

TERMS OF REFERENCE

Country: Bhutan

Name of Project: Accelerating Transport and Trade Connectivity in Eastern South Asia Phase 2 – Bhutan Project (Component 1: Digital Systems for Trade)

Contract Title: Selection of a consulting Services for the Design, Delivery, and Evaluation of an Inclusive Digital Literacy and Cybersecurity Training Program for Women, Youth, and other Vulnerable Groups

Loan No/Credit No/ Grant No: IDA Credit No. 7756-BT and IDA Grant No. E431-BT

Ref No: ACCESS/GOVTECH/CS-20

1. Background

The Royal Government of Bhutan is implementing the Accelerating Transport and Trade Connectivity in Eastern South Asia (ACCESS)–Bhutan Project (P181278) with funding from the World Bank. The Project seeks to improve the efficiency, resilience, and inclusiveness of trade and transport systems through investments in infrastructure, digital systems, and institutional capacity.

Component 1, *Digital Systems for Trade*, is implemented by the Government Technology Agency (GovTech). It supports the development and use of digital platforms for trade facilitation, logistics, and border management, including the Bhutan National Single Window (BNSW). Realizing the full benefits of these systems will depend not only on their technical functionality, but also on the ability of trade participants and border communities to access, understand, and use them safely and effectively.

Persistent gaps in digital access and skills, especially among women, youth, persons with disabilities, low-income households, elderly traders, and other underserved groups, may prevent people from participating fully in and benefiting from digitally enabled trade. To mitigate this risk, the ACCESS includes a Gender Action Plan (GAP) and Stakeholder Engagement Plan (SEP), which prioritize targeted capacity building in digital literacy and cybersecurity. This assignment will help operationalize these commitments through

inclusive skills development. It will also align with the Community Development Plan and support skills pathways relevant to BNSW as well as support broader economic transformation at Bhutan's southern border trade gateways.

Closing digital inclusion gaps is important not only for advancing gender equality, but also for supporting economic opportunity, accountable service delivery, and community resilience. The assignment therefore includes three activities: (i) a nationally representative survey of digital skills in Bhutan to inform broader programming in relation to developing these skills; (ii) rapid, participatory needs assessments at (agreed upon) trade locations to guide recruitment and training design of a digital literacy program for the immediate needs of the BNSW; and (iii) the delivery and evaluation of a digital skills training program at trade locations.

This assignment must respond to differing levels of digital proficiency, be accessible in relevant local languages and formats, and generate measurable evidence on participation and learning outcomes. The assignment will support outreach, participant recruitment, and training for trade-related groups associated with seven trade-clearance points in four southern Dzongkhags of Samtse, Samdrup Jongkhar, Chuka, and Sarpang. The final location list, associated Dzongkhang(s), target-group profiles, and delivery model will be confirmed during inception by the GovTech PMU and BNSW team. Training may be delivered at locations that improve cost-effectiveness and accessibility, while recruitment and participant mobilization are expected to be conducted at all confirmed trade-clearance-point catchment areas.

2. Objective of the Assignment

The objective is to enhance the digital literacy and cybersecurity capacity of women, youth, and other vulnerable groups engaged in trade-related activities and small and medium enterprise (SME) activities. The assignment will help reduce gender-based digital divides and structural barriers and enable safe, effective, and inclusive use of relevant digital government, financial, business, and trade systems supported under the ACCESS–Bhutan Project.

The specific objectives are to:

1. conduct rapid needs assessments in the target trade locations and a nationally representative survey of basic and intermediate digital literacy in Bhutan;
2. design an inclusive, competency-based digital literacy and cybersecurity program that responds to assessed needs and different starting skill levels;
3. deliver tailored training in relevant local languages and accessible formats for selected participant groups;
4. establish differentiated learning pathways, including progressive preparation for relevant digital trade systems and BNSW-related processes where appropriate; and
5. measure participation, competency gains, confidence, and reported use of relevant digital tools and services through baseline, ongoing, and endline assessment.

Expected results include improved foundational digital literacy among women, youth, and other vulnerable groups; strengthened awareness and adoption of safe cybersecurity practices; and practical competencies aligned with digital business, public-service access, and future BNSW development and regional trade growth.

3. Scope of Services

The consulting firm shall be responsible for the end-to-end design, delivery, monitoring, evaluation, and reporting of an inclusive Digital Literacy and Cybersecurity Training Program. The firm shall use an evidence-based, gender-responsive, disability-inclusive, and context-specific methodology, drawing on relevant evidence and good practices on advancing women's digital literacy, including *What Works to Advance Women's Digital Literacy? A Review of Good Practices and Programs*.

The firm shall apply participant segmentation, differentiated learning pathways, accessible materials, flexible delivery arrangements, and appropriate participant-support measures. The firm shall design the program in coordination with the Social & Gender focal, GBV consultant, GovTech PMU, BNSW team, Dzongkhag administrations, local governments, women's groups, relevant agencies, BCCI, RENEW, and other local partners.

Task 1. Inception, Participant Recruitment, and Needs Assessment

The firm shall prepare an Inception Report setting out its methodology, detailed work plan, staffing, stakeholder-engagement approach, risk register and mitigation measures, participant-recruitment and selection strategy, data-management plan, and monitoring, evaluation, and learning (MEL) framework.

The firm shall develop and implement an inclusive participant-recruitment strategy in coordination with the BNSW team, Dzongkhag administrations, local governments, relevant agencies, women's groups, and local partners. Recruitment may use women entrepreneurs' networks, community organizations, local media, social media, and in-person outreach. The firm shall establish transparent eligibility and selection criteria and provide both digital and in-person registration options to reduce barriers for potential participants with limited connectivity, literacy, mobility, or digital access.

In consultation with the Social & Gender focal & consultant, PMU and BNSW team, the firm shall prepare a participant-selection and enrollment matrix for each confirmed location or catchment area. The matrix shall set out proposed participant numbers by location, trade-related group, gender, age group, and vulnerability category. Women shall constitute at least 50 percent of all trainees, and youth shall constitute at least 20 percent of all trainees. The remaining places may be allocated to other eligible trade-related participants. The firm shall ensure meaningful inclusion of persons with disabilities, low-income households, elderly traders, and other underserved groups, as feasible and appropriate.

The firm shall conduct rapid, participatory needs assessments in the confirmed target trade locations. The assessments shall identify digital-skills gaps, barriers to participation, general and digital literacy levels, access to devices and connectivity, familiarity with digital tools and trade-related platforms, and other contextual challenges relevant to the target population.

The needs assessments shall segment potential participants, where relevant, by gender, age, literacy level, disability status, livelihood or business type, device access, connectivity, and familiarity with trade-related systems. Findings shall inform training content, learning

pathways, delivery modalities, materials, venue arrangements, schedules, and participant-support measures.

The Primary target group and location are as follows, but not limited to:

S#	Trade Clearance Point	Dzongkhag	Target Group
1	Gomtu	Samtse	Exporter Clearing and Forwarding Agent Cash Crop Exporter Exporter Association
2	Samtse Main Gate		
3	Pugli		
4	Samdrupjongkhar	Samdrupjongkhar	Exporter Clearing and Forwarding Agent
5	Nanglam		
6	Phuntsholing, MDP, Pasakha, Alley	Chukha	Industries Traders Clearing and Forwarding Agent Timber Exporters Exporter Association
7	Gelephu, MDP	Sarpang	Clearing and Forwarding Agent Exporters Traders

The assessments shall cover, at a minimum:

1. participant profiles and access conditions, including education and literacy; disability and vulnerability status; type and scale of business or trade-related

- activity; access to and use of phones, computers, tablets, mobile data, and internet connectivity; availability for training; and proximity to proposed venues and trade gateways;
2. current awareness and use of the National Digital Identity, online licensing and renewal services, online payment services, BNSW, and other relevant digital trade platforms;
 3. foundational mobile-phone, computer, internet, communication, and application-use skills;
 4. use of digital payments, e-commerce, online business tools, and trade-related systems;
 5. barriers related to device ownership, connectivity, affordability, language, literacy, awareness, safety, mobility, and confidence; and
 6. gender-specific barriers, including restrictive social norms; limited decision-making power or control over business finances; unequal access to devices; online fraud, harassment, or technology-facilitated gender-based violence; and safety or mobility constraints associated with travel to training venues.

In addition, the firm shall design and administer a nationally representative survey of basic and intermediate digital literacy in Bhutan. The survey shall assess access to and use of digital devices and connectivity; foundational mobile-phone, computer, and internet skills; use of online communication, digital payments, e-government services, and digital trade platforms; and awareness of online safety, privacy, cybersecurity, misinformation, and digital fraud. The survey instrument shall leverage the forthcoming World Bank publication, a *Practitioner's Toolkit to Measuring Digital Skills in Low- and Middle-income Countries*.

The survey shall identify differences in digital access, skills, and barriers by gender, age, location, education, and shall be concise, contextually adapted, translated and tested as needed, and designed to minimize respondent burden.

During inception, the firm shall submit the proposed sampling methodology, sample-size rationale, instrument, data-collection and quality-assurance plan, enumerator-training plan,

and analysis approach for PMU review and approval. The firm shall work jointly with the GovTech PMU and World Bank team on finalization of the survey questionnaire. The final survey package shall include sampling documentation, fieldwork and quality-assurance documentation, an anonymized dataset, data dictionary/codebook, analytical syntax files, tabulation tables, and a concise analytical report with actionable recommendations on priority gaps and target groups.

The Needs Assessment Report for the target trade locations shall include participant segmentation, priority skills and barriers, recommended delivery arrangements, a participant-selection matrix, and a draft training design. It shall be submitted to the GovTech PMU for approval before curriculum development begins.

Deliverables:

- Inception Report, including methodology, work plan, staffing, stakeholder engagement, risk register, recruitment and selection strategy, MEL framework, data-management plan, and proposed national survey methodology and instruments.
- Needs Assessment Report for Confirmed Target Trade Locations, including participant segmentation, priority skills and barriers, recommended delivery arrangements, participant-selection matrix, and draft training design.
- National Digital Literacy Survey Report and data package, including findings on basic and intermediate digital skills, priority gaps, target groups, actionable recommendations, anonymized dataset, codebook, and supporting technical documentation.

Task 2. Training Methodology, Program Design, and Curriculum Development

Based on the approved needs assessment, the firm shall develop a structured, competency-based, inclusive, and practical training program. The curriculum shall align, where appropriate, with relevant national digital literacy and computer science frameworks and

shall focus on skills relevant to women entrepreneurs, SMEs, trade stakeholders, and users of relevant digital systems.

The firm shall propose differentiated learning pathways for participants with different readiness levels and needs. These may include foundational mobile literacy; computer and internet literacy; cybersecurity and online safety; digital financial literacy; and trade-related modules for clearing and forwarding agents, exporters, traders, SMEs, and current or prospective BNSW users.

The firm shall define competency levels, learning outcomes, assessment criteria, duration, sequencing, and delivery modalities. It shall use practical, accessible approaches, including short modules, guided practice, peer learning, scenario-based exercises, visual and audio-visual materials, and, where appropriate, gamified activities and behavioral nudges.

Core content areas shall be adapted to the needs of participant groups and may include:

- **Mobile literacy:** device use and maintenance; SIM cards, charging, connectivity, mobile applications, communication tools, safe internet use, privacy settings, and responsible social-media use.
- **Cybersecurity, online safety, and digital citizenship:** password and PIN security; scam, phishing, malware, and fraud prevention; misinformation awareness; privacy protection; respectful online communication; and prevention of and response to online abuse and technology-facilitated gender-based violence.
- **Computer and internet literacy:** basic computer operation, keyboarding, file management, internet navigation, email and digital communication, and basic word-processing and spreadsheet functions where relevant.
- **Trade-related digital systems:** practical orientation to availing relevant digital government and trade services, including National Digital Identity, licensing and renewal services, online payments, BNSW processes, and other systems identified through the needs assessment.

- **Digital financial literacy:** safe and informed use of digital financial services, including digital payments, account and transaction management, budgeting, fraud prevention, and protection of personal identification numbers and credentials.
- **Optional advanced modules:** content creation, e-commerce, online marketing, and introductory AI awareness and tools, only where justified by participant readiness, device access, connectivity, and safe, locally relevant use cases.

BNSW-related content shall reflect the availability and maturity of relevant systems. Where full practical access is not appropriate or available, the firm may use demonstrations, simulations, or preparatory orientation.

The firm shall assess, during inception, the feasibility, institutional ownership, and value for money of a Training of Trainers (ToT) model and submit a proposed sustainability package for PMU approval. Where approved, this may include a ToT for nominated local counterparts, facilitator guides, session plans, assessment tools, co-facilitation or mentoring, and a handover plan. The ToT shall focus on modules that local counterparts can realistically and safely deliver after the assignment, particularly foundational digital literacy and online safety.

Deliverable: Training Methodology, Program Design, and Curriculum Document, including any approved ToT and sustainability package.

Task 3. Development of Training Materials and Assessment Tools

The firm shall develop all materials, facilitator guides, participant resources, and assessment tools required for delivery. Materials shall be adapted to participant profiles and suitable for classroom, community-based, and hub-and-outreach delivery models, as appropriate.

The materials package shall include slide decks, facilitator guides, session plans, handouts, job aids, quick-reference cards, scenario-based exercises, and practical activities. Materials shall be available in English and Dzongkha and in other accessible or local-language formats where required by the approved training design. The package shall include visual

guides, pictorial job aids, simplified-text resources, and audio-visual content for participants with limited literacy or limited experience using digital devices.

The firm shall develop baseline tools, end-of-phase competency assessments, endline tools, participant-feedback forms, and tools for collecting disaggregated monitoring data. Assessment methods shall combine appropriate self-report, knowledge checks, observed practical tasks, and scenario-based exercises. All materials and tools shall be submitted to the GovTech PMU for approval before use.

Deliverable: Training Materials Package and Assessment Tools, including an approved ToT package where applicable.

Task 4. Training Delivery and Participant Support

The firm shall deliver participatory, hands-on training using the approved program design. Training shall use demonstrations, guided practice, peer learning, and scenario-based exercises linked to real-world business, communication, online-safety, and, where appropriate, trade-process use cases.

The firm shall train a minimum of 100 participants in total. The final participant allocation across locations or hub locations shall be proposed during inception and approved by the PMU. Women shall constitute at least 50 percent of trainees and youth at least 20 percent. The firm shall document participation by gender, age group, location, trade-related activity, and vulnerability category, as feasible.

The firm shall propose delivery arrangements that reduce barriers to participation. These may include flexible schedules, short modular sessions, women-only sessions where appropriate, female facilitators or co-facilitators, accessible and centrally located venues, and feasible support measures such as refreshments, transport support, or safe childcare arrangements. Any participant incentive shall be modest, appropriate to the local context, and approved in advance by the PMU.

Training shall be delivered in simplified formats and relevant local languages where necessary. The firm shall establish continuous participant-feedback mechanisms and use findings to refine content, pacing, facilitation methods, and support arrangements during implementation. Participant mobilization shall be supported by the BNSW team in collaboration with local authorities and relevant partners.

Deliverable: Training Delivery Reports by approved phase and location/hub, including participant profiles, attendance, completion, feedback, implementation challenges, and adaptive actions.

Task 5. Monitoring, Evaluation, Learning, and Reporting

The firm shall design and implement a MEL framework covering the full assignment. It shall measure recruitment and inclusion, attendance, completion, knowledge and competency gains, confidence in using digital tools, reported use of relevant platforms, participant satisfaction, remaining barriers, and lessons for scale-up.

The framework shall include baseline assessment at the start of training; end-of-phase competency checks; endline assessment at completion; attendance and completion records; participant-feedback forms; and disaggregated data collection by gender, age, vulnerability, business type, and location, as feasible. The firm shall also collect qualitative evidence through interviews, field observations, and case studies, subject to informed consent and the data-protection requirements in this ToR.

The firm shall use monitoring findings and participant feedback to adapt implementation. The final report shall present evidence-based recommendations on sustainability, local partnerships, delivery channels, priority participant groups, any approved ToT arrangements, and future digital-literacy and BNSW-readiness support.

Deliverable: Final Evaluation and Learning Report, including MEL findings, anonymized monitoring data, lessons learned, and recommendations.

4. Illustrative Training Framework

The following framework is illustrative and shall be adapted based on the approved needs assessment. Participants shall follow learning pathways appropriate to their assessed competency level and needs; they shall not be required to complete modules that are demonstrably below or above their level, except where foundational online-safety content is considered necessary for safe participation.

Illustrative phase	Objective	Illustrative content	Expected result
Foundational Digital Skills	Build confidence in using digital devices and recognizing common risks.	Smartphone and basic computer functions; calls, SMS, messaging applications; basic device care; common scam messages, fraudulent calls, and unsafe links.	Participants can undertake basic device and communication tasks and recognize common digital risks.
Core Digital and Internet Skills	Enable independent use of digital tools, internet services, and relevant online services.	Internet browsing and search; email; file management; communication platforms; passwords; phishing awareness; safe online behavior; introductory government and trade-service orientation.	Participants can use basic online services and conduct basic secure digital transactions.
Digital Business and Trade Skills	Support safe use of digital tools for business and trade activities.	Productivity tools; digital payments; e-commerce or digital marketing where appropriate; data and privacy protection; BNSW-related demonstrations or workflows where appropriate.	Participants can apply relevant digital tools to basic business and trade activities and recognize more advanced cyber risks.

5. Institutional Arrangements

The firm shall report to the Social & Gender focal, PMU at GovTech and coordinate with relevant government agencies, local administrations, trade-related stakeholders, women's groups, and the BNSW team, as required. The Social & Gender focal, PMU shall provide

strategic oversight, review and approve deliverables, facilitate relevant introductions and coordination, and communicate applicable contractual requirements.

The design process shall be iterative. Draft curriculum, materials, and tools shall be refined through field validation and systematic feedback from beneficiaries, the PMU, and relevant stakeholders before finalization.

6. Data Protection, Privacy, and Ethical Data Collection

The firm shall collect, use, store, transfer, analyze, and dispose of personal data in accordance with applicable laws and regulations of Bhutan, contractual data-protection requirements applicable to the assignment, and World Bank requirements communicated by the GovTech PMU.

The firm shall apply data-minimization principles and collect only information necessary for participant recruitment, training delivery, monitoring, evaluation, and the national survey. Before data collection, the firm shall obtain informed consent through understandable, culturally appropriate, and accessible procedures. Participation in surveys, assessments, interviews, case studies, photography, audio recording, or video documentation shall be voluntary. Participants may decline non-essential questions or documentation without affecting their eligibility for training or support.

The firm shall maintain separate, access-controlled files for direct identifiers and analytical data. Reports and datasets used for analysis or sharing shall be anonymized or de-identified. Findings shall be reported in aggregate form and shall not permit identification of individuals, households, businesses, or small vulnerable groups.

The firm shall implement appropriate technical and organizational safeguards, including role-based access controls, strong authentication, secure transmission and storage, secure backups, and procedures for secure handover or deletion of data at the end of the assignment. The firm shall not use participant data for marketing, profiling, or unrelated purposes, and shall not share identifiable data with third parties without prior written PMU approval and an appropriate lawful basis.

The firm shall establish a confidential, survivor-centered protocol for handling any disclosure of online abuse, fraud, harassment, or technology-facilitated gender-based violence. Facilitators and enumerators shall be trained not to solicit unnecessary disclosures and to handle any disclosure safely and confidentially. Any referral information used shall be agreed with the PMU and appropriate to the local context.

The firm shall submit a data-management plan with the Inception Report, covering data flows, access permissions, consent procedures, security safeguards, retention periods, anonymization methods, incident reporting, and handover or deletion procedures.

7. Deliverables, Timeline, and Indicative Payment Schedule

The expected duration of the assignment is eight months from contract signing. All deliverables shall be submitted in English and, where appropriate, supplemented in Dzongkha or other relevant local-language or accessible formats. Deliverables shall be reviewed and approved by the ACCESS Component 1 PMU at GovTech and shall form the basis for milestone payments.

Sl No.	Deliverable	Indicative timing	Indicative Payment
1	Inception Report	Within four weeks of contract signing	10%
2	Needs Assessment Report for confirmed target trade locations	Within eight weeks of contract signing	10%
3	National Digital Literacy Survey Report and data package	Within twelve weeks of contract signing	15%

SI No.	Deliverable	Indicative timing	Indicative Payment
4	Training Methodology, Program Design, Curriculum, and approved sustainability/ToT package, if applicable	Within ten weeks of contract signing	10%
5	Training Materials Package and Assessment Tools	Within twelve weeks of contract signing	10%
6	Training delivery and location/hub reports <i>(should have/specify: participants reached, sex/age/location/disability-disaggregated data, learning scores, key issues, photos only with consent, and recommendations).</i>	At the end of each training phase (Months 3-6)	35%
7	Final Evaluation and Learning Report	Months 7–8 of contract signing	10%

8. Duration of the Assignment

The estimated timeline for the planning, design, implementation, and final report is expected to take six to eight-months from the date of contract signing.

9. Training Facilities and Logistics Requirements

The firm shall be responsible for ensuring that venues and facilities are suitable for each training event. The PMU may support coordination with local authorities for venue identification, but the firm shall confirm suitability before use.

Venues shall have adequate capacity for the planned group size; tables and chairs; suitable lighting and ventilation; a whiteboard, projection screen, or equivalent visual-aid arrangement; safe and clean sanitation facilities; and accessible arrangements for participants with disabilities, including ramp access and accessible toilets where feasible.

The firm shall verify that connectivity is reliable and sufficient for planned training applications before confirming a venue. The firm shall maintain an appropriate contingency arrangement, such as offline materials, preloaded demonstrations, or mobile connectivity, for connectivity disruptions.

For computer-based practical sessions, the firm shall arrange sufficient functional devices to support meaningful hands-on practice, with a target ratio of at least one laptop or tablet for every two participants unless an alternative is approved by the PMU. Devices shall have functional operating systems, browsers, and connectivity as needed. Where participants are expected to use their own smartphones, the firm shall assess compatibility and data-access constraints in advance.

The firm shall provide appropriate refreshments for training sessions. Any childcare or transport support shall be needs-based, safe, feasible, and approved by the PMU in advance.

10. Sustainability and Handover

All materials, assessment tools, anonymized data, reports, and other outputs developed under the assignment shall become the property of GovTech/RGoB upon approval, subject to applicable intellectual-property and data-protection provisions. GovTech/RGoB may use, adapt, and scale the materials for future training without restriction.

The firm shall design materials to be reusable and align them, where appropriate, with existing GovTech digital-skilling initiatives and relevant national frameworks. The firm shall incorporate peer learning and knowledge-sharing mechanisms that help participants reinforce learning after formal sessions end.

Where the PMU approves a ToT or other sustainability package under Task 2, the firm shall formally hand over the agreed facilitator guides, session plans, assessment tools, and delivery checklists and shall document the nominated local counterparts, completion, and practical follow-up arrangements.

11. Qualifications of the Firm

The firm shall demonstrate:

3. at least five years of experience in designing and delivering digital literacy, digital-skills, cybersecurity-awareness, or related capacity-building programs;
4. experience working with women, youth, vulnerable groups, and low-literacy populations;
5. demonstrated experience in gender-responsive and disability-inclusive pedagogy or adaptation of ICT training for women entrepreneurs and underserved groups;
6. demonstrated capacity to design and implement surveys, including sampling, fieldwork management, quality assurance, and quantitative analysis; and
7. organizational capacity to deploy the required team and deliver multi-location assignments within the specified period.

Experience with World Bank-financed or other development partner-financed projects is an asset. Experience in trade facilitation, digital government services, or business-support programming is also an asset.

12. Team Composition

The firm shall deploy a qualified and experienced team. Detailed CVs may be requested at the Request for Proposals stage.

Position	Minimum qualifications	Minimum experience	Indicative input
Team Leader / Project Manager	Master's degree in education, ICT, development studies, business, or related field	Seven years in project management, digital-skills training, or capacity-building programs, including multi-location delivery	4 person-months

Position	Minimum qualifications	Minimum experience	Indicative input
Digital Literacy Specialist	Bachelor's or Master's degree in ICT, education, or related field	Four years designing and delivering digital-literacy training, including for women and low-literacy participants	4 person-months
Cybersecurity and Online Safety Expert	Degree or professional certification in cybersecurity, information security, or related field	Four years in cybersecurity-awareness training and translating technical material for non-technical audiences	2 person-months
Survey and M&E Specialist	Degree in statistics, social science, economics, development studies, or related field	Four years in survey design, sampling, MEL, and mixed-methods analysis for training or capacity-building programs	3 person-months
Gender and Social Inclusion Specialist	Degree in gender studies, social sciences, development studies, or related field	Four years integrating gender, disability inclusion, safeguarding, or community engagement into development programs	As required
Training Facilitators (minimum two)	Degree in education, ICT, or related field	Three years facilitating digital-skills or ICT training; ability to deliver in Dzongkha and/or relevant local languages for assigned locations	2 person-months each

Reference on Digital Competency and Measurement Reference Framework

The program and national survey may draw on widely used digital-competency frameworks, including competencies related to information and data literacy; communication and collaboration; digital-content creation; safety and privacy; problem solving; device and software operations; and career-related digital skills. The final curriculum and survey shall prioritize basic and intermediate skills relevant to the

assignment and shall not be required to include every competency area or illustrative question.

The survey and assessment tools shall use plain, contextually appropriate language; measure one construct at a time; use short questions and simple response options; avoid double negatives and unnecessarily complex recall periods; and use locally relevant examples of applications, services, and digital platforms. The firm shall field-test and refine tools before full deployment, subject to PMU approval.

12. Selection Procedures

The Consultant will be selected following the **Consultant's Qualification Selection (CQS)** method as set forth in the World Bank Procurement Regulations for IPF Borrowers, September 2023.