
MINISTRY OF ECONOMY (ME)

Kosovo Digital Economy (KODE) Project

TERMS OF REFERENCE

For

Consultancy Company for training of young people package 9, Gjakova

Ref. No: KODE/CS/2.1.1.11/2020

1. PROJECT BACKGROUND

The Government of Kosovo has secured support from the International Development Association (IDA) (hereinafter 'the Bank') for a Kosovo Digital Economy (KODE) Project in the amount of 20,7 million EUR. The KODE Project aims to improve access to better quality and high-speed broadband services in project areas and to online knowledge sources, services and labor markets among citizens, and public and academic institutions.

The KODE Project is implemented by the Ministry of Economy (hereinafter: Ministry) that provides strategic direction and technical oversight to the entire Project. Ministry oversees the Information and Communications Technology (ICT) sector development and executes this mandate through the Department of Post, Telecommunication and Information Technology (the Department), which for the purposes of the Project will act as the lead implementing agency and will carry the primary responsibility for all Components of the Project.

The Project is structured along three components: 1. Digital Inclusion, 2. Digital Work and Empowerment, and 3. Project Implementation Support. Two substance components of the Project are outlined below.

Component 1: Digital Inclusion component will support digital inclusion through: (1.1) the expansion of digital connectivity through the co-financing of deployment of high-speed broadband connectivity in areas that have been identified as not connected or underserved, and (1.2) improving of the enabling environment for wireless broadband services, through the deployment of the National Spectrum Monitoring System (NSMS).

Component 2: Digital Work and Empowerment will support the following subcomponent:

1. The Youth Online and Upward (YOU) Program and increased access to knowledge, information and online services. The objective of the activity is to implement the YOU Program to support increased access to online knowledge sources, services and labor markets of 2,000 Kosovo youth, of whom at least half are young women. Trainings will be realized in 7 regions of Kosovo (Pristina, Prizren, Peja, **Gjakova**, Gjilan, Ferizaj and Mitrovica) for a total duration of 5 months per each training course.

Considering the evolving COVID-19 situation in Kosovo (incl. the possibility of local transmission of strains of a virus, or variants), all selected Companies have to follow the most up-to-date central government and municipality guidelines with regard to the COVID-19 prevention and control. At the time of publishing this ToR, the trainings in-person are permitted in the country, however if new COVID-19 related measures are going to be introduced by the government in the course of the bidding process concerning this ToR or thereafter, KODE/PIU **will consider the possibility** of switching trainings from in-person to online, as agreed with the selected Company.

2. The present Terms of Reference (ToR) concern the implementation of this part of the project.

2. OBJECTIVE OF ASSIGNMENT

The overall objective of the YOU Program is to support increased access to online knowledge sources, services and labor markets of 2,000 Kosovo youth (hereinafter beneficiaries).

The aim is to **up-skill and re-skill selected beneficiaries into the training through a competitive process and help them leverage these skills to generate income.**

The present Terms of Reference (ToR) concern the implementation of training for Digital Marketing course and below listed soft skills, organized in the Municipality of Gjakova for estimated 4 (four) training classes, each with two months in between, estimated 20 beneficiaries per one class, estimated 80 beneficiaries in total. The selected Company shall plan to deliver the trainings in-person in groups. If it is not possible to do so due to covid-19 related measures, the trainings -fully or in part- should be instead delivered online without any modification of outlined requirements. Any future modification should be subject to approval from the PIU.

Long-term YOU Program's goals are to:

- a. Improve economic opportunities for youth through training about specialized skills in IT sector and linkages to the job market in Kosovo.
- b. Provide youth with the opportunity of further developing their IT skills and soft skills in order to actively compete for jobs in Kosovo market and through online freelancing platforms.
- c. Create a sustainable opportunity of empowerment of young people in Kosovo. The training program builds on the design and implementation experience and results of the Women in Online Work (WoW) Program implemented by the World Bank and other partners, in cooperation with Ministry. More information on the WoW Program can be found here: ([Ministry of Economy – WoW news](https://me.rks-gov.net/sq/WOW#.YNW6Juj7SUK))¹, ([World Bank Group - WoW news](https://www.worldbank.org/en/country/kosovo/brief/kosovo-wow))².

1 <https://me.rks-gov.net/sq/WOW#.YNW6Juj7SUK>

2 <https://www.worldbank.org/en/country/kosovo/brief/kosovo-wow>

3. DETAILED SCOPE OF WORK

The selected Consulting Company (hereinafter Company) shall implement following groups of activities for each training class organized, separately. Training activities as part of this Contract shall be completed within 14 months, starting from date of contract signing. Following activities have to be completed for each training class.

Activities

3.1 Initial preparation activities

- a. Information and outreach campaign
 - b. Selection of beneficiaries
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3.2 Training

- a. Technical skills and soft skills in-class training and after-class home assignment in duration of at least 5 months, 200 hours of in-class training.
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3.3 Post-training activities

- a. Examination Test and Certificates for beneficiaries who will complete the training.
 - b. On-the-job guidance & mentorship
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Below you can find detailed description for each group of activities and related deliverables:

3.1 Initial preparatory activities

a. Information and outreach campaign (start immediately after contract signing)

Detailed description of outreach strategy (part of inception report) should be delivered within the first week after contract signing.

The Company is obliged to create and run its own campaign for the specific training course, in coordination with PIU and launch it one month before each call for application.

Company should organize outreach activities (mobilization) to inform and motivate potential beneficiaries to apply into the Program while leveraging various outreach networks and social media, organization of information sessions, production and distribution of printed materials, or any other suitable proposal provided. This should be a wide information campaign to reach a large pool of youth in Kosovo. In order to reach potential beneficiaries, Company shall organize at least one physical information session in respective locations (universities, colleges and/or youth centers) - if it is possible considering the covid-19 measures and at least one live Facebook information session during each open call for selection of beneficiaries. Information Sessions shall be coordinated with the KODE/PIU.

In particular, a short video popularizing an information campaign should be provided. The video, to be produced by the Firm, should be placed for circulation in various social media platforms over the duration of each campaign launched.

All information and outreach campaign materials, incl. the video and general information and outreach campaign should clearly promote following messages:

- The KODE Project overview;
- YOU Program goals;
- Course goals;
- Course key concepts;
- How student will benefit from trainings;
- Demand in job market for skills developed through course;
- Clear procedure of application process;

To meet YOU Program requirements on the beneficiary pool and to foster diversity, the Company shall encourage participation in the Program in each location from: (i) current university students; (ii) unemployed university graduates; (iii) underemployed young people with at least some university-level of education and (iv) national minorities and people with disabilities.

To the extent possible, the final cohort should comprise a mix of these groups, and the Company should be able to prove that it put maximum efforts to engage representatives of each of the categories outlined below.

b. Selection of beneficiaries

The YOU Program should target applicants into the Program meeting the following basic characteristics:

- **Age:** 16+
- **Employment status:** unemployed or underemployed.
The applicants capable of proving their active search for employment via public employment centers should be given an advantage in the selection process
- **English proficiency:** “working proficiency in English based on self-assessment [to be re-validated by the Company]

PIU-KODE/Ministry has developed an online registration form which will be used by Applicants. Other application forms will not be permitted.

The Company will have access on the detailed list of received applications and shall continue with the screening process. The screening methodology should be in the form of interviews and/or tests based on a set of pre-defined criteria listed above and based on additional criteria which shall be prepared by the Company (in coordination with PIU) depending on specific requirements of a course.

Screening methodology of the applicants shall be provided by the Company on their technical proposal for certain curricula.

3.2 Training (start immediately upon the cohort selection and training venue preparation)

a. Technical skills and soft skills in-class training and after-class home assignment

In this phase, Company shall organize not less than five months intensive in-class and home-based training on technical and soft skills so that they become employable for Kosovo’s IT market and/or online freelancers. The soft skills could be taught in parallel to technical or there could be a specific sequence, e.g. the technical skills course taught first followed by the soft skills course (or vice versa). The training shall re-skill (and in some cases upskill) beneficiaries in professional technical level and

necessary related soft skills. The estimated duration of the training should be 200 hours (in-class instruction), complemented with individual home-based and group assignments - theoretical lectures and interactive tasks for exercising.

Technical skills (165 hours)

At the end of training, beneficiaries must achieve advanced level of using digital marketing principals and tools in order to exploit it for actual development requirements and respectively to realize some incomes. Targets are individuals who are new to digital marketing techniques and individuals who have some experience.

In order to achieve the goal, training should cover at least following particular chapters. Company should organize and if there is need to add additional content based on their assessment.

Training should include at least following topics:

- **Digital Marketing Principles**
understanding basic marketing principles, what is digital marketing, marketplace research and analysis, selecting the **right** market for your business
- **Consumer Behavior**
understanding your **consumers**, consumer research and analysis, targeting and segmentation
- **Facebook / Instagram / LinkedIn / Google Ads** (adds, customer segmentation, add placement, objectives, business page, strategies...)
- **Google Analytics**, (use, how to increase your ROI, measuring and analysing the data...)
- **Email Marketing**, (principles of email marketing, softwares, email automation, CRM leads vs clients...)
- **Content Writing**, (how to create: content curation, copy writing techniques for non-writers, blogs content, social media content, plagiarism free content)
- **Search Engine Optimization** (what is SEO, page optimization, off page optimization, tools, how to create effective backlinks, strategies and tools for 100% optimization...)
- **Media Planning** (theory on media planning, how to: split media activities, ad budget split, to identify the right media...).
- **Social Media Marketing** (theory on social media marketing, principles of SMM, how to create content for social media, viral marketing, how to use all social media platforms for one marketing strategy community management, content distribution, setup target audience, how to measure performance etc.)
- **Campaign Building** (how to create a high converting campaign, how to create a viral campaign, converting your leads into customers through your funnel...)
- **Mobile Marketing** (introduction, importance of mobile marketing, create content, targeting and segmentation, data collection and analysis, software's and platforms for mobile marketing)
- **Development of an online strategy** (how to create online strategy, business and campaign objectives)

Soft skills (35 hours)

Company shall implement soft skills training in total duration of one month. Below are listed mandatory and optional soft skills training:

Mandatory:

- Analytical skills,
- Design skills,
- Communication skills.
- Presentations skills;
- Basics of time management;
- Various types of online outsourcing marketplaces that exist and their utilization in the context of Kosovo;
- How to approach and communicate with different types of clients; Basics of project management (use of project management and communication software);
- Making a resume, project portfolio.

Optional:

- Basic knowledge about finance (Personal finance management, covering taxation) and market;
- Types of tasks that one could undertake on such marketplaces;
- Strategies for finding one's competitive niche on such marketplaces;
- How to create an online work profile and maintain it while leveraging self-marketing techniques;
- Bidding, proposing and negotiating with clients;
- Ensuring quality and timely delivery of online tasks;
- Receiving payments in the context of Kosovo;
- Building long-term working relationships with online clients;

Company has to submit detailed curricula for technical and soft skills training based on above defined criteria.

3.3 Post-training activities

a. Examination test and Certificates for beneficiaries who will complete the training

During technical and soft skills training, the Company should organize various group, individual Lab assignments and theoretical exams to improve beneficiaries' understanding of key concepts, measure/ and validate their gained knowledge, and to make classes more practice-oriented and attractive to students.

To the extent possible, group assignments should be oriented at solving real-life problems/challenges, and individual assignments should be project-based, so as to allow beneficiaries to finish the courses with a portfolio of completed projects. Final exam(s) should be executed to test beneficiaries' knowledge and skills gained during the training.

After finishing the course on technical skills and soft skills, the beneficiaries have to go through final examination test. The Company shall be responsible for organizing final examination test. In order

for applicants to be eligible for the final exam, they have to attend at least 80% of the face to face and online lectures each.

Successful applicants must accomplish at least 80 points in total from Final examination test, group assignments and individual assignments

Weight of grading in total should be as following:

- Final examination test (maximum 60 points),
- Group assignments (maximum 20 points),
- Individual assignments (maximum 20 points).

Class shall be deemed successful if at least 2/3 of beneficiaries will be certified. It is responsibility of the company to ensure a success rate of beneficiaries. KODE-PIU/Ministry will take note on the success rate of the applicants for further continuation of contractual agreement.

A certificate shall be issued for applicants who successfully accomplish the training, which means successful applicants who earn at least 80 points from Final examination test, group and individual assignments. Awarding Ceremony for distributing certificates shall be organized. The Company shall be equally responsible for convening key Program stakeholders (e.g. PIU, Ministry, the World Bank, partner institutions, if any) and media.

b. On-the-job guidance & Mentorship (in parallel or right after the training phase)

Because the training received under the previous phases is unlikely to be enough on its own for new workers to leverage beneficiaries' jobs and income, Company shall provide guidance to the beneficiaries during this phase. This phase shall thus entail individual on-the-job guidance and mentorship sessions, including with the experienced peers who are already engaged in similar projects and jobs (mentors).

The on-the-job guidance and mentorship shall include one-on-one virtual (online) and/or in-person sessions covering the topics of interest of the beneficiary related to the YOU Program in duration of **9 hours**. For example, the following topics could be covered during these sessions: how to identify a good job match to one's profile; how to bid successfully on a specific job; how to successfully deliver on the specific online task; how to build good online reputation; how to upskill for increased earnings and career development, etc.

3.4 Results framework

The success of the Company for implementation of activities of YOU Program will be measured.

The success will be measured against specific targets, outlined below:

1. Improvement of technical and soft skills among the Program graduates to enable their effective work engagement, as measured by the majority positive response rate by the surveyed beneficiaries, who have exited the program; positive beneficiary feedback during the focus group(s).
2. At least 2/3 of program beneficiaries certified for the Digital Marketing course under YOU Program.

3. Number of beneficiaries employed, engaged in academic programs, offered internships in any of the companies in Kosovo or with new earnings while working in international freelancing platforms within 6 months of their training completion.
4. Raised awareness among the Program graduates of various types of online work platforms and professional work opportunities offered by them, as measured by the majority positive response rate by the surveyed beneficiaries, who have exited the program.

The baseline and exit surveys of beneficiaries' skills development, as well as focus groups with beneficiaries will be designed and carried out by **an independent consultant (firm) hired by the PIU**. The Company shall therefore allow uninhibited access to the trainings, on-the-job guidance and on-site mentorship sessions to this firm, per agreed upon schedule and conditions.

3.5 Training location

The training courses will be conducted in Faculty of Education^{3 4}, University "Fehmi Agani" in Gjakova, in the classroom designated for the YOU Program training courses. The KODE Project has equipped a training classroom with all related technical and physical equipment. The training provider, in continuity should collaborate with the University representatives while both part holds the responsibility for equipment during the training delivery. The training provider also has to ensure that the training class is fully available, clean and equipped with all necessary products/materials as required in Covid-19 manual, to deliver the training course complied with all requests as outlined in this document.

3.6 Project monitoring

For the successful delivery of the activities under the Program, the Company shall define and implement appropriate management mechanisms, sound planning, and resource allocation. As part of this task, the Company shall interact with the PIU, and also designated Ministry staff to provide regular reporting. This is to ensure the punctual delivery of high-quality results within the budget allocated.

Quality of trainings is an ultimate requirement, thus systematic and consistent communication with YOU Program's stakeholders is an essential condition.

The Company should be able to leverage its own or proprietary online platform for managing training activities with at least these functions:

- discussion forum,
- tracking progress for each beneficiary,
- communication tool that can be used easily in mobile phones,
- online learning content,
- timetables,
- announcements, etc.

³ <https://goo.gl/maps/FBLqGB8uaySWC7XW8>

⁴ <https://edukimi.uni-gjk.org/en>

Based on the Gantt chart the Company is expected to deliver the following reporting documents regularly, in addition to the main deliverables as outlined below:

- Submission of basic necessary information of every training session through **online reporting tool** developed by KODE-PIU/Ministry.
- A monthly progress report on the current activities (as they are defined in the Gantt chart), information on the progress achieved, next steps, possible risks affecting the Program implementation, COVID-19 related Program developments such as number of trainees or trainers fallen sick, on preventative quarantine, risk mitigation measures, etc, should be submitted in English and Albanian language.
- Early warning reports, at any time, if emerging risks (especially those related to COVID-19 transmission) threaten key milestones of the Program implementation and when the PIU or Ministry needs to either be informed or take a decision.

4. TIMELINE AND PAYMENT SCHEDULE

The main deliverables are outlined in the section and table below, together with a time schedule:

(i) **Inception Report** - Following contract signing, the Company is expected to submit an inception report, with an attached detailed Gantt chart for review and approval from the PIU. The brief Inception Report shall contain a complete work plan for the period of the mobilization campaign, incl. key messaging to be used during the mobilization campaign, channels, strategies, and partners to be leveraged; overview of the Program applicants' screening methodology and procedure; and general outline of the methodology to be used during the training phase. Company shall outline in its inception report COVID risk mitigation measures/plan - measures it will abide by to mitigate the risks of COVID-19 on the activities

(ii) **Information on the Applicants & Selection of Beneficiaries, Skills Gap Analysis and Course Curriculum** - It should outline (a) all of the information collected on all of the applicants into the Program; (b) all of the information collected on the beneficiaries (entrants) into the Program and their identified skills gaps with regards to the planned baseline of skills needed for entering the specific course, if any (e.g. insufficient level of command of the English language, insufficiently developed ICT skills, etc.); (c) detailed course curriculum in the form of the outline of technical and soft skills modules and all relevant materials envisaged to be used for in-class and home-based trainings, emphasizing how the identified skills gaps will be addressed. The Company is to propose the technical and soft skill building courses based on their training experiences and best practices from elsewhere. As part of this report, a clear description should be provided over how, where and when the training is to be conducted for the beneficiaries.

(iii) **Training Report** - that comprehensively outlines the methodology used during the training phase of both classes and contains all in-class materials and outline of all home-based assignments, information on the training attendance and performance of each beneficiary. It shall include list of engaged training staff, description of implemented activities. This report is envisaged to be delivered after training phase which also can include monthly reports as envisaged in the Project monitoring section.

(iv) **Final Report** - that will document the amount of training, on-the-job guidance and mentorship REPORT delivered for every beneficiary requiring such services over the duration of this project. In doing so, it should focus on documenting the progress made by various groups of beneficiaries, issues they encountered, and lessons learned. This report should capture individual feedback of the beneficiaries. Overview of beneficiary's activity on the online platforms, or engagement in the local industry. The final exam questions, scores/performance of beneficiaries and distributed certificates should be enclosed to the report.

All deliverables (reports) shall be submitted in both hard and soft (MS Word, Excel, PowerPoint, etc.) copies in English and Albanian language. Whenever it is possible, Company should cover deliverables with detailed Gantt chart of activities.

NOTE: If the Company does not meet the required results outlined in para 3.3 and 3.4, the payment for the respective deliverable will not be done until the outlined results will be reached. The Company holds the responsibility to determine the true source of failure and prepare a plan for upgrade of knowledge of beneficiaries who have not passed the exam.

Deliverables	Weeks/Months (after contract signing)	Payment (% of total payment)
(i) Inception report	1 week	15%
(ii) Information on the Applicants & Selection of Beneficiaries, Skills Gap Analysis and Course Curriculum for Group I	2 months	
(iii) Training Report for Group I	8 months	15%
(ii) Information on the Applicants & Selection of Beneficiaries, Skills Gap Analysis and Course Curriculum for Group II (iii) Training Report for Group II	10 months	15%
(ii) Information on the Applicants & Selection of Beneficiaries, Skills Gap Analysis and Course Curriculum for Group III (iii) Training Report for Group III	12 months	15%
(ii) Information on the Applicants & Selection of Beneficiaries, Skills Gap Analysis and Course Curriculum for Group IV (iii) Training Report for Group IV	14 months	15%
(iv) Final Report	At the end of 14th month	25%

5. REQUIRED QUALIFICATIONS

The selected Company must possess the following qualifications:

- Demonstrated capability in well-thought-out design and effective delivery of similar type of training, on-the-job or employability guidance, and mentorship, as evidenced by the relevant experiences, and the qualifications and experience of professional staff. *(i. General qualifications of the company to REOI).*
- Demonstrated Excellent project management skills, including quality assurance of work products and effective risk management. *(i. General qualifications of the company to REOI).*
- Experience working with private sector, government or international donors on similar interventions is considered as advantage. *(i. General qualifications of the company to REOI).*
- Demonstrated Experience with conducting of wide-ranging outreach activities effectively targeting youth. *(ii. Relevant experience with similar assignments).*
- Demonstrated experience in conducting impactful trainings in Digital Marketing or similar. *(ii. Relevant experience with similar assignments).*
- Existence or access to a functional online platform to manage trainees and provide e-learning to them in class and remotely; *(ii. Relevant experience with similar assignments).*
- Demonstrated command of English and of local languages of key project management personnel, and working level proficiency in English for **key** trainers teaching technical and soft skills modules. The Company has to present a list of key staff required for this assignment e.g qualified trainers for specific technical and soft skills module as well as Project Manager *(iii. Availability of qualified staff).*
- Demonstrated experienced staff in conducting similar type of training. Please note that only for the selected consultant will be invited to present CVs of the key staff. *(iii. Availability of qualified staff).*

The evaluation and shortlisting criteria are:

- (i) General qualifications of the company to REOI (30%),
- (ii) Relevant experience with similar assignments (50%) and
- (iii) Availability of qualified staff (20%).

A consultant will be selected in accordance with the Consultants Qualification -based Selection (CQS) set out in the Procurement Regulation for IFP Borrowers, July 2016.

6. REPORTING OBLIGATIONS

The company will report to and work under the direction of the PIU within the Department. In seeking to attain the objectives envisioned by this assignment, the Company shall carry out the work as specified under the scope of work and shall carry out any additional work it deems necessary to meet the objectives of the assignment. The Company shall also ensure regular interactions with the PIU and Ministry report on the project implementation as well as to transfer the knowledge of the work process and methodology.

7. CONTRACT DETAILS

The contract is expected to start on **December 2021**. The duration of the assignment is estimated to last for eighteen (14) months from the contract signing.

The level of effort is estimated at 142 working days.

Organization and costs of this work shall be covered by the Company as part of the contract.