



Ministry of Digital Economy & Entrepreneurship
Youth Technology and Jobs Project
Project ID: P170669
Reference#: JO-MODEE-192800-CS-CQS
E-government and Operations Directorate Organizational Review

A. PROJECT BACKGROUND AND OBJECTIVES

The Ministry of Digital Economy & Entrepreneurship (MoDEE), Jordan, is the implementing agency of the Youth, Technology, and Jobs (YTJ) project, which aims to improve digitally enabled income opportunities and expand digitized government services in Jordan. The YTJ project will build an impetus for private sector-led growth of the digital economy and make interventions to address specific constraints in the supply and demand sides of the economy. The project duration is five years.

The project components are:

Component 1 – Support the supply of digital skills in Jordan

- Sub-component 1.1: Support private sector-led digital skills development. Support the establishment of the National Skills Council for Information and Communication Technology (NSC-ICT), as an independent (financially and administratively) legal entity, with a majority private sector board membership and representation from key public sector stakeholders, and with the mandate to: (a) conduct demand and supply side assessments; (b) establish national occupational standards; (c) qualify training service providers; (d) select and contract training service providers; (e) create, accredit, and disseminate on-line training materials; (f) conduct national awareness activities; (g) engage in monitoring and evaluation; and (h) establish comprehensive customer relationship management (CRM) system for the beneficiaries. The activities of the NSC-ICT will be coordinated with and, when required by vocational training law and regulations, approved by the Vocational and Technical Skills Development Corporation.
- Sub-component 1.2: Enhance digital skills competencies for public school students. Introduce quality technology courses in public classrooms G7-12. The activities under this sub-component will aim to identify gaps in the existing information technology courses in schools, develop context-relevant technology learning assets, train teachers on the new courses and roll-out in a systematic way across public classrooms.
- Sub-component 1.3: Provide working spaces in underserved communities through Tech Hubs. Support upgrading and equipping three to five technology hubs (Tech Hubs) as “for fee” venues for skilling programs, networking, and co-working spaces for trainers, entrepreneurs, freelancers, Civil Society Organizations (CSOs), and Business Process Outsourcing (BPO) businesses in nearby communities.

Component 2 – Support the expansion of digital sector and digital government services in Jordan

- Sub-component 2.1: Support the expansion and access to market for digital firms and digital platforms. Provide incentive packages to support the growth plans of digital firms in underserved communities to help build and scale their activities and generate local job opportunities. Provide access to income opportunities in various tech and non-tech economic activities for individuals in the gig economy. The project will seek to increase the adoption of platforms by supporting CSOs in training individuals to access and offer their services on digital platforms and by conducting market outreach and awareness building, with a focus on underserved communities.
- Sub-component 2.2: Support digital transformation of service delivery to citizens and businesses. Support activities designed to improve access to and quality of selected e-government services. In addition to improving quality and cost efficiency of service, the government’s commitment to adopt a private sector-based delivery model for government e-services is expected to create business opportunities for local digital firms, which will provide an impetus for employment growth in the digital sector.
- Sub-component 2.3: Support digitization of payments. Support the government commitment to advance penetration of digital payments in Jordan supporting e-payments for all applicable government services, with a focus on front-end services.

Component 3 - Project management & implementation support

MoDEE established a Project Management Unit (PMU) at MoDEE, which includes focal points for the Ministry of Labor and Ministry of Education. The PMU (within MoDEE) has the overall fiduciary responsibility for project implementation and ensuring activities are executed in accordance with the Program Operational Manual (POM).

To that end, MoDEE is issuing this ToR to identify and appoint a consultant that will be responsible for the scope below.

B. ASSIGNMENT SPECIFIC BACKGROUND

The project will support ongoing efforts to strengthen the E-government and Operations Directorate at MoDEE through conducting an organization and management structure review. To this effect, The Ministry is seeking to select a firm (hereafter known as “the consultant”) to conduct this review in order to identify the strengths and weaknesses of the current organizational and managerial structure of the Directorate and advise on an enhanced structure that would fit best its purpose.

C. SCOPE OF WORK & OBJECTIVES

The objective of this assignment is to conduct a functional organizational structure review of the E-government and Operations Directorate at MoDEE, specifically, the consultant will:

- Review the current organizational and managerial structure of the E-government and Operations Directorate at MoDEE and report on its strengths and weaknesses;
- Examine the overall staffing levels and competencies taking in consideration that they will be implementing the action plan that will be produced from the 2020-2024 strategy;

- Perform psychometric assessments for the unit employees, including, as applicable, personality, behavioral and cognitive assessments;
- Map the projects' flow chart among the e-government team members for the different streams;
- Identify major operational issues and propose opportunities for improvements moving forward;
- Propose a hierarchical, flatter and professional organizational structure with streamlined divisions and competent staff, both with well-defined roles and responsibilities;
- Developing updated job descriptions for each staff position in the new organizational structure with details on responsibilities and duties in accordance with MoDEE's strategy for 2020-2024.

D. DELIVERABLES/SPECIFIC OUTPUTS EXPECTED FROM CONSULTANT

Expected deliverables are outlined in the table below:

Deliverables	Schedule
D.1 An inception report outlining: - The proposed review methodology, including interview outlines - Work plan to illustrate capability to achieve expected results within available timeframe and budget - Pre-interview briefing pack & other communication items	1 Week
D.2 Draft Report on the organizational and managerial structure review of the E-Government Unit with findings and recommendations including: - Business Process Model - Identification of key functional entities within the model - Size, cost & skill sets by functional entity	2 Weeks
D.3 Draft of report summarizing the following: - Mapping of new structure - Commentary and sizing of any changes (whether cost or skills) - Initial view of change management effort required - Analysis report for the team member profiles generated based on the performed psychometric assessments	2 Weeks
D.4 Final report on the organizational and managerial structure review of the E-Government Unit with findings and recommendations;	2 Weeks

All Consultant outputs will be submitted in Arabic and English. Schedule refers to the number of weeks from the start of the assignment to completion of the deliverable, including approval of deliverable by the PMU.

E. QUALIFICATIONS

The consultant shall have the following qualifications:

- The Consulting firm has more than 10 years of demonstrated experience in organizational structure review, particular experience with E-Government departments is a plus (at least 1 project within the past 3 years for e-government departments)
- Demonstrated experience in performing psychometric assessments;
- The Consulting firm shall have adequate technical workforce to carry out the project and complete it on time as detailed below;
- Demonstrated competencies in government consulting and project management

- The Consultant team will consist of one **Team Leader**, who will also work as a key expert and at least two **experts** to perform the activities highlighted in the ToR.

The **Team Leader** shall possess the following qualifications:

1. Professional degrees or certifications in governance, administration, engineering or other relevant fields
2. Minimum of ten (10) years of relevant professional experience;
3. Minimum of five (5) years of experience in conducting organizational development assignments including HR assessments;

The **Key Experts** shall possess the following qualifications:

1. Professional degrees or certifications in business, or innovation, or digital transformation, or engineering or other or other relevant fields
2. Minimum of five (5) years of experience in managing and implementing digital transformation projects;

The qualifications of the selected Consultant and proposed team have to be satisfactory and adequate for the implementation of the assignment

F. CONTRACT DURATION & FORM

Expected contract signature and commencement date is December 2020. The expected completion period is 7 weeks from contract signature.

The consultant will be selected following the World Bank's Procurement Regulations for IPF Borrowers of July 2016 and revised on November 2017 and August 2018. The contract would be Lump Sum.

Consultants may associate with other firms to enhance their qualifications but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

G. REPORTING AND SUPERVISION

The consultant will work under the guidance and supervision of the Digital Transformation Manager of the Project Management Unit (PMU) at MoDEE. The PMU will be responsible for coordinating with MoDEE team to ensure full ownership of the assessment and its findings.

The consultant will prepare weekly progress reports and coordinate with the designated point of contact at the PMU.

The consultant will provide **biweekly updates of implementation progress** by email to the PMU. These should include:

- Reporting on activities scheduled for the period, per component, and describing any change to the schedule or activities.
- Reporting on results, for the period, per component.
- Flagging findings, lessons, or emerging issues of interest or concern.
- Identifying issues or problems that have affected or may affect task implementation.

H. PAYMENT SCHEDULE

The Consultant will be paid upon the following payment schedule. All payments are bound to receiving a written satisfaction letter one week following the submission of the deliverable from the PMU

20%	Upon submission and the PMU's acceptance of deliverable D.1
30%	Upon submission and the PMU's acceptance of deliverable D.2
30%	Upon submission and the PMU's acceptance of deliverable D.3
20%	Upon submission and the PMU's acceptance of deliverable D.4