

Terms of Reference

General Information

Project	:	Digital Integration for Generating Innovative Work Opportunities (DIGIWORK)
Activity Title	:	Digital Work Agency Development, Job Creation & Strategic Growth Facilitation
ToR Number (Please refer to it when applying)	:	TOR/DigiWork/10
Location	:	Palestine
Date of Announcement	:	March 26, 2026

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(s) will identify and select 20 high-potential digital work agencies emerging from previous DigiWork training cohorts. The selected expert(s) will finalize the selection of beneficiary teams that demonstrate strong potential for growth and job creation.

The selected expert(s) will provide structured entrepreneurship coaching and mentorship to the selected agencies over a three-month period, supporting them in strengthening their business models, improving operational management, expanding client acquisition, and scaling their digital services. Through regular mentoring sessions, progress monitoring, and problem-solving support, the expert will guide agencies in strengthening their capacity to operate as sustainable digital businesses.

In addition, the selected expert(s) will support and monitor the 20 agencies in creating new employment opportunities and monitor measurable increases in agency income as a direct result of participation in the DigiWork project.

Scope of Work

The selected expert(s) will be responsible for supporting the development and growth of 20 digital work agencies formed under the DigiWork project. The scope of work includes the following:

1) Identification and Selection of Digital Work Agencies

The expert will identify and finalize a pool of beneficiaries who will form and operate 20 digital work agencies. This will include:

- Reviewing applications and profiles of agencies emerging from previous DigiWork training phases.
- Assessing agencies based on predefined criteria including growth potential, market readiness, team structure, and job creation capacity.
- Conducting validation meetings or interviews with shortlisted teams.
- Providing recommendations for the final selection of **20 digital agencies** to participate in the next phase of the project.

2) Entrepreneurship Coaching and Agency Mentorship

The expert will deliver structured 1-1 entrepreneurship coaching and mentorship to the selected 20 agencies over a period of three months, Mentorship will include:

- Providing virtual mentoring sessions and check-ins three times per week over the three-month period addressing the following topics:
 - Job proposal enhancement
 - Value-Based Negotiation & Deal Closing Tactics
 - Financial Management for Digital Agencies

- Scrum and Agile Project Management approaches
- Agency Management skills

3) Job creation support:

The selected expert(s) will support the selected 20 digital agencies in expanding their operations and creating employment opportunities (a total of 100 new jobs created for 20 digital agencies).

- Achievement of the project target of 100 new jobs created across the supported digital agencies, in line with the project’s employment impact indicators.
- Ensuring that newly created positions within the supported agencies are formalized through employment agreements between the agencies and newly hired team members.
- Monitoring the recruitment and onboarding of new staff within the supported agencies and tracking the number of new job positions created and filled throughout the mentorship period.
- Documenting and reporting job creation progress to Leaders International as part of the project monitoring and evaluation process.

4) Income Growth Monitoring

The selected expert(s) will Monitor income increases achieved through freelancing, outsourcing, and digital service delivery, with the objective of achieving a minimum 40% increase in the agencies’ generated income during the period of the engagement. The data will be collected through surveys and income records, where available.

5) Monitoring and Reporting

The expert will monitor mentorship progress and agency performance, including job creation and revenue growth, and submit a final report summarizing outcomes and recommendations.

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, according to an agreed timeline.

Deliverable	Description	KPI
Agency Identification & Selection Report	Review candidate teams and finalize the selection of agencies	<ul style="list-style-type: none"> ● 20 digital work agencies selected based on predefined

	eligible for participation in the program	<p>criteria including the potential of growth and job creation of 100 new jobs.</p> <ul style="list-style-type: none"> • Validation meetings conducted with shortlisted teams. • Selection report submitted within the first 2 weeks of engagement
Entrepreneurship Coaching & Mentorship	Deliver structured 1-1 coaching and mentorship sessions to the selected agencies over a three-month period.	<ul style="list-style-type: none"> • Mentoring sessions delivered 3 times per week for 3 months ensuring the creation of 100 new jobs and a minimum of 40% increase in agencies income. • 20 agencies actively participating in mentorship sessions. • Mentorship progress monitored and documented.
Final Report	Provide a comprehensive summary of mentorship activities and project outcomes.	<ul style="list-style-type: none"> • Final report submitted summarizing agency development, job creation results, income growth outcomes, lessons learned, and recommendations.

*** All online training sessions will be recorded, and all training materials – including sessions recordings, presentations, exercises, guides, and supplementary resources - shall be submitted to Leaders International and shall remain the sole property of the Organization.*

Duration of Work

- April - August, 2026
- LoE: Up to 30 working days

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/10)** 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 **April 9, 2025**, using **EUR currency**.