

Module 4A Finance & Legal Essentials [Online, 4 weeks]

This expanded module addresses critical gaps in financial literacy among creative entrepreneurs. Participants learn to build and manage budgets, calculate costs, control expenses, plan pricing strategies and forecast revenue using tools tailored to the creative sector. Topics include pricing strategies, break-even analysis, and basic accounting principles. Through lectures, workshops, simulations, assignments and a guest talk, participants gain practical skills to make informed financial decisions. Selected lectures are open to drop-in participants.

Mid-term gathering [In-person, 2-3 days, approx. 20 hours]

This is a two- to three-day in-person event that marks the midpoint of the programme. It serves as a reflective and community-building milestone and includes the delivery of Module 4B. Participants engage in peer showcases, reflection circles, and networking sessions with sector stakeholders. The gathering also includes a legal clinic and Q&A to support the legal and tax content of Module 4B.

Module 4B [Hybrid, 2-3-weeks]

This module is delivered in a hybrid format and covers legal forms, contracts, taxation, and intellectual property rights. Participants learn about Creative Commons licensing, legal compliance, and drafting basic contracts.

Module 5: Branding, Product development and digital marketing [Online, 3-4 weeks]

This module explores branding strategy, prototyping, and digital storytelling. Participants learn how to position their creative businesses in local and international markets, develop sustainable products, and build digital marketing campaigns.

Module 6: Sales & Customer Strategy [Online, 2-3 weeks]

This module equips participants with the tools to effectively reach and retain customers. Topics include customer segmentation, journey mapping, sales funnels, and CRM tools. Participants design customer journeys and explore both traditional and digital sales channels.

Module 7: Funding & Pitching [Online, 2 weeks]

In this final module, participants prepare to present their creative businesses to potential funders and partners. They explore funding options (Venture and angel investment, crowdfunding, etc.), develop pitch decks, and refine their storytelling and public speaking skills. The module includes mock pitch sessions and case studies on successful creative fundraising.

Closing event & Networking [In-Person, 1 day]

The program culminates in a closing event, where participants pitch their ventures to a panel of stakeholders, funders, and peers. This event is both a celebration of progress and a spark for future opportunities. It is accompanied by networking events, guest talks, and community showcases to foster visibility and collaboration.

5. Short-term learning opportunities

In addition to the Creative Business Basics programme, the Skills Academy offers a range of short-term learning formats designed to provide flexibility and targeted impact for the wider creative community. These sessions are delivered live - either online or in person - and led by experienced professionals. The service provider will include the following two components logistically into the “Skills Academy” while the facilitators’ contracting will be separate.

Creative Masterclasses are intensive, practice-oriented sessions that allow participants to refine their artistic skills, experiment with new techniques, and engage directly with leading practitioners. Each masterclass hosts up to 15-20 participants for a highly interactive experience and typically last for one or two days. They do not follow an overarching curriculum. Possible topics/facilitators are selected based on beneficiaries’ feedback, suggestions by the service provider or the project team, and/or to showcase good practices.

Keynotes bring together thought leaders and industry specialists to share insights on emerging trends, topics, and sector-specific challenges. They are typically comprised of a 30 to 60 minutes input followed by Q&A or a panel discussion. They can be online or in-person. Keynotes do not follow an overarching curriculum but are standalone components of the “Skills Academy”. Speakers are selected in close cooperation between the service provider and the project team. These sessions are designed for broad audiences and thus, there is not general limit to the number of participants.