

Consulting services: Strategic Sessions for Suspilne's Production and Technology Departments

Terms of Reference

DW Akademie project “Strengthening Suspilne’s Capacity Through AI Integration and Organisational Development”, funded by the Federal Ministry of Economic Cooperation and Development (BMZ)

1. Project Background

DW Akademie is Deutsche Welle’s centre for international media development, journalism training and knowledge transfer. Our projects strengthen the human right to freedom of expression and unhindered access to information. DW Akademie empowers people worldwide to make independent decisions based on reliable facts and constructive dialogue.

The BMZ project aims to modernize the newsroom and production workflows of Suspilne (Ukrainian Public Broadcaster) through the strategic integration of Artificial Intelligence (AI). This initiative will build internal capacity, establish a dedicated AI and Innovation Department, and develop scalable, in-house technical solutions aligned with European public service media standards.

DW Akademie seeks to engage an external **consultant/facilitator**, or a team of consultants, to **prepare and conduct strategic sessions aimed at strengthening the organisational capacity** of Suspilne’s Production and Technology departments.

The strategic review will cover:

- an analysis of needs and an assessment of the current situation in the departments;
- strategic sessions with department heads to evaluate the results of the transformation and prepare for the next stage of organisational change;

- support for department heads in running follow-up sessions with their teams, to engage them in the change process.

2. Expected Outcome

Following the strategic sessions, Suspilne will have:

- a structured vision for the further development of the Production and Technology departments;
- clearly defined medium-term priorities;
- a final document setting out this vision, with conclusions.

3. Scope of Services

Phase 1: Preparation

1. Hold an initial consultation with the beneficiary to understand its priorities.
2. Based on these priorities, conduct pre-session interviews with 8 key heads and managers of Production and Technology;
3. Review materials on current projects and products, and the results of the previous workshop.
4. Based on the above, develop the methodology, agenda, exercises and materials for the strategic session.

Phase 2: Strategic Session

1. Deliver a 2-day in-person strategic session at the beneficiary's office for up to 10 participants. The participant list will be agreed with the beneficiary's leadership team.
2. Cover all topics identified during the preparatory phase. At a minimum, the session must:
 - capture the key takeaways from the transformation process completed to date;
 - define next steps for the following 6 months;
 - prepare follow-up sessions with the wider teams, to be delivered by the department heads.

Phase 3: Reporting

1. Systematise the session results in a comprehensive report.
2. Present the report to the session participants online.

4. Deliverables

1. Methodology, agenda, exercises and materials for the strategic session.
2. A 2-day in-person strategic session.

3. A comprehensive final report with the vision, medium-term priorities and conclusions, presented online to the participants.

5. Duration and Work Format

Total scope: up to 10 working days. The contractor will propose the duration and frequency of sessions in line with the proposed methodology.

Format: in person, in Kyiv or in another city. Travel to another city will be arranged by the client.

6. Qualifications

- Proven experience in conducting strategic sessions, facilitating team processes or providing strategic consulting.
- Experience in previous work with Suspilne is an advantage.

7. How to Apply

Please submit your **CV, a brief cover letter** outlining your relevant experience, and your proposed **daily rate** to: dw-akademie.ukraine.eu-projects@dw.com; nadiia.mantulo@dw.com with the email subject “**Application for Strategic Sessions consultant**” by 20 October 2026 COB.

Please note that a commitment is subject to project funding.