

Terms of Reference for

Design, Deliver, and Scale a Digital Gig Readiness Bootcamp and Employment Linkage Model

Design, Deliver, and Scale a Digital Gig Readiness Bootcamp and Employment Linkage Model			
Project Name	LIWAY II	SAP No. (budget line)	SP2336-4.02
Organizer (SNV staff name)	Leyouwork Sertse and Hawi Serbesa		
Place/s of the activity	Addis Ababa, Ethiopia:		
Duration	Start Date: August 1 st , 2026	End Date: December 31 st , 2026	
1. Background and Context	Livelihoods Improvement for Women and Youth (LIWAY II) is a four-year program (March 2025–December 2028) funded by Sweden (Sida) and implemented by SNV and Mercy Corps. LIWAY aims to contribute to sustainable poverty reduction and social stability in Addis Ababa by increasing the incomes of 143,000 poor people, at least 50% women, through improved wage and self-employment opportunities using a climate-smart Market Systems Development (MSD) approach. The program operates across four priority market systems: Labour, Micro and Small Enterprises (MSEs), Medium and Large Enterprises (MLEs), and Skills. Within the Labour and Skills systems, LIWAY has identified the digital economy, including freelancing, remote work, outsourcing services, and Business Process Outsourcing (BPO) as an emerging opportunity for urban youth employment. Despite growing demand for digital workers, participation of low-income youth remains limited due to inadequate market-relevant digital skills, weak employability and communication competencies, limited access to digital resources such as laptops and internet connectivity, and limited pathways to employment opportunities. Addis Ababa’s digital gig ecosystem is expanding, yet a severe gap remains between skills training and actual market entry for diverse job seekers, including low- and medium-skilled TVT graduates and individuals with informal education. While conventional initiatives focus heavily on technical training, these youth face massive gig/freelance work readiness gaps struggling with platform navigation, personal branding, pricing, financial literacy, and digital payments alongside critical foundational deficiencies in professional ethics, customer service, time management, and others. To bridge these gaps, LIWAY has previously piloted interventions with private digital freelance and gig work platforms like Afriwork, <i>GoodyOn</i> and AlenHomes to lower job-search costs and build inclusive matching infrastructures. Early pilot lessons demonstrate that securing sustainable freelance and gig employment requires moving away from classroom settings toward a model combining hands-on marketplace coaching, soft-skills integration, peer mentorship, and direct pipelines that connect certified, work-ready freelancers to local and international digital service demands. To address these challenges, LIWAY seeks to partner with a qualified service provider to design and deliver a Digital Gig Readiness Bootcamp combined with employment linkage support. The assignment will equip low-income youth with practical digital, freelancing, and employability skills, facilitate connections to employers, BPO firms, outsourcing companies, and digital work platforms, and provide structured post-training support to improve job placement and income-generation outcomes. The intervention will also promote market-based and sustainable approaches to digital employment by strengthening partnerships with private-sector actors, improving access to essential digital work resources, and testing practical service delivery models that can continue beyond project support. Lessons learned, partnership models, and implementation experiences will be documented to inform future scaling and replication of digital employment initiatives in Addis Ababa.		

2. Purpose of the Assignment	General Objective To pilot, test, and scale a commercially viable hybrid digital training and employment model for five months that equips low-income youth in Addis Ababa with entry-level digital skills and connects them to immediate remote work and digital income opportunities. The assignment will assess the profitability and sustainability of short-course digital employment pathways, with the aim of reducing reliance on donor funding and supporting wider industry replication. Specific Objectives ● Deliver a Hybrid Training & Mentorship Program: Adapt and execute an intensive 30-day Digital Gig Readiness bootcamp, followed by 4–6 weeks of structured post-training support (such as supervised bidding rooms and peer mentorship) to help youth secure initial contracts. ● Establish Direct Job & Placement Pipelines: Connect certified graduates directly to entry-level remote assignments, local Business Process Outsourcing (BPO) firms, and digital freelance/gig work platforms. ● Build Sustainable and Scalable Business Model: Embed and test monetization strategies (such as sourcing fees or placement commissions) to ensure financial viability and package the approach into a standardized blueprint that can scale.
3. Expected Outcomes and Impact	The 5-months intervention aims to de-risk, validate, and scale a commercially viable demand driven skills training, with targeted focus on gig readiness and employment model in Addis Ababa. The expected outcomes and structural impacts include: 1. Enhanced Digital Skills and Profile Readiness: The intervention will successfully deliver a hybrid, 30-day Digital Gig Readiness Bootcamp that equips 1,500 low-income youth, ensuring a minimum of 50% women and other disadvantaged groups with high-demand digital skills, professional portfolios, and verified profiles on key freelance/gig work platforms. 2. Increased Placements and Stable Income Generation: Through structured post-bootcamp mentorship and bidding assistance, the project will transition 1,000 trained women and youth into remote assignments, freelance/gig work, or local BPO jobs, if possible, by creating access to digital tools which results in immediate income generation and improved contract retention. 3. Commercial Sustainability: The assignment will validate sustainable, private-sector-led revenue mechanisms such as placement commissions or sourcing fees to ensure the model continues post-LIWAY, while delivering a standardized implementation blueprint that allows scale.
4. Scope of Work	The selected service provider, or providers where appropriate, will implement an integrated end-to-end Train-and-Deploy pilot that equips low-income youth with entry-level digital skills and connects them directly to immediate digital income opportunities. The core focus areas include: ▪ Adapt and Deploy the Hybrid Training Framework: Review, localize, and manage the curriculum for the 30-day Digital Gig Readiness bootcamp; handle participant recruitment, onboarding, and the continuous management of hybrid learning tracks tailored to digital and remote work competencies. ▪ Operationalize Placement Pipelines and Post-Training Support: Establish and manage direct corporate linkages with local BPO firms and remote employers; design and run the structured 4–6 week post-bootcamp support structures, including setting up physical or virtual bidding environments and matching graduates to available assignments. ▪ Design and Test B2B Commercial Models: Formulate, integrate, and actively test B2B monetization strategies such as tiered subscription plans, transactional usage fees, premium service layers, or data-driven commercial frameworks within the pilot. The focus is on executing

	and validating the revenue-generating mechanics, unit economics, and cash flow structures of these business models.
5. Deliverables	The service provider will be expected to submit the following streamlined, practical deliverables across the lifecycle of the 5-months intervention 1. Project Inception & Setup: - An inception report outlining the implementation approach, work plan, training schedule, participant recruitment and selection process, partnership engagement strategy, and sustainability approach to be tested during the assignment. 2. Training Execution & Employment Tracking: A complete digital gig readiness training package, including the adapted curriculum, learning materials, and cohort completion reports alongside a comprehensive employment tracking database. This database must document participant profiles, CVs, portfolios, platform registrations, employer partnerships, job placements, freelance engagements, and initial income-generation outcomes, with all participant data fully disaggregated by gender and key demographics. 3. Sustainability & Project Closeout Report: A comprehensive final report evaluating the tested sustainability models and operational workflows, alongside a complete data-driven breakdown of overall quantitative achievements against project KPIs. This document must capture key operational lessons learned covering training execution, market placement, and system infrastructure while providing a practical scaling framework and actionable strategic recommendations for future replication.
6. Market Systems Development (MSD) and Sustainability Considerations	The selected service provider(s), possibly two , must implement a market-led, systemic approach that leverages existing private-sector infrastructure rather than relying on project subsidies or equipment handouts. To ensure long-term financial viability beyond LIWAY pilot, the intervention will actively test compliant B2B revenue mechanisms such as employer-paid sourcing fees while strengthening permanent institutional linkages between graduates, BPO firms, and remote employers. Additionally, the model will integrate environmental responsibility by promoting localized remote work to cut commuting costs, culminating in a fully documented operational blueprint designed to allow scale up in Addis Ababa.
7. Duration of the Assignment	Timeframe The assignment is expected to be implemented within five months from the date of contract signing.

8. Proposal Evaluation Criteria

Proposals will be evaluated using a two-stage selection process based on a total weighting of **70% Technical** and **30% Financial**.

Technical Evaluation Criteria (Weight: 70%)

A pre-defined technical criterion will be employed to evaluate applicants. To be eligible for financial evaluation, proposals must secure a minimum score of **70% of the technical points (i.e., 52.5 points out of the 75 available)**. Failure to meet this threshold will result in automatic disqualification.

Technical Qualifications	Scoring Criteria	Max. Score
1. Page Limit on Technical Proposal	The technical proposal must not exceed 10 pages (excluding CVs and corporate annexes). Proposals exceeding this limit may be automatically disqualified.	Mandatory
2. Solid Experience and Knowledge	Direct institutional experience in similar market-driven assignments: Delivering rapid digital workforce training using hybrid/blended approaches.	20

	- Managing digital job-matching, remote work placement channels, or BPO operations. - Implementing Market Systems Development (MSD) or private sector initiatives.	
	- More than 3 years of direct experience in similar assignments:	20
	- 2-3 years of relevant experience:	10
	- 2 years of relevant experience:	5
	- Less than 1 year of relevant experience:	0
3. Quality of Technical Proposal	Evaluates the clarity of objectives, operational methodology, and work plan: - Demonstrates a strong grasp of Addis Ababa's digital gig landscape and MSD principles. - Outlines a clear approach to brokering commercial partnerships with existing digital hubs/facility providers. - Proposes compliant, sustainable B2B revenue mechanisms (employer-facing).	30
	High Quality & Full Understanding: Proposal shows a thorough understanding of MSD principles, local structural constraints, and hub-partnership logistics, backed by a detailed, innovative methodology and concrete work plan.	30
	Partial Understanding: Proposal indicates a fragmented or superficial understanding of the assignment, lacks clear facility partnership strategies, or relies on vague sustainability models.	15
	Poor Understanding: Proposal fails to demonstrate a viable, legally compliant, or market-driven approach.	0
4. Team Capacity and Composition	Evaluates the multi-disciplinary team's expertise in digital training, bootcamp management, employment linkages, and partnership facilitation: - CVs demonstrate clear qualifications for assigned roles. - Team includes expertise in blended instructional design and B2B market engagement.	20
	Highly Qualified Team: Structure features senior experts in digital skills training, B2B employment linkages, bootcamp facilitation and MSD frameworks, including dedicated personnel for hub coordination and platform/bidding-room oversight.	20
	Acceptable Team: Lacks demonstrated expertise or a strong track record in one of the core specializations.	10
	Inadequate Team: Missing more than half of the required team capabilities or key personnel profiles.	0
Total Technical Score		70

Financial Evaluation Criteria (Weight: 30%)

- The financial proposal must be submitted in a **separate** document/envelope. It must be simple, transparent, and explicitly itemize all applicable taxes.
- Proposals must be submitted in **Euro or Ethiopian Birr (ETB)**. the amount given with EURO will be converted to ETB with the SNVs' August Exchange rate
- Legal Registration Requirements:** Bidders must be legally registered consulting firms or consortia and attach copies of valid business licenses, TIN numbers, and VAT/tax registration certificates.

- **Withholding Tax Conditions:** In accordance with Ethiopian law, SNV shall deduct either **3%** (for local suppliers with a valid license and TIN) or **30%** (for suppliers without a valid license/TIN) of the contract amount in lieu of withholding tax, remitted directly to the relevant tax authority.
- Only proposals scoring **52.5 points (70%)** or above in the technical evaluation will have their financial proposals opened and evaluated out of the **30%** financial weight.

Firm Qualifications and Key Expert Requirements

Interested organizations or consortia are expected to meet the following critical qualifications:

Educational Background

- **Key Experts:** Must hold at least a Master's degree in a relevant field, such as Computer Science, Information Technology, Business Administration, Economics, Development Studies, or social sciences, with specialized professional competence in digital economy frameworks.

Demonstrated Experience & Technical Capacity

- **Core Systems Experience (Critical Path):** Proven track record designing and executing high-impact digital skills enhancement, workforce development, and remote job placement initiatives.
- **Blended Model Track Record:** Demonstrated capacity to build and run high-velocity, short-term training systems (such as a 30-day bootcamp format) using hybrid frameworks that merge online coursework with localized, in-person practical labs.
- **JobTech Infrastructure:** Bidders must either operate a proprietary digital job-matching platform or maintain an established, verifiable strategic partnership with external JobTech platforms, freelance/gig work platforms, or BPO outsourcing firms.
- **Data Systems Capacity:** Possess the required data management architecture to securely run digital onboarding portals, track applicant profiling, and utilize analytics tools for real-time tracking of placement rates, earnings, and retention.
- **Development Sector Alignment:** Direct experience working within international or government development frameworks, with specific familiarity in project reporting and performance monitoring. Past application of Market Systems Development (MSD) concepts is highly desirable.

Language & Ethical Standards

- **Language Proficiency:** Fluency and excellent professional writing skills in English and Amharic. Knowledge of other local languages is an advantage.
- **Ethical Compliance:** Strict adherence to Swedish International Development Cooperation Agency (Sida) and SNV organizational policies, child safeguarding principles, data privacy laws, and codes of ethical conduct.

Submission of Proposals

Proposals must be submitted in **two separate**, clearly marked components (separate files via email or separate sealed envelopes if submitted in person):

Technical Proposal Components

- **Cover Letter (1 Page Max):** Expressing clear interest in the assignment ("*To Design, Deliver, and Scale a Digital Gig Readiness Bootcamp and Employment Linkage Model*"). It should summarize the consortium's or firm's core capacities, emphasize alignment with LIWAY objectives, and cite similar assignments completed within the last three years.
- **Detailed Technical Proposal:**
 - **Understanding of the Assignment:** A clear analysis of the labor, skills, and digital gig market ecosystems in Addis Ababa, including barriers faced by low-income youth and women.
 - **Detailed Methodology:** Practical operationalization of the 30-day hybrid bootcamp, the two-partner framework, asset-financing access pathways, and the post-bootcamp accelerator.
 - **Comprehensive Work Plan:** A logical timeline covering the entire intervention lifecycle from **August**

- 1st, 2026, through December 31st, 2026. This must designate clear preparation, implementation, compilation, and sustainability strategy development phases.
- **Resource Allocation:** A comprehensive matrix showing team members assigned to specific tasks, along with estimated man-days per member.
- **Value-Add Recommendations:** Innovative ideas to maximize replication and long-term commercial sustainability beyond the program.
- **Annexes:** Updated CVs of key experts, proof of language proficiency, signed ethical compliance statements, and corporate registration/licensing documents.

Financial Proposal Components

An itemized breakdown of all anticipated costs, structured as follows:

- **Breakdown of all Relevant Cost Elements:**
 - Provide a clear, itemized breakdown of all anticipated costs.
 - For each cost element, include:
 - Description (e.g., Professional Fees, Daily Subsistence Allowance, Travel Costs, Communication Costs, Report Production etc).
 - Unit (e.g., day, trip, unit, people etc).
 - Number of Units (e.g., total man-days, number of trips etc).
 - Unit Cost (e.g., daily rate, cost per trip etc).
 - Total Cost for each item.
 - Personnel Costs / service Fees:
 - Indicate the daily rate for each professional team member.
 - Specify the number of days each team member will be engaged for the assignment.
 - Travel Costs:
 - Itemize travel expenses, including domestic travel within Addis Ababa, Ethiopia.
 - Communication and Other Costs:
 - Include costs for communication (e.g., mobile, internet for data collection/reporting) and any other miscellaneous expenses necessary for the assignment's completion.

Submission Guideline and Application submission date:

- Interested and qualified applicants who meet the qualification stated above, should submit their proposals as indicated below.
- Title of the specific assignment: **Design, Deliver, and Scale a Digital Gig Readiness Bootcamp and Employment Linkage Model**
- Both the **Technical** and **Financial** proposals should be submitted in a **separate email** to ettenders@snv.org or a separate envelope for those who are submitting in person.
- SNV will not be responsible for proposals submitted without indicating the title of the assignment “**Design, Deliver, and Scale a Digital Gig Readiness Bootcamp and Employment Linkage Model**” on the subject of the email or on the envelope.
- Proposals must be received by SNV Addis Ababa office to the address below no later than **July 24, 2026, 5:00PM** close of business.
- All submissions should be sent to: Via email to ettenders@snv.org or must be submitted in person.
- All physical submissions should be sent to: SNV Ethiopia, Mexico Sar Bet Road Next to African Union P.O. Box 40675, Addis Ababa | Ethiopia Fax + 251 (0) 11 616 6252 Tele + 251 (0) 11 616 6232 or via [<ettenders@snv.org>](mailto:ettenders@snv.org).