



وزارة الاقتصاد الرقمي والريادة

Ministry OF Digital Economy and Entrepreneurship

Youth Technology and Jobs Project

Terms of reference (TOR)

Activity Reference #: JO-MODEE-385209-CS-QCBS

Entrepreneurship Extracurricular Activities at Universities

**YOUTH
TECHNOLOGY & JOBS**

Background

The Youth, Technology, and Jobs (YTJ) project, implemented by the Ministry of Digital Economy & Entrepreneurship (MoDEE) in Jordan, is funded by the World Bank, with MoDEE serving as the implementing agency, 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 until 2027.

The project 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.

Component 1 – Increasing the Supply of Digitally Skilled Youth in Jordan

1.1 Establishing a Digital Skills Training Ecosystem with Private Sector Involvement

Establishing the National Skills Council for ICT (“NSC-ICT”) to carry out a program of activities aimed at (a) providing digital skills training; (b) assessing the demand for specific professions in the market and the supply of talent; (c) reviewing national occupational standards; (d) developing, accrediting, and providing online training courses and materials; (e) raising national awareness; and (f) monitoring and evaluation.

1.2 Enhancing Digital Skills Competencies for Public School Students

Carrying out a program of activities to develop and implement a digital skills curriculum in public schools.

1.3 Providing Working Spaces in Underserved Communities through Tech Hubs

Upgrading, equipping and managing technology hubs within the existing vocational training centers, or other appropriate premises, to provide venues for a variety of activities, including, inter alia, skilling programs, co-working spaces, ITO/BPO space and networking space.

1.4 Enhancing Digital Skills Competencies for Youth

(i) Technical assistance and Training to youth through eligible Training Service Providers and (ii) Provision of TSP Subgrants to eligible Training Service Providers.

Component 2 - Expanding the Digital Sector and Digital Government Services in Jordan

2.1 Expanding Access to Market for Digital Firms

(a) Developing growth plans of Digital Firms in underserved communities through payment of employment subsidies for Eligible Employees of Digital Firms;

(b) Providing Matching Grants to support implementation of business development plans of Digital Firms aiming to secure new contracts in outside markets;

(c) (i) Procuring services of selected Professional Intermediaries in key markets to support, inter alia, global scaling, attracting foreign investment opportunities, developing exit pathways and establishing commercial partnerships, and (ii) providing Intermediary Grants to selected Professional Intermediaries; and

(d) Providing Matching Grants to support growth and expansion of nonprofit companies, civil society organizations and private sector companies that adopt technology means to support vulnerable youth and poor areas;

(e) Providing technical assistance for the establishment of the Jordan Source on (i) national brand positioning and outreach, including developing an interactive website and social media presence, conducting reports, surveys and newsletters, holding meetings on good practices and lessons learned for ITO/BPO activities; (ii) preparing, conducting, and engaging in follow up activities related to yearly international exhibitions and roadshows; (iii) establishing a focal point for business facilitation of foreign ITO/BPO investors; and (iv) financing of temporary space for ITO/BPO investors to expedite their management relocation in Jordan;

(f) Supporting the development of an entrepreneurship pipeline through (i) technical assistance and training on extracurricular entrepreneurship development programs in selected universities; (ii) technical assistance to establish and operate a Government Services Acceleration Program; (iii) technical assistance and regional dialogue to increase access of Jordanian startups to neighboring markets; (iv) Technical assistance and Training to eligible Startup Firms via incubators on the development of their minimum viable products; and (v) provision of Startup Grants to eligible Startup Firms for the finalization of their minimum viable products

2.2 Supporting Digital Transformation of Service Delivery to Citizens and Businesses.

(a) Provision of technical assistance to:

- i. MoDEE for conducting public value assessments of digital services provided through the Borrower's government portal and an assessment of shared services necessary for digital payment systems;
 - ii. (a) re-engineer, simplify and digitize the services; (b) establish necessary quality assurance instruments, including data privacy; and (c) develop a unified mobile application for online service delivery; and
 - iii. train government employees on new technologies and design of a new citizen feedback mechanism or leveraging an existing citizen feedback mechanism, communication strategy and outreach campaigns.
- (b) Upgrade the functionality and capacity of the e-service infrastructure, including, *inter alia*, development of the Borrower's document archiving and communication system, expansion of the interoperability platform for data exchange, upgrades to the government cloud, database security and public key infrastructure upgrades;
- (c) Provision of technical assistance to develop government digital transformation plan, design of a change management strategy and related activities to implement Borrower's e- Government agenda, including capacity development of MoDEE; and
- (d) Strengthening of institutional capacity of MoDEE through establishment of a digital transformation task team of consultants responsible for overseeing the implementation of the e-Gov activities including liaising with relevant ministries of the Borrower.

2.3 Digitization of Government Payments

Carrying out a program of activities aimed at facilitating digitization of government payments focused on front-end solutions providing end users with diverse options/tools to make digital payments, through technical assistance for (a) developing an overarching government payment architecture and roadmap; (b) supporting and growing capacity of an intergovernmental task force established for the digitization of government payments and revenues; (c) developing relevant policies and procedures that ensure satisfactory completion of digitization projects; (d) establishing and implementing a change management program for digital payment system; (e) developing and implementing required digital government-to-government payment enablers, including necessary regulatory changes; and (f) implementing IT enhancements in the ID systems to meet needs of the financial sector.

Component 3 - Project Management and Implementation Support

Provision of technical advisory services and goods to manage, coordinate, monitor and evaluate the Project, including Operating Costs, independent verification of the achievement of the DLIs and independent verification of completion of employment objectives for employment subsidies and relevant result milestones for Intermediary Grants, TSP Subgrants, Startup Grants and Matching Grants.

Objective (s) of the Assignment

The objectives of this activity outlined in the Terms of Reference (TOR) are to build entrepreneurial capacity, produce impactful extra-curricular activities at universities, create awareness of the entrepreneurial ecosystem and build the linkage between entrepreneurial centers at universities and the ecosystem, and promote the advantages of entrepreneurship. By achieving these objectives, the activity aims to foster an entrepreneurial culture, facilitate the growth of the entrepreneurial ecosystem, and contribute to the overall development of individuals and the local community.

1. **Address Gaps in Existing training programs and boot camps:** The activity aims to bridge the gaps identified in the existing entrepreneurship training programs and boot camps provided by 6-8 local universities. Through a comprehensive gap analysis, it will identify areas where the curricula lack resilience implementation support, or practical application. The objective is to develop and provide training materials that fill these gaps and enhance the effectiveness of entrepreneurship education.
2. **Train the Trainers:** The activity includes a Training of Trainers (ToT) program, which aims to train 20 participants who will be responsible for delivering the entrepreneurship development training programs. The objective is to equip these trainers with the necessary knowledge, skills, and tools to effectively deliver the curriculum and engage students in entrepreneurial learning experiences.
3. **Student Engagement and Enrollment:** The activity seeks to engage and enroll 1,000 students in the developed training programs and boot camps. The objective is to provide students with opportunities to actively participate in entrepreneurial activities, encouraging them to explore their entrepreneurial potential, develop business ideas, and gain practical experience.
4. **Feasible Business Idea Generation:** The activity aims to incubate 100 feasible business ideas from the beneficiary youth who participate in the entrepreneurship development programs. The objective is to encourage students to think critically, identify market opportunities, and develop viable business concepts that have the potential for implementation and success.
5. **Raise Awareness and Create an Entrepreneurial Culture:** The activity seeks to foster an entrepreneurial culture at the university level. By offering entrepreneurship development programs, it aims to encourage students to think creatively, take initiative, and embrace innovation. The objective is to promote a culture that values entrepreneurship and supports the growth of entrepreneurial ventures.
6. **Measure the impact of the executed programs:** after finalizing the training programs the consultant is required to follow up on the status of generated feasible ideas and ensure that they are choosing the right path to succeed and grow. Detail robust mechanisms for evaluating the impact of the entrepreneurship programs and activities, including pre and post evaluation and metrics for long-term tracking of startup success and innovation outcomes post-training
7. **Build the network between university incubators and the ecosystem:** by aligning and communicating the objectives of universities training and incubation programs to the right partners from the ecosystem (incubators, accelerators or VCs) to guarantee full impact of the training and incubation

Scope of Services, Tasks (Components), and Expected Deliverables

Scope of Work / Services

Address Gaps in Existing Curricula:

- Select and identify 6-8 universities with entrepreneurial activities (training program and boot camp). The universities are preferred to be distributed over governorates in Jordan and cover all geographical areas.
- Conduct a comprehensive gap analysis of the existing provided training and boot camps in 6-8 universities in Jordan
- Identify areas for improvement, such as curriculum content, practical application, implementation support, and impact measurement.
- Develop training materials and resources that fill the identified gaps and enhance the effectiveness and impact of entrepreneurship programs in these universities. The developed training resources will also serve as a reference for other universities not selected in the initial implementation, facilitating wider adoption and standardization of best practices in universities extracurricular entrepreneurial education across the country.

Train Trainers:

- Design a Training of Trainers (ToT) program to equip educators with the necessary skills and knowledge to deliver the entrepreneurship development training programs.
- Conduct ToT sessions to train 20 educators in effective teaching methodologies, practical application of entrepreneurship concepts, and mentorship skills.
- Provide ongoing support and resources to trainers to ensure the delivery of high-quality entrepreneurship education.

Student Engagement and Enrollment:

- Develop a range of extracurricular entrepreneurship development programs tailored to the interests and needs of university students.
- Promote these programs among students through various channels, including university communication platforms, student organizations, and faculty engagement.
- Track student enrollment and participation in the different programs, ensuring inclusivity and diversity in student engagement.
- Incorporate strategies for building trust between the students and the university innovation center, such as transparent communication about intellectual property rights and actively involving students in shaping and evaluating the programs.

Feasible Business Idea Generation:

- Design activities and exercises within the entrepreneurship development programs to stimulate students' creativity and critical thinking.
- Provide guidance and mentorship to students in developing and refining their business ideas.
- Evaluate and select the most promising and feasible business ideas generated by the students for further support, incubation, or acceleration.
- Create a connection channel between the universities and key players in the entrepreneurial ecosystem.
- Foster partnerships and collaborations with incubators, accelerators, and other key players in the ecosystem to connect entrepreneurs with potential mentors, investors, and industry experts.

- Facilitate networking events, pitch competitions, and industry visits to expose students to real-world entrepreneurial experiences and enable them to build valuable connections within the ecosystem.
- Offer guidance and support in the preparation of business plans, investor pitches, and other documentation required for engaging with key players in the entrepreneurial ecosystem.

Raise Awareness and Create an Entrepreneurial Culture:

- Conduct awareness campaigns and promotional activities to reach university students.
- Provide resources and support to encourage students' engagement in entrepreneurial activities, such as business plan competitions and networking events.

Expected Deliverables

1. Project Work Plan:

The consultant is required to create a comprehensive Project Work Plan that aligns with the academic calendars of the selected universities. This plan will detail all expected deliverables, including the implementation of entrepreneurship extracurricular activities and the scheduling of Training of Trainers (ToT) and mentor training sessions to ensure maximum participation. The plan outlines a clear roadmap, with specific milestones for each deliverable to guide stakeholders through the project. It also includes mechanisms for monitoring progress and adapting strategies, ensuring the project remains aligned with academic schedules.

2. Gap Analysis Report:

- Comprehensive report outlining the findings of the gap analysis conducted on the existing entrepreneurship curricula at local universities.
- Identification of areas for improvement in curriculum content, practical application, and implementation support, with recommendations for bridging the gaps.

3. Training of Trainers (ToT) Program:

- ToT program designed to equip educators with the necessary skills and knowledge to deliver entrepreneurship development training programs.
- ToT curriculum materials, including training modules, facilitator guides, and assessment tools.
- Documentation of ToT sessions conducted, including participant feedback and evaluation results.
- Inclusion of 20 trainers successfully completing the Training of Trainers (ToT) program through conducting separate ToT sessions that accommodate the selected participants considering their geographical locations.
- Shadow Coaching' Session: Consultant accompanies the trained trainers in their first delivery session to others, ensuring they can apply what they theoretically learned in a real-life setting, providing guidance and feedback to enhance their training capabilities.
- The ToT should include strategies for sustained staff development and retention to ensure that the trained personnel remain engaged and contribute to the continuity and success of the program over time

4. Enhancing Mentorship Capabilities:

Development of a mentorship training program aimed at equipping both academic and administrative staff and other qualified participants with the skills necessary to effectively support and guide students in entrepreneurship. This should include:

- Designing mentorship training modules that focus on practical mentorship strategies and entrepreneurship support.

- Implementing mentorship workshops and ongoing support systems that enable mentors to provide continuous guidance to student entrepreneurs.
 - Inclusion of at least 6-8 mentors per university from the academic staff in the mentorship trainings
 - Establishing metrics for evaluating the effectiveness of the mentorship provided, ensuring it aligns with the entrepreneurial goals of the university and the overall project objectives.
- 5. Entrepreneurship Development Training Programs:**
- Developed and implemented extracurricular entrepreneurship development training programs tailored to the interests and needs of university students.
 - Curriculum materials, including training modules, lesson plans, and supporting resources, that foster an entrepreneurial mindset and emphasize creativity, initiative, and innovation.
 - Achievement of 1000 student enrollments in various programs and generation of 100 feasible business ideas by beneficiary youth
- 6. Student Engagement and Enrollment Report:**
- Report detailing the development and promotion of extracurricular entrepreneurship programs to students, including the channels used and the strategies implemented.
 - Documentation of student enrollment and participation in the different programs, ensuring inclusivity and diversity in student engagement.
- 7. Feasible Business Idea Generation Report:**
- Report showcasing the activities and exercises implemented to stimulate students' **creativity and critical thinking in developing feasible business ideas.**
 - Documentation of the guidance and mentorship provided to students, including the refinement and selection process of the generated business ideas.
 - Summary of the most promising business ideas selected for further support, incubation, or acceleration.
- 8. Connection Channel Establishment:**
- Documentation of the established connection channel between universities and key players in the entrepreneurial ecosystem.
 - Records of partnerships and collaborations formed with incubators, accelerators, mentors, investors, and industry experts.
 - Report highlighting the networking events, pitch competitions, and industry visits facilitated to enable students to build connections within the entrepreneurial ecosystem.
- 9. Guidance and Support Materials:**
- Resources provided to students for the preparation of business plans, investor pitches, and other documentation required for engaging with key players in the entrepreneurial ecosystem.
 - Supporting materials, such as templates, guidelines, and best practices, to assist students in navigating the entrepreneurial landscape and accessing necessary resources.
- 10. Awareness Campaign Report:**
- Report summarizing the conducted awareness campaigns and promotional activities, including details of the target audience reached, channels utilized, and outcomes achieved.
- 11. Measure the impact of the suggested program:**
- Program Impact Evaluation: Assess the impact of the programs, including metrics for long-term tracking of startup success outcomes post-program. Provide recommendations to ensure the sustainability of the programs' success and the impact on startup success and innovation outcomes post-training.

- Sustainability Study: Conduct a study to evaluate the sustainability of incubating feasible ideas outside the universities.
- Participant Evaluations: Implement pre- and post-evaluation measures for participants to assess the effectiveness and impact of the activities and programs proposed.

Client's Input and Counterpart Personnel

- Services, facilities and property to be made available to the Consultant: The client will facilitate introductions between the consultant and universities as needed and provide any available materials that could help in the gap analysis.
- Professional and support counterpart personnel to be assigned by the Client to the Consultant's team: Each of the selected universities will assign a liaison to the consultant's team to assist in facilitating engagement.

Firm area of expertise and Team Composition and Qualification Requirements of the Key Experts

Firm qualifications / past experience

1. **Experience in Entrepreneurship Education:** The firm should have a proven track record in entrepreneurship education, particularly in designing and implementing extracurricular programs at the university level. This experience should include curriculum development, training of trainers, student engagement, and business idea generation.
2. **Expertise in Gap Analysis:** The firm should have expertise in conducting comprehensive gap analyses of existing curricula. This includes the ability to identify areas of improvement, develop recommendations, and design training materials and resources to bridge the identified gaps.
3. **Training and Capacity Building:** The firm should have experience in designing and delivering effective training programs, including Training of Trainers (ToT) programs. They should have a strong understanding of teaching methodologies, practical application of entrepreneurship concepts, and mentorship skills development.
4. **Networking and Collaboration:** The firm should have a proven ability to establish and maintain partnerships and collaborations within the entrepreneurial ecosystem. This includes connecting universities with key players such as incubators, accelerators, mentors, investors, and industry experts.
5. **Project Management Skills:** The firm should have strong project management skills to effectively coordinate and execute the various components of the activity. This includes planning, resource management, monitoring and evaluation, and reporting.
6. **Knowledge of the Jordanian Context:** The firm should have a deep understanding of the Jordanian entrepreneurial ecosystem, including the local business landscape, regulatory framework, and support infrastructure. Familiarity with the Jordanian education system and university environment is also desirable.
7. **Strong Communication and Stakeholder Engagement:** The firm should have excellent communication and stakeholder engagement skills to effectively collaborate with universities, the Ministry of Higher Education, intermediaries, and other relevant stakeholders. This includes the ability to conduct awareness campaigns, facilitate workshops, and engage diverse audiences.
8. **Previous implemented projects:** The firm should provide evidence of past successful projects or initiatives related to entrepreneurship education, including testimonials, case studies, or impact reports.

- **list key professional positions whose CVs and experience would be evaluated**

1. Project Manager:

Education Background: A bachelor's degree in a relevant field, such as Project Management, Business Administration, Engineering, or a related field

Experience:

A minimum of 5 years of proven experience in project management, preferably in a similar industry or domain.

Experience in managing cross-functional teams and external stakeholders.

Qualifications:

PMP (Project Management Professional) certification or equivalent is highly desirable.

Strong leadership and interpersonal skills, with the ability to motivate and guide a diverse team.

Proficiency in project management software and tools.

Excellent communication and negotiation skills.

Problem-solving and critical thinking abilities.

Track record of adapting to changing project requirements and managing risks effectively.

2. Curriculum Development Specialist

Education Background: A master's degree or higher in Education, Curriculum Development, Instructional Design, or a related field.

Experience:

A minimum of 4-6 years of experience in curriculum development, instructional design, or educational content creation.

Proven track record in designing and developing effective and engaging curriculum materials.

Experience in working with various educational levels

Capability to design a practical curricular, project based, linked to a business need solution

Qualifications:

In-depth knowledge of instructional design principles and curriculum development methodologies.

Strong research skills to ensure content accuracy and relevance.

Ability to collaborate with subject matter experts, educators, and stakeholders to gather insights and feedback.

Excellent written and verbal communication skills.

Creativity in designing instructional materials that cater to diverse learning styles.

Attention to detail and commitment to producing high-quality educational content.

Experience with assessment and evaluation techniques to measure the effectiveness of the curriculum.

3. Training and Capacity Building Expert

Education Background:

A bachelor's or master's degree in Education, Training

Experience:

Minimum of 5 years of experience in designing and delivering training programs and capacity-building initiatives.

Demonstrated experience in needs assessment, curriculum development, training delivery, and evaluating training effectiveness.

Experience working across diverse industries and sectors.

Qualifications:

Minimum of 5 years of experience in designing and delivering training programs and capacity-building initiatives.

Demonstrated experience in needs assessment, curriculum development, training delivery, and evaluating training effectiveness.

4. Gap Analysis Consultant:

Education Background: A bachelor's or master's degree in Business Administration, Management, Economics, or a related field.

Experience:

A minimum of 4-6 years of experience in conducting gap analysis or related consultancy work.

Proven expertise in identifying gaps in processes, operations, or strategies

Experience in working with diverse industries or sectors

Qualifications:

Strong analytical skills and the ability to critically evaluate complex situations

Proficiency in data collection methods, data analysis, and presenting findings.

Familiarity with different gap analysis frameworks and methodologies.

Excellent communication skills to effectively communicate findings and recommendations.

Ability to collaborate with cross-functional teams and engage stakeholders.

Problem-solving skills to develop practical solutions to address identified gaps.

Attention to detail and accuracy in documenting and presenting findings.

Adaptability to work in various industries or sectors with different challenges and requirements.

5. Stakeholder Engagement Specialist

Education Background: A bachelor's degree in Communication, Public Relations, Marketing, Business Administration, or a related field.

Experience:

Minimum of 4 years of experience in stakeholder engagement, relationship management, or public relations.

Proven track record in developing and executing successful stakeholder engagement strategies.

Experience working with diverse stakeholder groups, including community members, partners, clients, and government agencies.

Qualifications:

Strong interpersonal and communication skills for building and maintaining positive relationships.

Demonstrated ability to analyze stakeholder needs and expectations.

Proficiency in developing and implementing engagement plans tailored to different stakeholder groups.

Creative thinking to devise innovative approaches to engage stakeholders effectively.

Knowledge of various communication

Project management skills to coordinate engagement activities and initiatives.

6. Monitoring and Evaluation Officer

Education Background: A bachelor's or master's degree in Evaluation, Monitoring and Evaluation, Statistics, Social Sciences, or a related field.

Experience:

Minimum of 4-6 years of experience in monitoring and evaluation roles, preferably in projects or programs related to the organization's domain.

Proven expertise in designing and implementing monitoring and evaluation frameworks, tools, and methodologies.

Experience in data collection, analysis, and reporting to measure project outcomes and impact.

Qualifications:

Strong understanding of monitoring and evaluation concepts and practices.

Proficiency in quantitative and qualitative data collection methods.

Familiarity with data analysis software and tools (e.g., SPSS, Excel, or specialized monitoring software).

Ability to design and administer surveys, interviews, and focus group discussions.

Strong attention to detail for accurate data collection and analysis.

Excellent communication skills to present findings in a clear and concise manner.

Experience in developing performance indicators and outcome metrics.

Ability to work collaboratively with project teams to integrate monitoring and evaluation practices.

Project management skills to ensure timely data collection and reporting.

Problem-solving skills to address challenges in data collection and analysis.

7. Entrepreneurship Expert

Education Background: A bachelor's or master's degree in Entrepreneurship, Business Administration, Economics, or a related field.

Experience:

A minimum of 5-8 years of experience in entrepreneurship, startup support, business development, or related areas.

Proven track record of successfully launching and scaling businesses or supporting entrepreneurs.

Experience working with diverse types of startups across various industries.

Qualifications:

In-depth knowledge of entrepreneurship principles and business model innovation.

Strong understanding of market analysis, competitive landscape assessment, and customer validation.

Excellent networking skills to connect startups with relevant resources and opportunities.

Experience in crafting business plans, investor pitches, and fundraising strategies.

Proficiency in identifying growth opportunities and potential risks for startups.

Strong interpersonal and communication skills for building relationships with entrepreneurs and stakeholders.

Adaptability to work in dynamic and fast-paced startup environments.

Knowledge of regional and global startup ecosystems and trends.

Project management skills to oversee and coordinate entrepreneurship support programs.

Reporting Requirements and Time Schedule for Deliverables

- Format, frequency, contents of reports, and dates of submission
Reports should be submitted in a digital format (Word document) before the approval and after the approval and finalizing it will be shared pdf format for signature
Reports should be submitted by the 7th of each month following the announcement of the implementation.
The consultant will work under the guidance and supervision of the **Project 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 Monthly progress reports and coordinate with the designated point of contact at the PMU.
The consultant will provide **Monthly** 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.

3 hard copies and an e copy need to be submitted per deliverable.

- **Deliverables / specific outputs expected from consultant***

#	Deliverables	Schedule
1	Project work plan	Week 6 after signing the contract
2	Gap analysis report	Week 22
3	Entrepreneurship Development Training Programs	Week 22
4	Training of Trainers (ToT) Program for 6-8 universities, training 20 participants to become qualified trainers in entrepreneurship development.	Week 31
5	Student Engagement and enrollment report	Week 45
6	Mentors training for at least 6-8 participants per university from the academic staff	Week 58
7	Feasible Business Idea Generation Report	Week 66
8	Connection Channel establishment	Week 70
9	Guidance and support material	Week 79
10	Awareness campaign report	Week 90
11	Measure the impact of the program	Week 100

***All Consultant outputs will be submitted in Arabic and English**

***Schedule refers to the number of (weeks) from the start of the assignment (signing of the contract) to completion of the deliverable**

Contract Duration and Form

Expected commencement date is (December) 2024. **The expected completion period is November 2026** from the order to proceed. The consultant will be selected following the World Bank's Procurement Regulations for IPF Borrowers of July 2016 and revised in 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.

Payment schedule

The Consultant will be paid upon the following payment schedule. All payments are bound to receiving a written satisfaction letter 2 weeks following the submission of the deliverable from the PMU

#	Payment %	Payment
1	10%	Upon submission and the PMU's acceptance of deliverable D.1
2	15%	Upon submission and the PMU's acceptance of deliverable D.2 & D3 & D4
3	15%	Upon submission and the PMU's acceptance of deliverable D.5 & D6
4	15%	Upon submission and the PMU's acceptance of deliverable D.7 & D8
5	15%	Upon submission and the PMU's acceptance of deliverable D9 & D10
6	30%	Upon submission and the PMU's acceptance of deliverable D11

