

TERMS OF REFERENCE

Consultant to Conduct

“Digital Skills Needs Assessment for Women-Led Enterprises in West bank”

1. Background

Palestine Polytechnic University (PPU), through its Business Incubator, is implementing the project “Empowering Women-Led Enterprises for Digital Transformation and E-Commerce in Palestine”. The project aims to strengthen the digital competencies of women-led enterprises, facilitate their participation in e-commerce and digital markets, and support their ability to expand their market reach. The project targets 50 women-led enterprises, with 20 high-potential enterprises to receive more advanced support.

As part of WP1: Needs Assessment and Baseline Survey, PPU intends to engage a qualified consultant to conduct a comprehensive assessment of the digital skills, digital marketing, and e-commerce capacity needs of women-led enterprises **operating across various sectors in the West Bank**. The findings will inform the design and tailoring of the project's basic and advanced training programs.

2. Objective of the Assignment

The main objective of the assignment is to identify and analyze the current digital skills, digital marketing, and e-commerce capacities and gaps among women-led enterprises operating across the West Bank, and to translate the findings into practical recommendations for targeted capacity-building interventions programs.

3. Scope of Work

The consultant shall:

1. Develop the needs assessment methodology and tools, including a structured questionnaire and, where appropriate, interview and/or focus group discussion guides, in coordination with the PPU project team.
2. Assess the current digital capacity and skills levels of women-led enterprises, including their use of digital tools, social media, online platforms, digital marketing, online sales, and other relevant e-commerce practices.

3. Identify specific digital skills gaps and training needs related to digital marketing, social media marketing, online customer engagement, content creation, e-commerce platforms, online sales strategies, and other skills relevant to digital business development.
4. Assess the enterprises' current practices, challenges, and readiness for digital transformation and e-commerce, including differences between enterprises at different levels of digital readiness.
5. Collect and analyze data through appropriate quantitative and qualitative methods, including surveys, interviews, and/or focus group discussions with women entrepreneurs and relevant stakeholders, as appropriate.
6. Identify differences in needs among beneficiary groups, taking into consideration factors such as business stage, sector, existing digital skills, location, and access to digital infrastructure, particularly for women-led enterprises in rural and underserved areas.
7. Assess barriers affecting the effective use of digital tools and e-commerce, including skills, access to technology and connectivity, awareness, business practices, and other relevant constraints identified through the assessment.
8. Translate the findings into a practical training needs matrix, identifying priority skills, competency levels, target groups, and recommended training areas for basic and advanced training.
9. Provide recommendations for the design of the project's digital skills training programs, including priority topics and suggested areas for practical digital toolkits and resources.
10. Prepare and submit a comprehensive needs assessment report presenting the methodology, findings, analysis, identified skills gaps, priority needs, and recommendations for the project's capacity-building activities.

4. Key Deliverable

The main deliverable will be a Comprehensive Digital Skills and E-Commerce Needs Assessment Report, including at minimum:

- Assessment methodology and tools;
- Profile and digital readiness of assessed women-led enterprises;
- Current use of digital tools and e-commerce practices;
- Digital marketing and e-commerce skills gaps;

- Priority training needs and competency levels;
- Key barriers and challenges affecting digital adoption;
- Analysis of differences between beneficiary groups, including rural and underserved enterprises;
- Recommended basic and advanced training areas;
- Training needs matrix linking identified gaps with proposed training topics;
- Recommendations for digital toolkits and practical resources;
- Conclusions and actionable recommendations for the project team.

5. Required Qualifications and Experience

The consultant should meet the following minimum requirements:

- Bachelor's or Master's degree in any related field.
- At least 5 years of relevant professional experience in conducting needs assessments, baseline studies or market research or digital marketing skills assessments, business development or similar assignments.
- Strong experience in data analysis and preparation of analytical reports.
- Demonstrated experience in assessing skills gaps and translating assessment findings into training needs and recommendations.
- Experience working with women entrepreneurs, MSMEs, startups, or business support programs is highly desirable.
- Experience working in Palestine or a similar socio-economic context is an advantage.
- Good understanding of the challenges affecting digital adoption among rural and underserved businesses.
- Strong written and analytical skills in English; knowledge of Arabic is required.

6. Duration and Level of Effort

The assignment is expected to be implemented during the first quarter of the project between October - December, 2026 , in coordination with the PPU project team.

The consultant will be expected to complete the assignment within the agreed period and submit the final report in accordance with the approved workplan.

7. Coordination and Reporting

The consultant will work under the overall coordination of the Project Manager and in close cooperation with the relevant PPU Business Incubator staff, project team members, beneficiaries, and relevant stakeholders.

The consultant shall coordinate with the project team throughout the assignment to ensure that the assessment findings are directly relevant to the design of the project's basic and advanced digital skills and e-commerce training programs.

8. Selection Criteria

Candidates will be assessed based on:

- Relevant academic qualifications;
- Relevant experience in needs assessment and baseline studies;
- Expertise in digital marketing, e-commerce, and digital skills;
- Experience with women-led enterprises and MSMEs;
- Experience in survey design, data collection, and data analysis;
- Quality and relevance of previous similar assignments;
- Understanding of the Palestinian business and digital environment;
- Quality of the proposed technical approach and methodology.
- Financial offer submitted by the consultant.

For Individuals: Interested Individuals are requested to submit technical and financial offers, along with a resume reflecting previous experience in the field, and contact information.

For Consulting Firms: Interested Individuals are requested to submit technical and financial offers, along with a valid deduction-at-source certificate, and contact information.

Kindly submit the required documents via email to we-commerce@ppu.edu no later than Tuesday, October 20, 2026, at 14:00. Please ensure the email subject line is titled: **"Need assessment consultant"**.