

---

## MINISTRY OF ECONOMY (ME)

### Kosovo Digital Economy (KODE) Project

#### TERMS OF REFERENCE

for

Consultancy Company for Training of Young People, Package 11, Prishtina

Ref. No: KODE/CS/2.1.1.13/2023

---

### 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. 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 subcomponents:

1. Provision of support to (i) set up a National Research and Education Network (NREN) to improve access of students, researches and educators of HEIs in Kosovo to knowledge, research networks and (ii) connect NREN to the GÉANT network.

2. 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 different regions of Kosova for a total duration of 6 months per each training course.

**The present Terms of Reference (ToR) concern the implementation of YOU Program.**

---

## 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/or 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 AWS & Linux course and below listed soft skills, organized in the Municipality of Prishtina for estimated 5 (five) training classes, estimated 20 beneficiaries per one class, 100 beneficiaries in total.**

**The selected Company shall plan to deliver the trainings in-person in groups.**

---

## 3. DETAILED SCOPE OF WORK

The selected Consulting Company (hereinafter Company) shall implement following groups of activities **for each training class** organized, separately. In case of parallel classes, one outreach campaign is required to be conducted for those classes. Training activities as part of this Contract shall be completed within 14 months, starting from date of contract signing.

### 3.1 Initial preparation activities

#### *a. Information and outreach campaign*

The Company is obliged to create and run its own campaign for the specific training course, in coordination with PIU and launch it for 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). Information Sessions shall be coordinated with the KODE/PIU.

Company should develop a landing page for the provided program, outlining at least the detailed curricula, training duration, training schedule, location, trainers and application procedures.

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

All information and outreach campaign materials, incl. social media captions, the video and general information 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.

The high rate of female participation in the program has to be ensured through wide and inclusive outreach, through the selection procedure, and during program implementation. 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.

### ***b. Selection of beneficiaries***

The YOU Program should target applicants into the Program meeting the following criteria:

- **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 application form** through which the applications will be received. Other application forms are not 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.

In order to retain a good number of beneficiaries throughout all the training duration, the Company is encouraged to enroll more than 20 students per each class, if applicable.

## **3.2 Training (start immediately after the beneficiary selection)**

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

In this phase, Company shall strive to organize intensive in-class and home-based training of duration of no less than six months on technical and soft skills, so as to render beneficiaries employable for Kosovo’s IT market and/or online freelancing platforms. The training shall re-skill (and in some cases upskill) beneficiaries in a professional technical level and necessarily related soft skills. The estimated duration of the training should be **285** hours (in-class instruction), complemented with individual home-based and group assignments - theoretical lectures and interactive tasks for exercising. The company must use AWS Practice Tests from authorized partners during in class assignments.

## **Technical skills (250 hours)**

### **Training Outline**

By the completion of the AWS Cloud and Linux training, participants should possess a comprehensive understanding of cloud computing and the Microsoft AWS platform, allowing them to efficiently implement, manage, and monitor solutions. They should have hands-on experience in working with AWS's core services such as virtual networks, storage, compute, and security. Furthermore, they should have a solid foundation in the fundamentals of the Linux operating system.

The training should impart the necessary skills and knowledge to confidently tackle real-world challenges in AWS cloud and Linux.

In order to achieve the goal, training should cover at least following particular chapters. Company should assess if there is need to add additional/modify content in order to achieve program goals.

### **IT Fundamentals**

- Client / server computing
  - Storage concepts: block, file, and object
  - IP addressing and subnetting basics
  - Networking: routers and switches
  - Server virtualization and Docker containers
  - Application programming interfaces (APIs)
- **Cloud Computing Concepts**
    - Legacy / traditional IT vs cloud computing
    - The advantages of cloud computing services
    - Cloud computing examples
    - Cloud computing service models (IaaS (Information as Service), PaaS, SaaS (SOFTWARE AS A SERVICE))
    - Cloud computing deployment models (private cloud, public cloud, hybrid cloud, multi-cloud)
    - Scaling up vs scaling out
    - Load balancing
    - High availability and Fault tolerance
    - Monolithic vs microservices architectures
- **AWS Access Control and Networking**

Understanding of the basics of Amazon Web Services (AWS) and the AWS IAM and Amazon VPC:

    - AWS Identity and Access Management (IAM)
    - Knowledge of AWS IAM users and groups
    - Cloud networking - Amazon Virtual Private Cloud (VPC)
    - Knowledge of custom Amazon VPCs
    - Cloud computing security - security groups and network ACLs
    - Knowledge of security groups and NACLs

- **Amazon EC2, Auto Scaling, and Load Balancing**

Understanding of the Amazon AWS's IaaS platform and launch virtual servers on Amazon EC2:

- Understanding of Amazon EC2 instances
- Knowledge of creating a website on Amazon EC2
- Understanding of using IAM Roles with EC2
- Understanding of scaling with Amazon EC2 Auto Scaling
- High availability with Amazon Elastic Load Balancing

- **AWS Storage Services**

- Amazon Elastic Block Store (EBS) and Instance Stores
- Amazon EBS snapshots and AMIs
- Amazon Elastic File System (EFS)
- Amazon Simple Storage Service (S3)

- **AWS Databases**

- Amazon Relational Database Service (RDS)
- Amazon RDS DB with a Read Replica
- Amazon DynamoDB
- DynamoDB table

- **Automation and DevOps on AWS**

Understanding automate deployment and management on AWS and how to use the AWS Developer Tools:

- Knowledge of deploy infrastructure as code using AWS CloudFormation
- Knowledge of deploy a Platform as a Service (PaaS) application using AWS Elastic Beanstalk
- Knowledge of continuous Integration and Continuous Delivery (CI/CD)
- AWS CodeCommit, CodePipeline, and CodeDeploy
- Knowledge of AWS CodePipeline with AWS Elastic Beanstalk

- **DNS (Domain Name System), Caching, and Performance Optimization**

- Knowledge of Amazon Route 53 for DNS resolution and domain registration
- Knowledge of the Amazon CloudFront content delivery network (CDN)
- AWS Global Accelerator

- **Containers and Serverless Computing**

- Docker Containers on Amazon ECS
- Serverless computing with AWS Lambda functions
- Application integration services and loose coupling
- Amazon EventBridge

- **Linux Operating System:**

- Knowledge of Linux command-line interface and Linux file system

- Understanding of Linux system administration and basic Linux commands such as navigation, file management, and process management
- Understanding basic networking configuration in Linux.
- Understanding of installing, updating, backing up, restoring, and managing Linux software packages.
- Familiarity with Linux utilities and tools such as SSH, SCP, and SFTP
- Experience with configuring and managing Linux servers and web servers (Nginx and Apache)

### ***Soft skills (35 hours)***

Company shall implement soft skills training in at least 35 hours in total. 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 beneficiaries to be eligible for the final exam, they **have to attend at least 70%** of the face to face and online lectures each. If the company qualifies for final exam the beneficiaries with below percentage of attendance, they must provide a strong and reasonable explanation.

The final examination test, for the part of AWS curricula has to include questions in accordance with the AWS Practice Tests.

Successful beneficiaries **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 trainees 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 beneficiaries for further continuation of contractual agreement. Company should consider to re-enter for the final examination test beneficiaries who did not pass or show in the first final examination test.

A certificate shall be issued for beneficiaries who successfully accomplish the training, which means successful beneficiaries 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 estimated 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 up skill for increased earnings and career development, etc.

---

#### **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 as 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;
2. At least 2/3 of program beneficiaries certified for the respective 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, as measured through reports from Company and later tracked in the YOU Alumni Platform.
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 will be designed by KODE/PIU and carried out by the training provider. The training provider is responsible to distribute the baseline survey link within the first week of training and the exit survey link within the last week of training to all beneficiaries.

##### **4.1 Training location**

An equipped training classroom/location with all related technical and physical requirements will be **Company's responsibility**. Interested company should ensure that the classroom will be properly equipped prior to the start of the training. Company is obliged to submit **detailed technical description and photos** of training facilities which will be available for these training activities. Proposed training location should meet the minimum qualification standards for training classroom, which include but are not limited to:

- a. Suitable geographic location from the standpoint of access to public transportation and public safety;
- b. Minimum classroom area should be 2.3 m<sup>2</sup>/student, which is equal to around 50 m<sup>2</sup> for a classroom (20 beneficiaries plus a trainer);
- c. Steady electricity supply;
- d. Access to desktop or portable computers for each beneficiary. PCs, monitors, tables, chairs and other IT training equipment (projector or smart-board, Wi-Fi, etc.) should be suitable to course requirements;



- e. Functional air-conditioner to maintain an acceptable cool temperature within facility as required by the weather conditions;
- f. Heater to maintain an acceptable high temperature within facility as required by the weather conditions;
- g. Access to high-speed broadband connectivity (30 Mbps+);
- h. Venue accessible for people with disabilities (or that can be transformed quickly for their needs);
- i. Training location should have easy access to a toilet and bathroom with acceptable level of hygiene.

Prior to the contract signature and during the training, PIU reserves the right to inspect the training facility and after contract signing and prior to the start of training to check if it meets the requirements set forth here and as envisaged in the Company's technical proposal.

#### **4.2 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.

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. Training session and attendance information should be inserted not later than one week after the session delivery. In particular, the company should change the applicant title into beneficiary, dropout or not selected within the reporting tool. **If the company delays with inserting the information, the reports submitted will not be accepted.**
- A monthly progress report on the current activities (ongoing training groups) must contain following information:
  - Information on the progress achieved compared to the detailed plan of training activities.
  - Table with the list of students' dropouts and replacements (if any),
  - Possible risks affecting the Program implementation and risk mitigation measures,

- Early warning reports, at any time, if emerging threaten key milestones of the Program implementation and when the PIU or Ministry needs to either be informed or take a decision.
- The report should be submitted in English language.

## COVID-19

Considering the COVID-19 situation in Kosovo 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. The selected Company shall plan to deliver the trainings in-person in groups, but 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.

The Company 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.

### Key Staff and Trainers

**Key Staff and trainers who will be engaged in the training program cannot be replaced unless the Company sends an official requirement for approval to PIU. Proposed staff/trainer must have equal or better qualifications than the replaced one.**

---

## 5. 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 detailed description of outreach strategy, 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 including detailed list with points/ranking per each applicant; general statistics on age, gender etc. (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. It shall include list of engaged training staff with description of implemented activities and hours held.

Report must contain the detailed program curricula viewed and outline of all home-based, in-class and group assignments. In addition, data outlining the attendance percentage, in-class and group assignment points and final examination test points, must be provided for each beneficiary entered the program. In a case of dropouts, the company must provide screenshots of dropout reasons.

(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 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.**

<b>Deliverables</b>	<b>Weeks/Months</b> (after contract signing)	<b>Payment</b> (% 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 (ii)	8 months	25%
Information on the Applicants & Selection of Beneficiaries, Skills Gap Analysis and Course Curriculum for Group II (iii) Training Report for Group II (ii) Information on the Applicants & Selection of Beneficiaries, Skills Gap Analysis and Course Curriculum for Group III (iii) Training Report for Group III	10 months	25%

(ii) Information on the Applicants & Selection of Beneficiaries, Skills Gap Analysis and Course Curriculum for Group IV (iii) Training Report for Group IV	12 months	
(ii) Information on the Applicants & Selection of Beneficiaries, Skills Gap Analysis and Course Curriculum for Group V (iii) Training Report for Group V	14 months	35%
(iv) Final Report	At the end of 14th month	

**6. REQUIRED QUALIFICATIONS**

The selected Company must possess the following qualifications:

***(i) General qualifications of the company to REOI***

- Demonstrated impactful training provision and project management skills, including quality assurance of work products and effective risk management.
- Experience working with private sector, government or international donors on similar interventions is considered as advantage.
- Availability of training facility with enough capacity to accommodate the required training program dynamic. Pictures of facility should be provided.

***(ii) Relevant experience with similar assignments***

- 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.
- Demonstrated Experience with conducting of wide-ranging outreach activities effectively targeting youth.
- At least one year demonstrated experience in conducting trainings in AWS and Linux, with available AWS Certified trainers of at least Associate level.
- Existence or access to a functional online platform to manage trainees and provide e-learning to them in class and remotely.

**The evaluation and shortlisting criteria are:**

- (i) General qualifications of the company to REOI (40%),
- (ii) Relevant experience with similar assignments (60%).

**Only the selected Company, will be required to fulfill the following criteria for the key staff:**

- 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 and detailed CV's of key staff required for this assignment e.g qualified trainers for specific technical and soft skills module as well as Project Manager.
- Demonstrated experienced staff in conducting similar type of training.

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

---

## **7. REPORTING OBLIGATIONS**

The Consultancy 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 Consultancy 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.

---

## **8. CONTRACT DETAILS**

The contract is expected to start on **April 2023**. The duration of the assignment is estimated to last for fourteen (14) months from the contract signing.

The level of effort is estimated at 157 working days.

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