

Terms of Reference (ToR)

I. General Information

Service Description	Consultancy Services for the Establishment and Operationalisation of an VET4JOB-II-Dedicated Learning Management System (LMS) under the ECA Component, Including Course Adaptation, KPI-Based Monitoring Integration, and Phased Pilot and Scale-Up Implementation
Country	Türkiye
Project	Vocational Education and Training Programme for Employment (VET4JOB-II)
Activity Code	2.3.1 & 2.3.2
Budget Code	EUD 4.7 – EF 17.4

II. Background and Context

About Expertise France

Expertise France is the French public agency for international cooperation, which implements projects aligned with Sustainable Development Goals (SDGs) and France's external action priorities. Expertise France's core mission is to support partner countries in enhancing the quality of their public policies to tackle complex environmental, social, economic, and security challenges. Key areas of Expertise France's focus include:

- Democratic, economic, and financial governance,
- Stability, international security, and peace,
- Sustainable development, climate, and agriculture, and
- Health and human development.

About the VET4JOB II Programme

The VET4JOB-II programme, funded by the European Union Delegation to Türkiye over 57 months, aims to support skills development for refugees and host communities in Türkiye. The programme provides vocational and apprenticeship training to adults and adolescents in 14 target provinces (Adana, Ankara, Bursa, Gaziantep, Hatay, İstanbul, İzmir, Kahramanmaraş, Kayseri, Kocaeli, Konya, Mersin, Osmaniye, and Şanlıurfa) to improve employment prospects in line with labour market demands.

III. Objective

The objective of this contract is to establish, implement, adapt, host and institutionalize an VET4JOB-II-specific e-learning subdomain or subdirectory and digital content structure under the Extracurricular Activities (ECA) component, by tailoring an existing Learning Management System (LMS) and its available course portfolio to the needs of apprentice students. The purpose is to ensure the effective, secure, scalable, and nationwide implementation of a digital learning environment capable of serving approximately 15,000 users.

During the preparatory phase of the VET4JOB-II¹ programme, priority thematic areas were identified to strengthen apprentices' digital, entrepreneurial, green, transversal, and professional competences. Rather than developing a new platform from scratch, this contract aims to adapt and customize an already operational LMS infrastructure and its existing digital courses in line with İMEP-2's pedagogical framework, target group profile, and institutional requirements. Any additional development during implementation shall remain limited, proportionate, and aligned with the overall framework and objectives of this Terms of Reference.

The revised and customized system is expected to support structured extracurricular learning by enabling modular course delivery, sequenced learning pathways, performance monitoring, and KPI-based reporting. It shall provide a secure and role-based environment where apprentice students, mentor teachers, and project administrators can access relevant content, track progress, and manage assignments, while ensuring compliance with national data protection legislation and sustainability of the system through improvements and support until the end of June 2028.

IV. Description of Services

Under this contract, the Contractor shall establish, configure, adapt, implement and maintain an İMEP-2-dedicated digital learning environment under the ECA component, ensuring full technical functionality, pedagogical alignment and institutional compliance.

The services shall include the following components:

4.1 Platform and Technical Infrastructure

The Contractor shall provide an already operational and scalable Learning Management System (LMS) infrastructure, hereafter referred to as "the Platform".

The Platform shall:

- Serve as an open-source, modular, SCORM/xAPI-compliant Learning Management System (LMS) with a customizable architecture and API support.
- Operate on a robust database server infrastructure (e.g. relational database architecture such as MariaDB or equivalent);
- Include an active scheduled task management system (cron-based or equivalent);
- Be capable of supporting approximately 15.000 İMEP-2 users without performance degradation;
- Operate in full compliance with the Personal Data Protection Law (KVKK) and relevant national data security regulations;
- Retain full user activity logs;
- Provide API-based data access and customizable reporting mechanisms;
- Ensure system stability, hosting continuity and technical improvements throughout the contract period.

The existing platform experience shall demonstrate high scalability (e.g., previously serving large user bases, high certificate volumes and extensive course libraries).

4.2 İMEP-2-Specific Subdomain

The Contractor shall:

- Establish a dedicated İMEP-2 subdomain or subdirectory within the existing platform;
- Ensure that the subdomain/ subdirectory is exclusively allocated to İMEP-2;

¹ The English short name of the programme is "VET4JOB-II" but within the platform and in this document the Turkish short name "İMEP-2" will be used.

- Apply İMEP-2-specific visual identity and branding;
- Operate the interface fully in Turkish;
- Maintain mobile compatibility and low-bandwidth accessibility;
- Restrict access exclusively to İMEP-2-authorized users and roles.

4.3 Web Interface and Public-Facing Structure

The İMEP-2 subdomain/subdirectory homepage shall include:

- Description of the İMEP-2 project objectives and scope;
- Links to the official İMEP-2 website and social media channels;
- Target group description;
- Course structure explanation;
- A Frequently Asked Questions (FAQ) page written in clear and accessible language.

4.4 Minimum LMS Functional Requirements

The learning environment shall include, at minimum:

- Sequential learning flow with prerequisite-based progression;
- Modular course structure;
- Support for interactive content (video, presentations, quizzes, embedded checks);
- Course completion tracking with visual progress indicators;
- Re-access to completed modules;
- Simple and user-friendly interface suitable for learners with limited digital experience;
- Role-based access management (apprentice students, mentor teachers, İMEP-2 administrators);
- Assignment definition and file upload functionality;
- Internal notification mechanism for assignments, deadlines and announcements;
- Calendar module for pilot and scale-up planning.

4.5 Content and Assessment Capabilities

The Platform shall support:

- SCORM and xAPI compliant content;
- Video-based learning modules;
- Quiz and assignment modules;
- Interactive content;
- Surveys, attendance tracking, glossary, database, wiki and resource modules (activated where relevant);
- Multiple assessment types (multiple choice, true/false, matching, short answer, essay, cloze, fill-in-the-blank, calculated, drag-and-drop, ordering, STACK-type questions or equivalent);
- Programming-based assessment tools (e.g., virtual programming lab functionality or equivalent);
- Online meeting integrations (e.g., widely used video conferencing systems);
- Customizable certificate generation (course-specific or template-based);
- Automated unique code generation ability upon course completion, if required;
- Course grading and recommendation features;
- Role-based dashboards;
- Bulk email and announcement capability.

4.6 Thematic Alignment and Course Requirements

The Contractor must demonstrate that the proposed Platform already hosts ready-made, fully developed online courses within its existing content portfolio.

The Platform shall have, at the time of proposal submission, existing and operational course content that can be aligned with the İMEP-2 ECA thematic areas:

- **Theme 1:** Digital Competences and Technological Integration
- **Theme 2:** Entrepreneurship Skills and Innovative Skills
- **Theme 3:** Green Skills and Sustainability
- **Theme 4:** 21st Century Skills and Cultural Enrichment (Transversal Skills)
- **Theme 5:** Professional and Career Development

For each thematic area, the Contractor shall propose:

- A minimum of two (2) full courses and/or interactive structured learning contents.

A “full course” shall refer to a structured online course:

- Composed of multiple modules;
- With clearly defined learning objectives;
- Including content delivery, interactive elements and assessment components;
- Completely in Turkish and suitable for future multi language subtitle integration.

Across the five thematic areas, a total of ten (10) courses may be structured and offered within the İMEP-2 framework. Of these ten (10) courses:

- At least six (6) must already exist within the Platform’s current content portfolio at the time of proposal submission;
- These six (6) courses must be fully developed, technically deployable and previously operational;
- They must be adaptable to the İMEP-2 target group through minor tailoring only.

Minor tailoring shall include:

- Simplification or revision of language considering the İMEP-2 target group;
- Minor restructuring of modules;
- Reordering into prerequisite-based learning pathways;
- Adjustment or addition of assignments and assessment items;
- Alignment with İMEP-2 branding and contextual references.

Courses requiring full redesign, complete re-production or development from scratch shall not be considered compliant under the “existing course” requirement.

All proposed courses must:

- Be appropriate to the age, literacy level and professional profile of apprentice students;
- Be modular and integrable into structured learning pathways;
- Be compatible with public education programme standards;
- Support KPI tracking, completion monitoring and reporting functionalities defined under this ToR;
- Be compliant with the Platform’s technical specifications (SCORM/xAPI support, interactive components, assessment tools, reporting capability).

The Contractor shall clearly specify in the technical proposal:

- Which thematic areas are covered by ready-made content;
- The titles and descriptions of the proposed courses;
- Which courses are existing platform content and which would require additional adaptation;
- The scope of minor tailoring required for İMEP-2 implementation.

External Content Integration Requirement, where applicable:

The Contractor shall ensure that the Platform is capable of integrating additional learning content provided by the Contracting Authority when required, on the condition that such content is compliant with, or technically adaptable to, the Platform’s required technical specifications and interoperability standards (including but not limited to SCORM and/or xAPI), without requiring fundamental changes to the Platform architecture.

4.7 Content Adaptation Policy

All content adaptation, contextualisation, instructional redesign, technical configuration and alignment required to ensure suitability for the IMEP-2 target group shall be fully covered by the Contractor within the submitted financial offer.

This includes:

- Contextual adaptation,
- Instructional redesign,
- Module restructuring,
- Addition or removal of modules,
- Reorganization into prerequisite structures,
- Addition of assignments and interactive assessment items,
- Updating textual and visual content,
- Addition of subtitles.

No additional production, post-contract adaptation, or instructional redesign costs may be invoiced separately to Expertise France. Any such costs shall be deemed included in the submitted offer.

4.8 Learning Pathways

During the scale-up phase, courses shall be structured into learning pathways:

- Sequential module unlocking;
- Prerequisite-based access;
- Multi-course pathway design;
- Differentiated pathways for apprentice students and mentor teachers where required.

4.9 Roles and Authorization

Apprentice Students:

- Access assigned courses;
- Upload assignments;
- Monitor their own progress.

Mentor Teachers:

- Access relevant courses;
- Review and approve assignments;
- Monitor learner progress.

IMEP-2 Project Administrators:

- Access full reporting and KPI dashboards;
- Extract role-based analytics.

4.10 KPI and Data Monitoring

The Platform shall enable structured data collection and reporting functionalities in line with IMEP-2 monitoring and KPI requirements.

- The system shall allow the collection and reporting of key registration breakdown data, including but not limited to: province, school, enrolled course, nationality, gender, and age.
- The reporting system shall enable disaggregated data extraction based on demographic variables (nationality, gender, age) for monitoring, evaluation, and public reporting purposes.
- The Platform shall include a post-course evaluation mechanism integrated into the course completion workflow.
- Upon completion of each course, learners shall be required or encouraged to complete an evaluation form assessing perceived usefulness, learning outcomes, and practical benefit.
- Evaluation data shall be reportable at course level and aggregate level to support impact measurement and continuous improvement.

- During the Pilot and Scale-Up phases, systematic monitoring shall be carried out based on user data analytics and KPI outputs, in order to assess performance, participation levels, completion rates and overall implementation effectiveness.

Data shall be exportable in Excel/CSV format and/or accessible through a dashboard interface.

4.11 Pilot and Scale-Up Implementation

Pilot Phase:

- Thematic areas to be covered during the Pilot Phase shall be determined by IMEP-2;
- Identification, subject to IMEP-2 approval, and adaptation (through minor tailoring only) of existing courses within the Platform portfolio aligned with three (3) thematic areas defined by IMEP-2;
- Minor revisions limited to text and visual edits, language simplification, contextual alignment, module restructuring, sequencing adjustments, and menu/interface refinements;
- No full course development, new content production, or additional video production shall be undertaken during the Pilot Phase;
- Systematic monitoring of KPI indicators, user participation, course completion rates, and assignment submission and approval mechanisms;
- Pilot phase may be waived upon decision of IMEP-2 management.

During the Scale-Up Phase:

- Planning and revision of the course structure shall be conducted based on Pilot findings.
- Learning pathways shall be structured or refined accordingly.
- Existing courses may be reorganized, modularized or sequenced into prerequisite-based structures.
- Additional modules, assignments or assessment components may be added where necessary.
- Technical integration of externally provided learning content, where required, provided that such content complies with the Platform's technical standards and interoperability requirements (e.g., SCORM and/or xAPI or other supported formats); the content ownership, accuracy, and instructional responsibility shall remain solely with IMEP-2.
- In cases where full course development is required during the Scale-Up Phase, development shall, unless separately agreed in writing, be carried out using interactive authoring tools that enable structured, media-light content production without requiring live studio recording or on-site video shooting (e.g. rapid authoring tools comparable to Articulate-type solutions), ensuring alignment with the Platform's technical standards and interoperability requirements.

The Scale-Up Phase shall be guided by evidence-based adjustments derived from Pilot implementation outcomes and shall ensure alignment with IMEP-2's strategic and pedagogical objectives.

4.12 Improvements, Repair and Warranty

Following the technical setup of the Platform and the launch of the Pilot implementation, improvements, repair and technical support services shall be provided until June 2028.

- During this period, the following shall fall under the responsibility of the Platform and e-content provider:
 - Uninterrupted continuity of the system
 - Correction of system errors and technical malfunctions;
 - Implementation of necessary security updates and patches;
 - Basic performance optimizations to ensure stable system operation.
- The Contractor shall be fully responsible for server infrastructure, hosting continuity, system uptime, data security, backup mechanisms and disaster recovery planning throughout the contract period

- Upon contract completion, all user data, analytics records and KPI datasets shall be transferred to Expertise France in a structured and machine-readable format

V. Deliverables

The deliverables to be produced by the company and the submission time for each deliverable are listed in the below table.

Deliverable No	Deliverable Name	Timeline	Outputs for payment
D1	Inception Report & Detailed Implementation Plan	May 2026	• Inception report with detailed implementation plan/workplan including the pilot phase
D2	LMS Technical Configuration & iMEP-2 Subdomain Setup	May 2026	• Technical configuration report • Admin access details
D3	KPI Framework & Reporting Dashboard Configuration	May–Early June 2026	• KPI framework document
D4	Thematic Mapping & Course Identification	May 2026	• Thematic mapping report including course list
D5	Pilot Course Adaptation (max. 3 Themes – Minor Tailoring Only)	June 2026	• Pilot phase report • Access instructions • Participant registration records
D6	Pilot Launch & Technical Deployment	Early June-July 2026	
D7	Pilot Monitoring & Support (KPI tracking, troubleshooting)	June–July 2026	• Monitoring report • Troubleshooting log • KPI tracking list • Improvement recommendations
D8	Scale-Up Planning & Learning Pathway Structuring	July-August 2026	• Scale-up strategy document and learning pathway framework
D9	Scale-Up Course Adaptation and Development	July-September 2026	• Scale-up configuration and external content integration report
D10	Scale-Up Configuration & External Content Integration	September–October 2026	
D11	Scale-Up Monitoring & Support (KPI tracking, troubleshooting) and General System Improvements & Technical Support Services	November 2026-June 2028	• Bi-monthly monitoring report • Monthly KPI report • Troubleshooting logs
	TOTAL		

The indicative total number of experts days for completion of all deliverables is up to 210 days.

VI. Location and Duration

Location will be Ankara. If travel is necessary and approved by the project management, accommodation and travel costs will be covered by the EF. The estimated contract period is **from beginning of May 2026 to end of June 2028.**

VII. Estimated contract date

Estimated contract date is 4th of May, 2026.

VIII. Timeline and Reporting

Timeline is indicated above.

IX. Required Technical and Professional Capacity

To effectively deliver the services defined under this contract, the Contractor shall assign qualified experts proportionate to the scope, timeline and technical complexity of each Deliverable (D1–D12). Experts shall be responsible for the configuration, adaptation, integration, testing, monitoring, reporting, scale-up and improvements of the İMEP-2 digital learning environment in line with the Deliverables defined under Section 5. Educational background and professional experience required for the assigned experts are stated below, and responsibility areas are differentiated based on the expert type, for reference.

The implementation timeline, testing phases, and potential parallel development, pilot or scale-up activities are indicative and may be subject to adjustments based on institutional requirements, KPI findings, and technical integration processes. The Contractor shall take these factors into account during planning and execution.

Please note that the implementation timeline, testing phases, and potential parallel development or pilot activities are indicative and subject to change based on institutional requirements and system integration processes with the Ministry of National Education (MoNE). The contractor is expected to take these factors into account during the planning and execution of the services.

Educational Background and Professional Experience

9.1 Senior Expert

The Senior Expert shall provide strategic, architectural and supervisory oversight across all Deliverables, with primary responsibility for:

- D1 – Inception report and implementation planning
- D2 – LMS technical architecture and system configuration
- D3 – KPI framework design and reporting architecture
- D4 – Thematic mapping & course Identification
- D5 – Pilot course adaptation (minor tailoring)
- D8 – Scale-up planning and learning pathway structuring
- D9 – Oversight of course adaptation and development

- D10 – External content integration and system interoperability
- D11 – Scale-up monitoring, user support, improvements and technical support

Educational and Professional Requirements

- University degree in Computer Engineering, Software Engineering, Information Systems, Management Information Systems, Computer Education and Instructional Technologies or related technical fields.
- Minimum 5 years of professional experience in LMS management, system architecture and large-scale institutional IT projects.
- Proven experience in system scaling, database configuration and secure infrastructure management.
- Experience in system integration, user management and API-based data exchange.
- Strong understanding of regulation-driven system design, including compliance with KVKK and national data security frameworks.
- Demonstrated experience in supervising development teams and coordinating institutional stakeholders.

9.2 Expert

The Expert(s) shall support technical implementation, adaptation, testing and deployment activities across operational Deliverables, including:

- D2 – Subdomain configuration and deployment
- D3 – KPI Framework & Reporting Dashboard Configuration
- D4 – Thematic mapping & course identification
- D5 – Pilot course adaptation (minor tailoring)
- D6 – Pilot launch and technical deployment
- D7 – Pilot monitoring and technical troubleshooting
- D9 – Scale-up course adaptation and development
- D10 – Technical configuration and integration
- D11 – Scale-Up Monitoring & Support (KPI tracking, troubleshooting) and General System Improvements & Technical Support Services

Educational and Professional Requirements

- At least high school–equivalent diploma with certification in software development or relevant technical training.
- Minimum 3 years of professional experience in e-content development and system improvements.
- Experience in web-based platform configuration, LMS administration or comparable systems.
- Ability to support testing, debugging, documentation and pilot implementation under supervision of the Senior Expert.

9.3 Specialized Skills and Knowledge (Applicable to Both Profiles)

- Expertise in secure software development and compliance with Personal Data Protection Law (KVKK) and national data protection standards.
- Experience in institutional system integration and API-based interoperability.
- Ability to adapt system functionalities in line with institutional policies and legislative requirements.
- Experience in pilot implementation, KPI monitoring and iterative system improvement.
- Capacity to support large-scale user environments (approx. 10,000 users) and ensure stable deployment during pilot and scale-up phases.
- Ability to produce structured documentation, reporting outputs and institutional handover materials.

X. Visibility

IMEP-2 visual identity will be strictly followed and compliance with European Union visibility rules is mandatory. Any digital or printed document (e.g. completion certificate) issued as part of the platform service will be subject to the Delegation of European Union's approval.

XI. Contracting and payment schedule

The contract shall enter into force on the date of signature and shall remain valid until successful completion of deliverables. Payments will be made upon completion and reporting of relevant deliverables following the submission of **the invoice, outputs related to each deliverable under section V and time-sheet of experts (as supportive document) with the approval of Expertise France.**

Month*	Terms of Payment
August 2026	Payment regarding the completion of deliverables related to the pilot phase (D1-D7)
November 2026	Payment regarding completion of deliverables related to the scale up phase (D8-D10)
May 2027	Partial payment for Scale-Up Monitoring & Support and Improvements & Technical Support (D11), covering expert days performed between November 2026 and April 2027 (D11)**
November 2027	Partial payment covering expert days performed between May 2027 and October 2027 (D11)**
June 2028	Completion of deliverables related to scale up monitoring & support, improvements & technical support and completion of the final revisions of the IMEP-2-Dedicated Learning Management System (LMS) (D11)**

* The indicated months are provisional and subject to adjustment depending on the effective completion and approval of the corresponding deliverables.

** Payments shall be made in instalments based on the deliverables during each reference period, upon submission of the corresponding invoice, outputs related to each deliverable under section V and approval of the related deliverables. Timesheets that support these payments must be accompanied with a report on deliverables.

Expertise France will issue the contract in euros (€), with payments made to the contractor upon submission of a valid fiscal invoice in euros.

All payments shall be affected within thirty (30) calendar days upon approval of the corresponding valid invoice by the Expertise France Ankara Office.

All relevant intellectual property rights for the materials, products, documents, and tools developed under this contract will, upon their creation, become the property of Expertise France. Pre-existing platform infrastructure and content shall remain the property of the Contractor

XII. Confidentiality

The entire evaluation procedure is confidential and subject to Expertise France's access-to-documents regulations.

Evaluation reports and written records are for official use only and may not be shared with bidders or any parties outside Expertise France.

XIII. Ethical Rules

EF will provide contributions and approvals for the tasks performed under the contract.

Expertise France undertakes to submit its requests to the company within the most reasonable timeframe technically feasible, aligning with the service provider's work schedule and adhering to the joint work calendar.

Expertise France reserves the right to be informed of subcontractors involved by the contracting company before the contract is signed and retains the right to accept or reject working with such subcontractors.

The contracted company undertakes to maintain regular communication with the expert appointed by EF during the delivery process, exchange information and ideas, inform the expert in a timely manner about the stage of progress, any delays that may affect the process, and the measures for addressing such delays.

All intellectual property rights related to materials, products, documents, and tools developed under this contract shall belong to Expertise France upon their creation.

We hereby commit to adhering to the provisions outlined in this Terms of Reference and to delivering the services mentioned above.	
Name of the Firm	
Name of the Authorized Person	
Title of the Authorized Person	
Signature	
Stamp	
Date	