

Terms of Reference

General Information

Project	:	Digital Integration for Generating Innovative Work Opportunities (DIGIWORK)
Activity Title	:	Mentor for Freelancing & Digital Work Agency Training
ToR Number (Please refer to it when applying)	:	TOR/DigiWork/09
Location	:	Palestine
Date of Announcemer	:	November 24, 2025

Leaders International

Leaders International is a forward-thinking economic development organisation that brings together governments, community groups and private sector partners to work on various projects across the Middle East and Africa.

With offices in Belgium, Jordan, Palestine and Tunisia, we create partnerships that bridge the gap between east and west in order to create new opportunities and resources, and accelerate the growth of underdeveloped and developing economies. Our focus areas include MSME Development, Entrepreneurship & Innovation, Digital Transformation, Livelihoods & Employability, Green Growth, and Alternative & Sustainable Tourism.

Project Background

This project, funded by GIZ, aims to strengthen the digital freelancing ecosystem in Palestine by equipping early-stage freelancers with technical skills that are aligned with global market needs. Through specialized training, the project focuses on preparing youth for success in the online freelancing economy by delivering practical, hands-on learning in relevant digital fields. The training is designed to build job-ready competencies and enable participants to competitively offer their services on international freelancing platforms, contributing to long-term economic empowerment through digital work.

Objective

The selected expert will deliver an 8-week mentorship program that equips freelancers with essential skills in digital work and managing a freelancing agency. The program will cover topics such as project management, client relations, quality assurance, agency operations, financial management, payment processing, and the use of AI tools to enhance productivity.

In addition, the selected expert will support participants through real-life simulation projects that mirror freelance assignments on global platforms, where a hypothetical client provides requirements and assists in evaluating team performance against pre-defined criteria. The selected expert will also identify and document success stories from the trained cohort and recommend measurable criteria for selecting freelancers to form agencies under the DigiWork project.

Scope of Work

The selected expert will be responsible for delivering a comprehensive mentorship program that prepares a cohort of 400 freelancers to succeed in digital work and manage freelance agencies. The scope of work includes the following:

1) Design and delivery of an 8-week Online Training & Mentorship Program

The expert will deliver *2 sessions per week, each 2 hours, over 8 weeks*, covering the following core topics:

A. Project & Agency Management

- Practical project management for freelancers and small teams.
- Key project delivery workflows and essential documentation.
- Basics of running a freelancing agency (roles, delegation, internal processes).
- Key constraints in the local context (infrastructure, platform limitations, payment challenges) and practical strategies to overcome these barriers.
- The expert will guide trainees through project simulations based on real freelance tasks, provide them with hypothetical client requirements and feedback, and oversee team-based work assessed against pre-set criteria to mimic agency workflows.

B. Client & Quality Excellence

- Effective client communication and expectation management.
- Handling revisions, feedback, and long-term client relations.
- Core quality assurance practices for delivering professional work.

C. Productivity & Modern workflows

- Introduction to lean and agile project methods.
- Using task boards, sprints, and iterative delivery.
- Leveraging AI tools to improve productivity and quality.

D. Business Growth & Market Access

- Developing service packages and competitive pricing.
- Strategies for acquiring clients outside platforms.
- Building a digital presence that attracts high-value clients.

E. Financial & Operational Readiness

- Budgeting, Pricing and rate setting, and cash-flow basics for freelancers.
- Invoicing, record-keeping, and simple financial tracking tools.

F. Payment processing for Palestinian Freelancers

- Overview of available payment gateways (Payoneer, Wise, bank transfers, intermediary agencies).
- Safe methods for receiving international payments.
- Workarounds for restricted platforms and minimizing fees.

G. Facilitation of Agency Formation

Support participants in forming agency teams through guided group exercises and structured team-building activities, helping them identify complementary skill sets, define internal roles, and understand how agency teams operate effectively. The expert will also facilitate the initial steps of agency creation during the mentorship program to prepare participants for the next phase of DigiWork, which involves establishing 20 freelance agencies.

2) Identification of Success Stories:

Identify and document at least 10 success stories from the trained cohort of 400 freelancers, capturing key improvements and notable achievements.

3) Development of Agency Selection Criteria

Develop clear and measurable criteria to identify freelancers with strong potential to form agencies, reflecting factors such as engagement, performance, teamwork, leadership potential, and market readiness. These criteria should directly support DigiWork’s objective of establishing 20 freelance agencies.

Deliverables & Timeline

The selected expert/s will begin the work upon validation of their offer and signing of the agreement with Leaders International and will coordinate closely with the project team on the strategy and implementation over a period of 2 months, according to an agreed timeline.

Deliverable	Level of Effort <i>(One LoE day equals 8 hours)</i>
Training Material & Curriculum	5
Training Delivery	5
Pre-Post Training Surveys	1
Final Report	2
10 Success Stories Recommendations	1
Freelancers’ agency & Selection Criteria Recommendation Report	1
Total Level of Effort	15 Days



*** All online training sessions will be recorded and uploaded to the DigiWork Academy website, to be available for the participant freelancers. In addition, all training materials – including sessions recordings, presentations, exercises, guides, and supplementary resources - shall be submitted to Leaders Organization and shall remain the sole property of the Organization.*

Duration of Work

January - February, 2026

Qualifications Required

- Advanced degree in Marketing, Business, Education, or related field.
- Minimum 3 years of experience in freelancing or digital work.
- Proven experience in conducting trainings sessions or similar activities.
- Excellent presentation and communication skills.
- Proficiency in English and Arabic.

Taxes and Other Terms

- The offer should include VAT
- For individual consultants and companies, Applicable tax laws apply.
- A **valid company registration certificate** must be attached to the offer.
- The offer must **remain valid for 90 days** from the ToR closing date.
- Inquiries or clarifications may be submitted within one week from the announcement date. After this period, no inquiries will be accepted.
- Mention the ToR reference number **(TOR/DigiWork/09)** in the email subject when submitting your offer or inquiries.
- Please address the offer to: **Leaders Organization/Digiwork.**
- Submit your technical and financial offer, along with your company profile or CV (for individual consultants), to palestineprocurement@leadersinternational.org, by **December 8, 2025**, using **EUR currency**.