

**Ministry of Digital Economy & Entrepreneurship  
Youth Technology  
and Jobs Project  
Project ID: P170669  
Reference#: JO-MODEE-452197-CS-QCBS  
Selection of Independent Verification Agency (IVA)**

## **List of Abbreviations**

- MoDEE: Ministry of Digital Economy & Entrepreneurship
- YTJ: Youth, Technology, and Jobs
- IVA: Independent Verification Agent
- NSC-ICT: National Skills Council for ICT
- ITO/BPO: Information Technology Outsourcing / Business Process Outsourcing
- CSOs: Civil Society Organizations
- NPOs: Non-Profit Organizations
- TSPs: Training Service Providers
- MVPs: Minimum Viable Products
- PMU: Project Management Unit
- DLIs: Disbursement Linked Indicators
- PAD: Project Appraisal Document
- POM: Project Operational Manual

## **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's designated end date is February 28, 2027.

The project components are:

### ***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 Sub-grants 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 Sub-grants, Startup Grants and Matching Grants.

To that end, MoDEE is issuing this ToR to identify and appoint a firm, later referred to as “consultant” that will be responsible for the scope below.

#### **B. Assignment specific background**

This assignment involves verifying the Disbursement Linked Indicators (DLIs) of the project, as well as confirming the technical verification of Matching Grants, and subgrants milestones, and associated details within the project's components. Additionally, it involves conducting financial verification for one of the Matching Grants (GIG) and the sub-grants, along with technical verification.

For this assignment, an IVA or “Independent Verification Agent”, satisfactory to the Bank, will be hired under the Project to certify the achievement of the DLIs and the achievement of the milestone for Matching Grants/ and Subgrants.

#### **1. Disbursement Linked Indicators:**

The project is financed via the Investment Project Financing (IPF) instrument, to support critical investments for the growth of digital economy and create income opportunities, with Disbursement Linked Indicators (DLIs) driving a focus on results. The use of an IPF with DLI instrument enables the project to be results oriented by rewarding the achievement of results with disbursements. The DLIs for this project include outcomes, intermediate results and implementation performance targets that build incrementally over the life of the project to improve the quality and relevance of digital skills development programs and to boost the demand for these skills. The results represented in the DLIs are critical to achieving the project's development outcomes.

The components leverage DLIs for activities that require a focus on results. Component 1, supporting the supply of digital skills in Jordan, is structured against two DLIs ensuring substantive outcomes are delivered under the activities.

#### **2. Matching Grants, and Sub-Grants**

The IVA should confirm the result milestones for Matching Grants, and Sub-Grants, ensuring they adhere to the verification protocol specified in their respective agreements. The detailed verification process should be developed and agreed upon with the agreement, the Project Loan Agreement, the Project Operational Manual (POM), and the Project Appraisal Document (PAD).

### 2.1 Matching Grants for Employment Subsidies

The project will provide incentive packages to support growth plans of digital firms (focusing on ITO-BPO) in under-served communities, to help build/scale their activities and generate local job opportunities. These types of businesses do not need to be located within hi-technology development hubs. The project will cover employment subsidies to eligible employees of digital firms, using procedures and a transfer and verification mechanism acceptable to the Bank.

The project will provide matching grants of up to \$300,000 to cover up to 50% of the first six months salaries of eligible employees.

### 2.2 Matching Grants for Expansion

The project will support the business development efforts of digital firms aimed at securing new contracts from target markets in the GCC countries, Europe, China, India, and USA. The project will provide matching grants of up to \$100,000 to cover up to 50% of the cost of implementing the business development plans of those companies. Cost items covered will include travel and accommodation for attending conferences/trade shows, introduction of marketing and sales pipeline management processes and tools, retainers/success fees for intermediaries (e.g. brokers) that can help companies secure new contracts, and salaries of new business development staff.

### 2.3 Matching Grants for the GIG Economy

The project will provide access to income opportunities in various tech and non-tech economic activities for individuals in the gig economy. YPJ will seek to increase the adoption of digital platforms by supporting Civil Society Organizations (CSOs), Non-Profit Organizations (NPOs), and Private Sector Companies (Tech and Tech-enabled) in training individuals, with focus on youth, women and refugees in underserved communities to access and offer their services on these digital platforms.

The project will provide matching grants (up to USD 200,000) to cover up to 80% of the total costs of the proposed project for the NGOs/NPOs/ CSOs, and, for the private sector companies (Tech and tech-enabled), including outreach, upskilling/quality training, onboarding on the digital platform and follow up.

### 2.4 Sub- Grants for TSP's

Sub-Grants are awarded to Training Service Providers (TSPs) whose proposals best adhere to solicitation requirements and demonstrate relevant capacity and experience for the proposed training program. The sub-grant amount, milestones, and payment terms are specified in a Sub-Grant Agreement. Disbursement occurs incrementally, tied to specific milestones, with each payment contingent upon successful milestone completion. Each sub-grant can fund up to USD 500,000 for a training program aligned with market needs, focusing on high-demand digital skills identified through Digiskills' Supply and Demand Gap analysis. Exceptional TSP performance may warrant performance-based extensions within the original grant amount to further enhance the reach and impact of their training programs.

### 2.5 Sub-Grants For intermediaries

The project will provide sub-grants through RFAs to acquire the services of professional local and/or international firm(s) to provide investment and Business-to-Business (B2B) matchmaking services for high-growth, Jordan-based digital entrepreneurs in key markets such as the USA, UK, Europe and the GCC. The services of the intermediaries will include identifying potential opportunities for Jordanian entrepreneurs, establishing contacts with potential investors and buyers, and facilitating business interaction.

## 2.6 Sub-Grants for Startups

This activity aims to boost the startups readiness for investment and expand the pipeline of entrepreneurs, including women entrepreneurs. The subcomponent will finance cohorts of startups with feasible ideas, who prepared a business model and ready to move on to commercialize their ideas. The Project will finance the incorporation of businesses and the development of minimum

viable products (MVPs), which is a turning point into revenue generation. The Project will support the development of 200 ideas into MVPs, with a focus on women and startups in remote areas. The Project will provide grants to eligible startups, who have business plans ready for implementation, at up to USD 10 thousand per startup. The Project will also competitively select local incubators and accelerators to provide training, coaching, and mentorship to support ideation and MVP development. The support will be provided on two levels:

- On-the-job coaching and training by incubators to startups.
- Grants provided to startups to help them in the finalization of their MVP (e.g.,

brand registration, technical support, technical development, equipment), these grants will be managed by the incubators and disbursed by the PMU directly upon verification conducted by the incubator/ accelerator.

### C. Scope of Work & Objectives

This assignment aims to provide independent verification services for the Y TJ project covering DLIs, Matching Grants, and Sub-grants. To fulfil the verification assignment, the consultant will develop and apply a robust verification methodology tailored to the project's specified activities. The consultant will be responsible for preparing verification reports that track and confirm the progress in achieving the targets. The reports will inform the decisions on reimbursements, potential required amendments, and documentation of challenges and lessons learned.

The assignment will be structured into four main phases:

#### PHASE 1: Methodology Review

- ✓ Revise the current methodologies being implemented for the project activities within their scope. This includes methodologies already being verified by the current IVA (as mentioned in the Matching Grants and Sub-Grants Matrix), where the consultant will assess and potentially enhance existing verification methods to ensure consistency and effectiveness across all project documents.

#### PHASE 2: Design of a New Methodology

- ✓ Develop a methodology and action plan for conducting verification activities: that includes a detailed step-by-step process including sampling methods, sources of information, instruments of data collection, and resources needed.
- ✓ Ensure the new methodology addresses gaps identified in Phase 1 and aligns with project objectives.
- ✓

### PHASE 3: Implementation

- ✓ Implement the verification methodology and action plan taking into consideration the DLIs and the grants matrix table and verification protocol provided in Annex A. The verification protocol for each DLI is different, thus the action plan must account for those differences.
- ✓ Supervise the implementation of the verification scheme to ensure the agreed-upon milestones outlined in the Matching Grants and Sub-grants Agreements. This includes serving as the second layer of verification for technical milestones associated with all Matching Grants and Sub-grants specified in the TOR. This may involve sampling, with a minimum sample of twenty percent, or a comprehensive review of all milestones to ensure accuracy and compliance, should the consultant see it is needed.
- ✓ Locate suitable resources to conduct on-site verification through spot checks and interviews with relevant stakeholders as necessary, following the Verification Protocol. The sampling method, survey design, and implementation will be documented in the Inception Report and agreed upon with the WB, as outlined in the Verification Protocol. DLI targets that necessitate physical verification, in addition to desk review and interviews, are specified in the protocol.

### PHASE 4: Reporting

- ✓ Prepare financial verification reports for the Sub-Grants and GIG Matching Grants, that track and confirm the expenses as per the original budget agreed on with each of signed organizations/ companies. In addition, whether they are aligned with the approved budget included in the signed agreement. The reports will inform the decisions on reimbursements, payments, potential required amendments, and documentation of challenges and lessons learned with the organizations/ companies.
- ✓ Prepare periodic verification reports as specified in the payment schedule (semi-annual for DLIs and regular for subsidies, matching grants, and sub-grants) verification reports: These reports will adhere to a standardized format, to be mutually agreed upon with the Y TJ team, and will encompass, but are not limited to, the following sections:
  - An executive summary of key findings.
  - Summary of progress for each DLI target and the milestones for matching grants and sub grants, indicating the comparison of achievements against targets.
  - Recommendations on pending steps required for unmet or partially achieved DLI targets, as well as milestones for matching grants and sub grants.
  - Outline of methodologies used for verification, and analysis of data used.
  - Summary of statistics for verification, including tables, figures and related written analysis.
  - A section capturing lessons learned from the verification process, along with recommendations to inform better project design and future verification activities.
  - Annexes to include copies of data collection tools and the data used for verification, including complete, cleaned data.

## DLIs Matrix

The DLIs Matrix table outlines (DLIs) and their corresponding allocations and anticipated annual amounts from 2025 to 2027.

DLI/Sub-DLI	Total Allocation	Anticipated Annual Amounts (in millions of US\$)		
		2025	2026	2027
DLI 1 - Digital skills developed through private sector collaboration				
DLI 1.2 NSC-ICT performs the following core functions as specified in the NSC- IT's Charter: (a) conduct a gap analysis for digital skills; (b) maintain a comprehensive customer relationship management system for the trainees benefitting from the training programs; (c) publish an annual performance report; and (d) publish an annual list of training service providers qualified by MoDEE.	2.5	1.25	1.25	-
DLI 3 - Enhancing digital skills competencies for public school students				
DLI 3.3 Ministry of Education develops and adopts a digital skill learning curriculum content for grades 7-12	8.00	8.00	-	-
DLI 3.4 Ministry of Education completes teacher training on new digital skills courses for 70% of ICT grade 7-12 teachers	12.00	6.00	6.00	-

## Matching Grants and Sub- Grants Matrix

The Matching Grants and Sub-Grants Matrix provides a guiding summary of their technical and financial verification requirements, starting dates, and respective values in million US dollars.

Grants Type	Technical Verification required (Yes/No)	Starting Date	Financial Verification required (Yes/No)	Starting Date	Value In Million / US\$	Methodology Status
<b>Matching Grants</b>						
Employment Subsidies	Yes	April 1 <sup>st</sup> , 2025	No	N/A	3.1	Existing Methodology to Enhance
Expansion	Yes	April 1 <sup>st</sup> , 2025	No	N/A	1.9	Existing Methodology to Enhance
GIG	Yes	April 1 <sup>st</sup> , 2025	Yes	Immediately after commencement date	2.1	Existing Methodology to Enhance
<b>Sub- Grants</b>						
TSP's	Yes	April 1st, 2025	Yes	Immediately after commencement date	7.2	Existing Methodology to Enhance
Intermediaries	Yes	Immediately after commencement date	Yes	Immediately after commencement date	3.5	New Methodology Required
Startup	Yes	Immediately after commencement date	Yes	Immediately after commencement date	2.0	New Methodology Required

The consultant will be provided with the following documents that would guide the verification process:

- Project Appraisal Documents.
- Project Grant Agreements.
- Project Loan agreement.
- Project Operational Manual (POM).

Procedure: The following are the overall steps involved in the carrying out of the IVA tasks:

- The PMU enters and signs a contract with the IVA.
- The IVA develops a verification strategy and time schedule for each DLI, matching grant, and subgrant using the project documents.
- For each DLI, matching grant, and subgrant verification, the IVA undertakes the necessary data collection clearances, especially for field-based verifications.
- IVA starts the field-based and/or desk-based DLI, Matching grants, and sub-grants verification process as per the given protocol.
- Once the verification process has been completed, the IVA prepares and submits its report in the agreed format to the PMU.
  - For DLI'S:
    - The PMU reviews the report. If there are no questions, the PMU sends it to the implementing ministries for further endorsement. If endorsed, the report is sent to the WB Task Team Leaders (TTLs).
    - If the verification report receives a no-objection from the WB, the WB proceeds with disbursements for DLIs.
  - For Matching grants, and sub-grants
    - The PMU reviews the report. If there are no questions, and the PMU begins processing the financial payments for the milestones.

#### **D. DELIVERABLES/SPECIFIC OUTPUTS EXPECTED FROM CONSULTANT**

Expected deliverables are outlined below:

##### **PHASE 1: Methodology Review**

- D.1 The minutes of the Kickoff Meeting, which will confirm and effectively communicate with the PMU the IVA process, relevant DLIs, and the Matching Grants and Subgrants verification protocols and standards as outlined in the project documents.

##### **PHASE 2: Design of a New Methodology**

- D.2 the revised methodologies for the current technical verification process for matching grants, sub-grants, and DLIs to ensure alignment with the technical verification requirements specified in the project documents.
- D.3 The final inception report, incorporating feedback from the PMU and other stakeholders on the draft version, detailing the methodology, action plan, annual timeline for conducting verification activities, and the suggested structure of the verification report.

##### **PHASE 3: Implementation**

- D.4 Present and communicate effectively with the stakeholders the relevant IVA process, the DLIs, and standards as outlined in the project documents, in addition to the methodology and timeline of implementation
- D. 5 Data collection and verification protocol implementation.



## PHASE 4: Reporting

- D. 6 Submit the final verification report, findings, and recommendations with evidence of verification, incorporating feedback from the PMU and other stakeholders on the draft version as needed.

The Verification of matching grants and Sub-grants should be continuously based on the task orders from the PMU.

All Consultant outputs will be submitted in English. All deliverables are subject to written satisfaction confirmation from the team within 14 days (about 2 weeks) of submission.

### E. Client's Input and Counterpart Personnel

- Issue a facilitation letter at the outset of each field visit to ensure smooth access and cooperation with relevant stakeholders.
- Provide all necessary project documents, such as agreements, reports, and financial records, to support the verification activities and ensure transparency and accuracy in the verification process.
- The initial technical verification to be conducted by the PMU technical team for the matching grants and subgrants.

### F. QUALIFICATIONS

The firm shall have the following qualifications:

- Over ten (10) years of experience in auditing – financial and non–financial; or competencies working with the government and private sector consulting, compliance, and audit.
- At least two (2) relatively similar contracts successfully carried out within the last five years.
- The Consultant shall have adequate technical workforce to carry out the project and complete it on time as detailed below.

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

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

1. The Team Leader should hold a relevant bachelor's or master's degree in a field related to business administration, finance, accounting, ICT, or a related major.
2. Minimum of (15) years professional experience in project management, Compliance, and audit, preferably in the ICT sector;
3. Demonstrated experience to work collaboratively with government institutions and the private sector in Jordan, related to business process analysis, and projects' audit;
4. Demonstrated experience in managing teams of experts for a similar project

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

1. University degree in business administration, accounting, financial, industrial engineering, human resources management, management information systems, or other related specializations;
2. 5 years of professional experience as compliance/audit specialist;
3. One of the experts should possess experience in the ICT sector.
4. One of the experts should have more than Seven (7) years of demonstrated experience in the field of auditing – financial.

## G. CONTRACT DURATION & FORM

The approximate commencement date is March 2025. And the contract's implementation period will be for the project's duration through February 2027. The contract will be reviewed annually to ensure satisfactory performance.

The consultant will be selected following the World Bank's Guidelines: Selection and Use of Consultant by the World Bank for Operational Purposes and form of contract would be the Lump Sum Contract .

## H. Reporting and Supervision

The consultant will work under the guidance and supervision of the Monitoring and Evaluation Officer of the Project Management Unit (PMU) at MoDEE. The PMU will be responsible for coordinating with MoDEE team and stakeholders.

The consultant will prepare regular progress reports and communicate on an ongoing basis with the designated point of contact in 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 task order, and describing any change to the schedule or activities.
- Reporting on results, for the period, per task.
- Flagging findings, lessons, or emerging issues of interest or concern.
- Identifying issues or problems that have affected or may affect task implementation.

## I. PAYMENT SCHEDULE

The Consultant will be paid based on the estimated schedule below, according to deliverables completion:

#	Deliverables	Anticipated Time frame	Payment
D1	The minutes of the Kickoff Meeting, which will confirm and effectively communicate with the PMU the IVA process, relevant DLIs, and the Matching Grants and Subgrants verification protocols and standards as outlined in the project documents.	10 Days	5%
D2	The revised methodologies for the current technical verification process for matching grants, sub-grants, and DLIs to ensure alignment with the technical verification requirements specified in the project documents.	15 Days	5%
D3	The final inception report, incorporating feedback from the PMU and other stakeholders on the draft version, detailing the methodology, action plan, annual timeline for conducting verification activities, and the suggested structure of the verification report.	20 Days	10%

- The remaining 80% of the payments will be made quarterly upon completion of deliverables 4-6, as well as according to regular and semi-annual task orders. DLIs will be verified based on semi-annual task orders, while subsidies, matching grants, and sub-grants will be verified based on regular task orders.
- All payments are bound to receive a written satisfaction letter from the PMU 14 working days after completion of the delivery.

## Annex A

### DLIs with Details

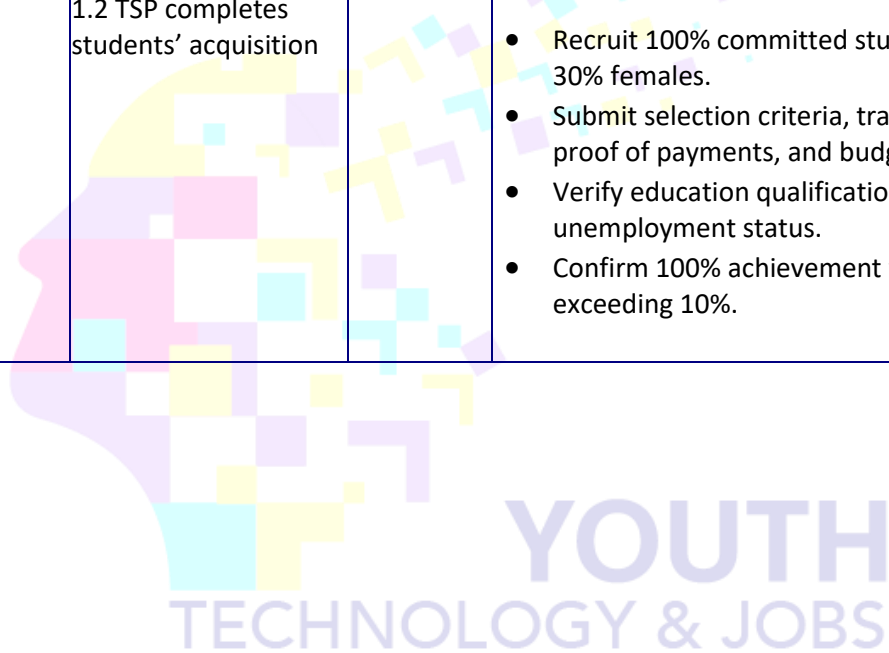
<b>DLI 1</b>	
<b>Digital skills developed through private sector collaboration</b>	
<b>Description</b>	DLI 1.2 NSC-ICT performs the following core functions as specified in the NSC- IT's Charter: (a) conduct a gap analysis for digital skills; (b) maintain a comprehensive customer relationship management system for the trainees benefitting from the training programs; (c) publish an annual performance report; and (d) publish an annual list of training service providers qualified by MoDEE
<b>Data source/ Agency</b>	Signed agreement between MODEE and NSC-ICT Progress report detailing completion of the core digital skills development activities agreed upon.
<b>Procedure</b>	DLI 1.2: IVA checks on an annual basis, between CY 2 and CY 7, PMU performs the following core functions: (a) conduct a gap analysis for digital skills; (b) maintain a comprehensive customer relationship management system for the trainees benefitting from the training programs; (c) publish an annual performance report; and (d) publish an annual list of certified training service providers.
<b>DLI 3</b>	
<b>Enhancing digital skills competencies for public school students</b>	
<b>Description</b>	DLI's 3.3 Ministry of Education develops and adopts a digital skills learning curriculum content for grades 7-12 DLIs: DLI 3.4 Ministry of Education completes teacher training on new digital skills courses for 70% of ICT grade 7-12 teachers: Disbursement Formula Details : DLI 3.3: \$16,000,000 by Closing Date Formula: (a) \$8,000,000 for the successful development of the curriculum content and digital skills learning assets for each grade between Grade 7, 9 and 11, b) \$8,000,000 for the successful development of the curriculum content and digital skills learning assets for each grade between Grade 8, 10 and 12. up to \$16,000,000 DLI 3.4: \$12,000,000 by Closing Date Formula: from the baseline of 0, \$6,000,000 for every additional 35% point increase in ICT grade 7-12 teachers trained to deliver digital courses, up to \$12,000,000
<b>Data source/ Agency</b>	MoE
<b>Procedure</b>	DLI 3.3: IVA will check the ministerial decree that adopts the Digital skills curriculum for grades 8,10 and 12. DLI 3.4: IVA to check the training records of the G7-12 teachers and confirm the percentage of teachers trained on the delivery of the digital skills curriculum. Training delivery records will be verified through spot checks (virtual or field based) on a sample basis.

### Anticipated Milestones with Details: Intermediaries grants

Milestone	Definition	% of payment	Summary Verification Procedure for Each Milestone
Upon submission and the PMU's acceptance of Inception Report	This should include the accepted detailed Work plan, and staff mobilization plan), And, the accepted selection criteria and methodology work plan	10%	<p>Technical verification: Making sure that the agreed on deliverable is met and all evidences are submitted correctly.</p> <p>Financial Verification: Proofs of payments for the activities related to the milestone to show that they are paid within the milestone timeline and if the amounts matches the agreed on amount, bigger or smaller.</p>
Upon submission and the PMU's acceptance of the selection and assessment of startups.	List of selected start-ups (The number of startups depends on the intermediary, usually 10 - 50 startups) along with the full rationale behind the selection. And, the Rapid Market Access / Investment Readiness Assessment: Number of Market access readiness plans including the full diagnosis and recommendations on how to increase their investment readiness, planned activities, and timeline of execution.	25%	
Upon completion and the PMU's acceptance of the Market Access / Investment Accelerator Report	The targeted number of Start-ups each of which participating in at least 1 market specific Market access / investment Accelerator, And, Start-up market development report: At Least 3 Client, partner or investor meetings facilitated per startup	20%	
Upon completion and the PMU's acceptance of all Monthly progress reports	Monthly progress reports	10%	
Upon completion and the PMU's acceptance of the Final Report	Program closing report including findings, recommendations. And the results of how many closed investment deals and or secured number of clients in the targeted market, or pitching sessions in front of an independent committee formed by MoDEE to check the investment / market access readiness of the selected start-ups (At least 60% to prove their investment / market access readiness)	35%	

### Anticipated Milestones with Details: TSPs

Milestone	Definition	% of payment	Summary Verification Procedure for Each Milestone
Outreach and Selection	<p>1.1 Development of training Timeline, outline and curriculum, in addition to Pre, Midterm and Post Assessments.</p> <p>1.2 TSP completes students' acquisition</p>	20%	<p>1.1 Development of Training Timeline, Outline, and Curriculum</p> <p><b>Verification Process:</b></p> <ul style="list-style-type: none"> <li>• Develop training timeline, outline, and curriculum.</li> <li>• Get Digiskills team approval.</li> <li>• Submit updated work plan, training documents, list of trainers, proof of payments, and budget analysis.</li> <li>• Verify 100% achievement with budget not exceeding 10%.</li> </ul> <p>1.2 TSP Completes Students' Acquisition</p> <p><b>Verification Process:</b></p> <ul style="list-style-type: none"> <li>• Recruit 100% committed students, including 30% females.</li> <li>• Submit selection criteria, tracking sheets, proof of payments, and budget analysis.</li> <li>• Verify education qualifications and unemployment status.</li> <li>• Confirm 100% achievement with budget not exceeding 10%.</li> </ul>



<p>Training and assessments</p>	<p>2.1 Selected candidates should undertake a pre-training assessment.</p> <p>2.2. Students undertake Midterm assessment</p> <p>2.3. Students undertake Post term assessment</p> <p>2.4. Students graduate and receive a certificate</p>	<p>70%</p>	<p>2.1 Pre-Training Assessment <b>Verification Process:</b></p> <ul style="list-style-type: none"> <li>• Conduct pre-training assessments for 100% of trainees.</li> <li>• Submit tracking sheet, pre-assessment summary, proof of payments, and budget analysis.</li> <li>• Verify 100% achievement with budget not exceeding 10%.</li> </ul> <p>2.2 Midterm Assessment <b>Verification Process:</b></p> <ul style="list-style-type: none"> <li>• Conduct midterm assessments for 100% of trainees, including 30% females.</li> <li>• Submit tracking sheet, midterm assessment report, proof of payments, and budget analysis.</li> <li>• Confirm 100% achievement with budget not exceeding 10%.</li> </ul> <p>2.3 Post-Term Assessment <b>Verification Process:</b></p> <ul style="list-style-type: none"> <li>• Conduct post-term assessments for 100% of trainees, including 30% females.</li> <li>• Submit tracking sheet, post-assessment summary, satisfaction survey, proof of payments, and budget analysis.</li> <li>• Verify 100% achievement with budget not exceeding 10%.</li> </ul> <p>2.4 Students Graduate and Receive a Certificate <b>Verification Process:</b></p> <ul style="list-style-type: none"> <li>• Graduate 100% of students, including 30% females.</li> <li>• Submit certificates, signed attendance sheets, tracking sheet, proof of payments, and budget analysis.</li> <li>• Confirm 100% achievement with budget not exceeding 40%.</li> </ul>
<p>Employment</p>	<p>60% of students achieve full-time employment</p>	<p>10%</p>	<ul style="list-style-type: none"> <li>• Facilitate employment for 60% of graduates.</li> <li>• Submit employment contracts, ID, payroll sheets, social security statements, salary slips, satisfaction surveys, and budget analysis.</li> <li>• Release full milestone amount if 60% achieve employment. Reimburse when 80% of committed employment is achieved.</li> </ul>

**Anticipated Milestones with Details: Employment Subsidies**

Milestone	Definition	% of payment	Summary Verification Procedure for Each Milestone
<p>Upon submission of Round 1 hirings with at least 5 new employees hired for at least 4 months.</p>	<p>This includes a list of the hired employees with their information (Name, gender, location, salary, date of hiring, job title).</p>	<p>50% of the agreement value (Depending on the number of hirings)</p>	<ul style="list-style-type: none"> <li>• Review the list of the 5 newly hired employees, ensuring it includes their information: name, gender, location, salary, date of hiring, and job title.</li> <li>• Verify the employment details to ensure that each employee has been hired for at least 4 months.</li> <li>• Check employment records or contracts to confirm the accuracy of the information provided.</li> <li>• Confirm that the hiring aligns with the project's objectives and the employment duration requirement.</li> </ul>
<p>Upon submission of Round 2 hirings for a minimum of 4 months and up to 6 months including the remaining months of round 1 to complete 6 months got the Round 1 hirings</p>	<p>This includes a list of the hired employees with their information (Name, gender, location, salary, date of hiring, job title).</p>	<p>50% of the agreement value (Depending on the number of hirings)</p>	<ul style="list-style-type: none"> <li>• Review the list of employees hired in Round 2 and ensure it includes their information: name, gender, location, salary, date of hiring, and job title.</li> <li>• Confirm that these employees have been hired for at least 4 months and verify that the total employment duration for Round 1 hires has been extended to 6 months.</li> <li>• Check employment records or contracts for both Round 1 and Round 2 hires to ensure that the required duration and conditions are met.</li> <li>• Ensure that the number of hirings and employment durations align with the agreed terms and project objectives.</li> </ul>



**Anticipated Milestones with Details: GIG**

Milestone	Definition	% of payment	Summary Verification Procedure for Each Milestone
Market assessment document, and securing a number of partnerships/clients with a proof they can secure jobs (gig, freelance, short term and full-time contracts) for at least 100 beneficiaries	This should include the Market research document that shows the needs for the trained for or selected skills, and, proofs for securing clients for the skills adopted (Proposals, contracts, agreements, MoUs, emails...)	15%	<ul style="list-style-type: none"> <li>Review the market assessment document to ensure it includes a comprehensive analysis of the demand for the trained skills.</li> <li>Verify the list of partnerships/clients and review the provided evidence (proposals, contracts, agreements, MoUs, emails) to confirm that they can secure jobs for at least 100 beneficiaries.</li> <li>Check that the proof provided demonstrates a realistic and achievable pathway for job placement.</li> </ul>
Selection, training and onboarding of the first group of beneficiaries (100 people)	This includes list of the 1st selected, trained and onboarded individuals with their information and proof of training (If any)	20%	<ul style="list-style-type: none"> <li>Review the list of the 1st group of selected beneficiaries to confirm that it includes 100 individuals.</li> <li>Check the documentation related to training and onboarding, such as attendance records, training certificates, or any other proof of training.</li> <li>Ensure that the training proof aligns with the defined training criteria and standards.</li> </ul>
Selection, training and onboarding of the second group of beneficiaries (100 people)	This includes list of the 2nd selected, trained and onboarded individuals with their information and proof of training (If any)	20%	<ul style="list-style-type: none"> <li>Review the list of the 2nd group of selected beneficiaries to ensure it includes 100 individuals.</li> <li>Check the documentation related to training and onboarding for this group, like the 1st group, including attendance records, certificates, or other training proof.</li> <li>Verify that the training is consistent with the predefined criteria and standards.</li> </ul>
Proof that at least 50 beneficiaries or more generating income through the platform(s)	This should include list of the 1st 50 individuals who secured a minimum of JOD 300 as a new revenue (who already exist in the trained and onboarded list)	20%	<ul style="list-style-type: none"> <li>Review the list of at least 50 beneficiaries who secured at least JOD 300 in new revenue.</li> <li>Cross-check the beneficiaries' names with the trained and onboarded lists to ensure they are part of the previously trained groups.</li> <li>Verify income generation proof, such as transaction records or income statements, to confirm that the revenue threshold has been met.</li> </ul>



Proof that another 50 or more beneficiaries generating income through the platform(s)	This should include list of the 2nd 50 individuals who secured a minimum of JOD 300 as a new revenue (who already exist in the trained and onboarded list)	20%	<ul style="list-style-type: none"> <li>Review the list of an additional 50 beneficiaries who have secured a minimum of JOD 300 in new revenue.</li> <li>Cross-check the beneficiaries' names with the trained and onboarded lists to ensure they are part of the previously trained groups.</li> <li>Verify income generation proof, like Milestone 4, to confirm the revenue threshold.</li> </ul>
Submission of the Final Project Report	This is a report template that the YTJ provides to the company / organization to obey with and fill the needed information	5%	<ul style="list-style-type: none"> <li>Review the final project report to ensure it follows the template provided and includes all required information.</li> <li>Verify that the report is complete, accurate, and submitted in the agreed format.</li> <li>Confirm that the report meets all project requirements and provides a comprehensive summary of the project outcomes.</li> </ul>

#### Anticipated Milestones with Details: Expansion

Milestones are divided into quarters, with each quarter dedicated to business development, sales, or marketing activities. The required activities and documentation for each quarter are outlined below:

Milestone	Definition	% of payment	Summary Verification Procedure for Each Milestone
Activities and milestones that identified as business development, sales or marketing. For example but not limited to: Travel, exhibitions and conferences, business development, sales and marketing hirings, establishing a company / branch, office rent,...	The submitted documents should include proofs for two things: Cost and Result. Cost should include proof of payments for: Travel (Ticket, accommodation, per diem, visa...), booths, event participation, hiring contracts, SM campaigns, marketing or ad agency hiring, office rent agreements, receipts,... For Results: proposals sent, meetings (Email confirmation, screenshots from calendar, pics...), event participation badge or letter, contracts signed, company registration document, ...	N/A	<p><b>Cost Verification:</b></p> <ul style="list-style-type: none"> <li>Review proof of payments for travel-related expenses (tickets, accommodation, per diem, visa), event booths, participation fees, hiring contracts, social media campaigns, marketing or ad agency services, and office rent agreements.</li> <li>Check for receipts and other supporting documents.</li> <li>Result Verification:</li> <li>14Verify the submission of proposals, meeting documentation (email confirmations, calendar screenshots, photos), event participation badges or letters, signed contracts, and company registration documents.</li> <li>Ensure all results align with the planned activities and objectives for the quarter.</li> </ul>

### Anticipated Milestones with Details: Startups

Milestone	Definition	% of payment	Summary Verification Procedure for Each Milestone
1. MVP/Product plan Development	Approved Plan for product development.	50%	Payment will be processed after the successful verification of this product development plan.
2.MVP/Product testing	validating the product in the market through extended testing with potential users	50%	The final payment will be made upon successful verification of this milestone by the incubator.

