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FutureMinds Lab Initiative

TERMS OF REFERENCE 81-25-25

Title: External Trainer – Vocational Training in Artificial Intelligence: Ethics, Governance, and Responsible AI

Location: Bosnia and Herzegovina

Level of Effort: 5 training days, 5 days of mentoring (spanning across 4-month period) and 2 preparation days

Reporting to: Project Manager, FutureMinds Lab Initiative

Type of Contract: Short-term Individual Contract

1. Background

Bosnia and Herzegovina continues to face significant challenges in aligning its workforce with the rapidly growing demands of the digital economy. Studies by the OECD and UNICEF indicate that the country struggles with low levels of digital skills among youth, limited access to modern infrastructure, and a persistent gap between education outputs and labor market needs. This digital gap is particularly evident among youth aged 19-29, who often lack opportunities for structured, market-relevant training that leads directly to employment in high-demand digital sectors.

To address this gap, the FutureMinds Lab Initiative – implemented by the University Sarajevo School of Science and Technology (SSST) within the Private Sector Development Initiative in BiH (EU4PSD), co-funded by the European Union and the German Federal Ministry for Economic Cooperation and Development (BMZ) – was launched with the aim of equipping young people (aged 19-29) with future-oriented digital, green, and entrepreneurial skills through a four-month vocational training program. FutureMinds Lab activities are implemented building upon earlier achievements and the University's participation in the Digital Innovation Hub its4health.

The program focuses on three high-demand specializations: Cloud Computing, Cyber Security and Artificial Intelligence (AI). These fields have been identified as priority areas for Bosnia and Herzegovina's digital transition, offering strong prospects for youth employability both domestically and internationally.

This Call for Proposals relates to the Artificial Intelligence component of the vocational training program, specifically focusing on Ethics, Governance, and Responsible AI. Through conceptual learning, case studies, and applied mentoring, the module provides participants with a deep understanding of the ethical, legal, and social implications of AI systems. The component explores fairness, accountability, transparency, data protection, and sustainability, while familiarizing participants with leading governance frameworks such as the EU AI Act and ISO 42001. By promoting responsible innovation and regulatory literacy, this training contributes directly to the FutureMinds Lab's goal of developing a digitally skilled, ethical, and future-ready workforce in Bosnia and Herzegovina.



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2. Objective

To engage an external Artificial Intelligence trainer with proven expertise in AI ethics, governance, and compliance frameworks, capable of designing and delivering a structured vocational training and mentoring program on Ethics, Governance, and Responsible AI.

3. Key responsibilities

- Develop a detailed training curriculum and training materials (presentations, slides, exercises, and assignments) covering: core ethical principles in AI – fairness, accountability, transparency, inclusivity, and safety; AI explainability and trust: communicating model outputs and limitations to decision-makers; AI governance and compliance frameworks (EU AI Act, ISO/IEC 42001, OECD AI Principles, and enterprise governance models); data privacy and protection regulations (GDPR and local equivalents); security, risk management, and human oversight in AI systems; environmental and sustainability considerations in AI development and infrastructure; case-study workshop: ethical analysis of real-world AI systems (e.g. recruitment, credit scoring, healthcare diagnostics).
- Deliver five (5) in-person training sessions in line with the approved curriculum, ensuring interactive, discussion-based, and reflective learning experiences.
- Facilitate mentoring sessions to guide participants in evaluating ethical and governance aspects of AI projects or products.
- Support participants in understanding how to integrate responsible design and compliance principles into practical AI workflows.
- Evaluate participant progress through reflective essays, case presentations, or practical governance checklists.
- Adapt training to participants' varying levels of technical and ethical familiarity.
- Participate in coordination and progress-monitoring meetings with the Project Team.
- Submit a final report (max. 3 pages) summarizing the curriculum delivered, materials developed, participant progress, and recommendations for future improvement.

4. Deliverables

- **Training Curriculum – Structured curriculum with defined learning outcomes and training materials /2 days of preparation/** (First payment: 20%)
- **Training Delivery – Facilitation of 5 training days and 5 days of mentoring, total 10 days/** (Second payment: 50%)
- **Final Report – Summary of training delivered and recommendations** (Third payment: 30%)

5. Timeline for delivery

Deliverable	Due Date
Preparation of Training Curriculum and materials	November 2025



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Deliverable

Training Delivery
Final Report Submission

Due Date

December 2025 - March 2026
March 15, 2026

6. Qualifications

- Minimum 4 years of professional experience in applied Artificial Intelligence, ethics, governance, or data protection.
- Proven involvement in developing or assessing responsible AI practices, governance frameworks, or compliance systems.
- A strong understanding of ethical and regulatory principles for AI, including EU AI Act, ISO 42001, and GDPR.
- Experience with practical implementation of responsible AI or ethical auditing frameworks within organizations.
- Familiarity with sustainability and energy-efficiency considerations in AI infrastructure.
- Demonstrated ability to translate complex legal, ethical, and technical topics into accessible learning content.
- Ability to work with youth (aged 19-29) of mixed skill levels.
- Excellent communication and presentation skills.
- Fluency in the local language; working proficiency in English.

7. Application requirements

Applicants must submit:

- CV detailing relevant experience
- Short motivation letter
- Short outline of proposed training approach (one page) including methodology, structure, tools to be used and learning outcomes
- Financial offer (daily fee rate).

8. Selection criteria

Criterion	Weight
Professional experience in Artificial Intelligence, Ethics and Governance	40%
Quality of proposed training approach	20%
Relevance to target group (youth, entry-level)	20%
Financial offer	20%



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9. Language of the Assignment

Training will be conducted in the local language, while the final report must be submitted in English.

10. Submission Deadline

All interested candidates are to submit their bids with all supporting documents no later than November 23, 2025, 23:59. All bids are to be submitted electronically to the following email address: info@ssst.edu.ba, with the subject line: *81-25-25 FML External Trainer – Artificial Intelligence: Ethics, Governance, and Responsible AI*. Any inquiries regarding the opportunity may be directed to the same address and subject line.



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Financial Proposal Form – 81-25-25

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
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Bidders are required to prepare their financial proposals following the below format and submit it with the technical offer. Any financial information provided in the technical proposal shall lead to the Bidder's disqualification.

The Financial Proposal should align with the requirements in the Terms of Reference and the Bidder's Technical Proposal.

Currency of the proposal: BAM

Table 1: Summary of Overall Prices

	Amount(s)
Professional Fees (from Table 2)	
Other Costs (from Table 3)	
Total Amount of Financial Proposal	

Table 2: Breakdown of Professional Fees

Name	Position	Fee Rate <i>A</i>	No. of Days/months/ hours <i>B</i>	Total Amount <i>C=AxB</i>
In-Country				
Home Based				
Subtotal Professional Fees:				

Table 3: Breakdown of Other Costs

Description	UOM	Quantity	Unit Price	Total Amount
Local transportation costs	Lump Sum			
Out-of-Pocket Expenses				
Other Costs: (please specify)				
Subtotal Other Costs:				



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Table 4: Breakdown of Price per Deliverable/Activity

Deliverable/ Activity description	Time (person days)	Professional Fees	Other Costs	Total
Deliverable 1				
Deliverable 2				
Deliverable 3				
.....				

Signature of authorized person:



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Inicijativa FutureMinds Lab

PROJEKTNI ZADATAK 81-25-25

Naziv pozicije: Spoljni trener – stručno osposobljavanje iz vještačke inteligencije: Etika, upravljanje i odgovorna primjena vještačke inteligencije

Lokacija: Bosna i Hercegovina

Angažman: 5 dana obuke, 5 dana mentorisanja (u periodu od 4 mjeseca) i 2 dana pripreme

Izvršavanje: Projektni menadžer, Inicijativa FutureMinds Lab

Vrsta ugovora: Kratkoročni angažman pojedinačnog spoljnog trenera

1. Kontekst

Bosna i Hercegovina se i dalje suočava sa značajnim izazovima u usklađivanju radne snage sa ubrzanim zahtjevima digitalne ekonomije. Prema izvještajima OECD-a i UNICEF-a, mladi u zemlji imaju nizak nivo digitalnih vještina, ograničen pristup savremenoj infrastrukturi i jaz između obrazovnih programa i potreba tržišta rada. Ovaj digitalni jaz posebno je izražen kod mladih uzrasta 19-29 godina, koji često nemaju priliku za strukturirane, tržišno relevantne obuke koje direktno vode do zaposlenja u sektorima s visokom potražnjom.

Kako bi se odgovorilo na ovaj izazov, pokrenuta je FutureMinds Lab inicijativa – koju implementira Univerzitet Sarajevo School of Science and Technology (SSST) u okviru Inicijative za razvoj privatnog sektora u BiH (EU4PSD), sufinansirane od strane Evropske unije i Njemačkog saveznog ministarstva za ekonomsku saradnju i razvoj (BMZ) – s ciljem da se mladim osobama (uzrasta 19 – 29 godina) obezbijede budućnosti orijentisane digitalne, „zelene“ i preduzetničke vještine kroz četveromjesečni program stručne obuke. Aktivnosti FutureMinds Lab-a nadovezuju se na ranije rezultate i učešće Univerziteta u Digitalnom inovacijskom habu its4health.

Program je fokusiran na tri oblasti sa visokom potražnjom: Cloud Computing, Cyber Security i vještačka inteligencija (AI). Ove oblasti su prepoznate kao prioritetne za digitalnu tranziciju Bosne i Hercegovine, sa snažnim potencijalom za zapošljavanje mladih na domaćem i na međunarodnom tržištu.

Ovaj javni poziv odnosi se na komponentu vještačke inteligencije u okviru programa stručne obuke, sa posebnim fokusom na etiku, upravljanje i odgovornu primjenu AI. Kroz konceptualno učenje, studije slučaja i mentorski rad, modul polaznicima pruža dublje razumijevanje etičkih, pravnih i društvenih implikacija AI sistema. Komponenta obuhvata teme pravičnosti, odgovornosti, transparentnosti, zaštite podataka i održivosti, uz upoznavanje polaznika s vodećim okvirima za upravljanje AI-jem, kao što su EU AI Act i ISO 42001. Promovisanjem odgovorne inovacije i razumijevanja regulatornog okvira, ova obuka direktno doprinosi cilju FutureMinds Lab inicijative – razvoju digitalno kompetentne, etične i za budućnost spremne radne snage u Bosni i Hercegovini.

2. Cilj angažmana

Angažovati spoljnog trenera iz oblasti vještačke inteligencije, sa dokazanim iskustvom u etici vještačke inteligencije, upravljanju i okvirima usklađenosti, koji je sposoban da osmisli i realizuje strukturisan program stručne obuke i mentorstva iz etike, upravljanja i odgovorne primjene vještačke inteligencije.



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3. Ključne odgovornosti

- Razviti detaljan kurikulum obuke i materijale (prezentacije, slideovi, vježbe, zadaci) pokrivajući: ključne etičke principe u AI – pravičnost, odgovornost, transparentnost, inkluzivnost i sigurnost; transparentnost i povjerenje u AI: komunikaciju izlaza modela i njegovih ograničenja donosiocima odluka; okvire upravljanja i usklađenosti u oblasti vještačke inteligencije (EU AI Act, ISO/IEC 42001, OECD AI Principles i modeli korporativnog upravljanja AI-jem); regulativu iz oblasti zaštite podataka i privatnosti (GDPR i lokalni ekvivalenti); sigurnost, upravljanje rizicima i ulogu čovjeka u nadzoru AI sistema; okolišne i aspekte održivosti vezane za razvoj AI i potrebnu infrastrukturu; radionicu sa studijama slučaja: etička analiza stvarnih AI sistema (npr. regrutacija, kreditni skor, dijagnostika u zdravstvu).
- Održati pet (5) dana obuke uživo u skladu s odobrenim kurikulumom, osiguravajući interaktivno učenje zasnovano na diskusiji i refleksiji.
- Voditi mentorske sesije kako bi se polaznicima pomoglo da procijene etičke i upravljačke aspekte AI projekata ili proizvoda.
- Podržati polaznike u razumijevanju kako da principe odgovornog dizajna i usklađenosti integrišu u praktične AI procese i tokove rada.
- Procijeniti napredak polaznika kroz reflektivne eseje, prezentacije studija slučaja ili praktične check-liste za upravljanje i usklađenost.
- Prilagoditi sadržaj i način rada različitim nivoima tehničkog i etičkog predznanja polaznika.
- Učestvovati u sastancima za praćenje napretka s projektnim timom.
- Dostaviti završni izvještaj (maks. 3 stranice) sa sažetkom sadržaja realizovanog kurikuluma, napretka polaznika i preporukama.

4. Rezultati angažmana (Deliverables)

- **Kurikulum obuke – strukturiran plan obuke sa definisanim ishodima učenja /2 dana pripreme/** (prva uplata – 20%)
- **Realizacija obuke – 5 dana obuke i 5 dana mentorisanja /ukupno 10 dana/** (druga uplata – 50%)
- **Završni izvještaj – sažetak obuke i preporuke** (treća uplata – 30%)

5. Vremenski okvir isporuke

Rezultati angažmana
Priprema kurikuluma i materijala
Realizacija obuke
Predaja završnog izvještaja

Rok za isporuku
novembar 2025.
decembar 2025. – mart 2026.
15. mart 2026.

6. Kvalifikacije

- Minimalno 4 godine profesionalnog iskustva u primijenjenoj vještačkoj inteligenciji, etici, upravljanju ili zaštiti podataka.



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- Dokazano učešće u razvoju ili procjeni praksi odgovorne primjene AI, okvira upravljanja ili sistema usklađenosti.
- Odlično razumijevanje etičkih i regulatornih principa za AI, uključujući EU AI Act, ISO 42001 i GDPR.
- Iskustvo u praktičnoj implementaciji odgovorne AI prakse ili okvira za etički nadzor unutar organizacija.
- Poznavanje tema održivosti i energetske efikasnosti AI infrastrukture.
- Dokazana sposobnost da složene pravne, etičke i tehničke teme prevede u jasan i pristupačan sadržaj za učenje.
- Sposobnost rada sa mladima (19-29) koji imaju različite nivoe znanja.
- Odlične komunikacijske i prezentacijske vještine.
- Tečno poznavanje lokalnog jezika; sposobnost korištenja engleskog jezika u profesionalnom kontekstu.

7. Potrebna dokumentacija za prijavu

- CV sa relevantnim iskustvom
- Kratko motivaciono pismo
- Kratki pregled predloženog pristupa obuci (jedna stranica) uključujući metodologiju, strukturu, alate koji će se koristiti i ishode učenja
- Finansijska ponuda (cijena po danu).

8. Kriteriji za odabir

Kriterij	Težina
Profesionalno iskustvo u vještačkoj inteligenciji, etici i upravljanju	40%
Kvalitet predloženog pristupa obuci	20%
Relevantnost za ciljnu grupu (mladi, početnici)	20%
Finansijska ponuda	20%

9. Jezik angažmana

Obuka će se izvoditi na lokalnom jeziku, dok se završni izvještaj predaje na engleskom.

10. Rok za prijavu

Svi zainteresirani kandidati dužni su poslati svoje prijave sa pratećom dokumentacijom najkasnije do **23. novembra 2025. godine do 23:59 sati**. Prijave se dostavljaju isključivo elektronskim putem na slijedeću e-mail adresu: info@ssst.edu.ba, uz napomenu u predmetu e-maila: *81-25-25 FML External Trainer – Artificial Intelligence: Ethics, Governance, and Responsible AI*. Pitanja i pojašnjenja u vezi sa pozivom mogu se poslati na istu adresu i uz isti predmet emaila.



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Forma finansijske ponude – 81-25-25

Ime ponuđača	[ime ponuđača]	Datum:	Odaberi datum
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Ponuđači su obavezni pripremiti svoje finansijske prijedloge prema dole navedenom formatu i dostaviti ih zajedno sa tehničkom ponudom. Svaka finansijska informacija koja bude pružena u tehničkoj ponudi rezultirat će diskvalifikacijom ponuđača.

Finansijski prijedlog treba biti usklađen sa zahtjevima iz Projektnog zadatka i tehničkom ponudom ponuđača.

Valuta ponude: KM

Tabela 1: Sažetak ukupnih cijena

	Iznos(i)
Profesionalne naknade (iz Tabele 2)	
Ostali troškovi (iz Tabele 3)	
Ukupni iznos finansijskog prijedloga	

Tabela 2: Raspodjela profesionalnih naknada

Ime	Pozicija	Tarifa <i>A</i>	Broj dana/mjeseci/sati <i>B</i>	Ukupni iznos $C=A \times B$
U zemlji				
Kod kuće				
Podzbir profesionalnih naknada:				

Tabela 3: Raspodjela drugih troškova

Opis	Jedinica mjere	Količina	Jedinična cijena	Ukupni iznos
Troškovi lokalnog transporta	Paušalni iznos			
Troškovi "iz džepa"				
Ostali troškovi: (molimo navedite)				
Podzbir drugih troškova:				



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Tabela 4: Raspodjela cijene po isporuci/aktivnosti

Isporuka/Opis aktivnosti	Vrijeme (osoba/dani)	Profesionalne naknade	Ostali troškovi	Ukupno
Isporuka 1				
Isporuka 2				
Isporuka 3				
.....				

Potpis ovlaštene osobe: