



**وزارة الاقتصاد  
الرقمي والريادة**

**Ministry OF Digital Economy and Entrepreneurship**

**Youth Technology and Jobs Project**

**Terms of reference (TOR)**

**Activity Reference #: JO-MODEE-449465-CS-QCBS**

**Activity Title: US ICT Industry Bridge to Jordan**

## **Background**

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 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**

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 objective is to facilitate synergy between the Jordanian and US Information and Communication Technology (ICT) sectors, encourage partnerships, between Jordanian firms and US companies, and attract US businesses seeking to set up their operational and business functions in Jordan.

Acting as an intermediary generating leads and promoting the Jordanian ICT sector as well as finding opportunities of collaboration, bolstering the Jordanian ICT industry, thereby driving employment and bilateral cooperation.

Specifically, this includes:

1. Promote the Jordanian ICT sector in the United States to raise awareness about its capabilities, strengths, competitive advantages, skilled workforce, innovation, and supportive infrastructure.
2. Identify and engage US companies and individuals potentially interested in outsourcing their development or business processes to Jordan, or exploring partnerships and investment opportunities.
3. Facilitate successful collaborations and partnerships between US and Jordanian ICT companies by aligning objectives, identifying synergies, and building enduring business relationships.
4. Leverage the Jordanian community in the US to bring inbound opportunities, investments, and partnerships to Jordan (e.g., outsourcing, educational partnerships, mentorship).
5. Facilitate outbound opportunities for Jordanian firms to enter the US market, access mentorship, and establish commercial partnerships.

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

- **Scope of Work / Services**

In addition to the three items outlined below, this assignment involves consistent and regular engagement (e.g. standing meetings twice a month) with the MoDEE team and U.S. Jordan Source Account Manager to ensure consistency, regular feedback, and high-bandwidth operations.

### **1) Promote the Jordanian ICT Sector:**

- a. Develop and implement a comprehensive marketing and promotion strategy to raise awareness about the Jordanian ICT sector in the United States, highlighting its capabilities, strengths, competitive advantages, technological advancements, skilled workforce, innovation, and supportive infrastructure. This will be done through various channels such as social media, email communications, attended conferences and events, in coordination and support of Jordan Source US Account Manager.
- b. Conduct in-depth market research and lead generation activities to identify US companies potentially interested in outsourcing their development or business processes to Jordan.
- c. Identify leads, understand their requirements, guide them through exploring business interests in Jordan, and create a Pipeline of Fully Qualified Leads (FQL). An FQL is defined as a lead that previously had no IT/BPO business relations in Jordan, and is in the process of embarking on a business trip to Jordan with intentions, including engaging in discussions about their business initiatives with MoDEE.
- d. Help identify potential collaboration areas or opportunities for Jordanian firms.
- e. Advise on approaching companies that have not previously considered Jordan.
- f. Leverage the expertise and networks of the Jordanian community in the US for activities under this scope, where applicable.

## **2) Facilitate Business Partnerships:**

- a. Facilitate successful collaborations between US and Jordanian ICT companies by specifying the scope and nature of these collaborations, such as joint projects, knowledge sharing, market access, back-office operations, regional offices, or joint ventures.
- b. Identify synergies, and building enduring business relationships, utilizing best practices in partnership facilitation and stakeholder management.
- c. Proactively identify investment opportunities and market needs in the U.S. and inform the MoDEE team accordingly to allow Jordanian companies to match this need.
- d. Assist in approaching Jordanians with successful ventures in the U.S., or in decision-making positions in larger corporations, to attract them to do business in Jordan.
- e. In collaboration with the U.S. account manager, sustain engagement and relationship building with potential investors and the business community, while maintaining the comprehensive CRM database utilized by MoDEE.

## **3) Create network opportunities and facilitate connections between the Jordanian ICT sector and the US market, including:**

- a. Promoting the Changemakers application and driving users to it.
- b. Facilitating mentorship and knowledge-sharing initiatives between Jordanian professionals and their counterparts in the US, on or through the Change Makers app
- c. Organizing networking events, workshops, and seminars to foster connections and knowledge exchange between Jordanian and US ICT professionals.
- d. Leveraging existing professional networks and associations to facilitate introductions and collaborations between Jordanian and US entities.

### **• Expected Deliverables**

The consultant will produce a detailed work and mobilization plan at the onset of the project. This plan will include a marketing strategy, stakeholder engagement plan, and key companies and industries within ICT to target. The consultant shall provide one Closing Report which summarizes the year's achievements, challenges, recommendations for future initiatives, and a detailed plan for sustaining future engagement. The consultant shall provide a monthly status report highlighting the prior month's activities and accomplishments. The status report will show tracking against the below stated KPIs to measure the success of the 1-year project:

1. US companies and individuals engaged and qualified as potential leads for outsourcing to Jordan or exploring partnerships and investment opportunities.
  - Target: 300 qualified leads.
2. Successful partnerships or collaborations facilitated between US and Jordanian ICT companies.
  - Target: 15 partnerships.
3. Value of new business opportunities generated for Jordanian ICT companies through the facilitated partnerships.
  - Target: \$3 million in potential contract value.
4. Events, conferences, and trade shows attended or organized to promote the Jordanian ICT sector and engage the Jordanian community in the US.
  - Target: 5 events.
5. Marketing campaigns and promotional activities conducted, including targeted outreach to the Jordanian community in the US.
  - Target: 3 campaigns, which include no less than a total of 50 social media posts and advertisements.
6. Drive membership to the changemakers application and update CRM database.
  - Target: 50,000 entries respectively.

- Details on any new entries to the above KPIs
- Budget Update to include amount spent by category, expenditure justification, and budget remaining.
- Results of activities conducted, challenges, lessons learned, updates on, and feedback from, engagements with the Jordanian community in the U.S.
- Any risks and challenges

The consultant and MoDEE will review the project's performance every 3 months and adjust the project as needed to optimize the KPIs.

All consultant outputs to be submitted in English as well as utilizing a CRM and reporting system which is to include potential companies, prospects, partners, and engagement activities.

### **Client's Input and Counterpart Personnel**

- **Services, facilities and property to be made available to the consultant**
  - 1) MoDEE will have ready, at the beginning of this project, a stable and operational Agents of Change platform and mobile application that will be the intake vehicle for registering new members of the database and for registering new leads.
  - 2) MoDEE will have, at the outset, a CRM system ready for input.
  - 3) MoDEE, leveraging itself and its marketing partners, will own the development of any content needed for the promotion and marketing strategy, such as social media posts, content for email communications, Jordan Source creative content, and marketing materials for attending conferences and events.
  - 4) MoDEE will share with the consultant all available studies, assessments, datasets, reports, and industry papers that are relevant and critical to the success of this project.
- **Professional and support counterpart personnel to be assigned by the Client to the consultant's team**

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

- **Firm qualifications / past experience**
  - A. Experience in market research and lead generation, particularly in identifying and engaging US companies interested in outsourcing their development or business processes.
  - B. A successful history of generating Fully Qualified Leads (FQL). This includes the ability to engage with companies with the potential of expanding into the Middle East and guiding them toward developing their business interests in Jordan.
  - C. A strong understanding of the ICT sector, along with a history of identifying potential collaboration areas and opportunities for Jordanian firms.
  - D. A demonstrated capability to facilitate successful collaborations between international ICT companies, with a history of specifying and implementing collaboration frameworks that address various aspects like joint projects, knowledge sharing, market access, and joint ventures.
  - E. Expertise in cross-border partnerships and collaborations
  - F. Knowledge of market research and analysis techniques
  - G. Familiarity with CRM systems and marketing tools
  - H. Knowledge of the US market and business culture
  - I. Experience in event planning and networking

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

- Executive Director or similar
- Project Manager
- Business Development Specialist or Relationship manager
- Administrative Coordinator

The qualifications and educational backgrounds for the three steering committee members / project advisors are:

<b>Role</b>	<b>Qualifications</b>	<b>Educational Backgrounds</b>
Executive Director or similar	Minimum of 5 years of experience in senior leadership roles within a related field.	Bachelor's degree or higher in business administration, management, or a related field.
Project Manager	Minimum 5 years of experience in project management, with a focus on international development projects or cross-border collaborations.	Bachelor's degree in project management, business administration, or a related field. PMP certification preferred.
Business Development Specialist or Relationship manager	Minimum 2 years of experience in international business development, with a focus on emerging markets. or Minimum 2 years of experience in relationship management, partnership development, and networking.	Bachelor's degree in business administration, international relations, or a related field. Master's degree preferred
Administrative Coordinator	<ul style="list-style-type: none"> <li>• Experience in coordinating several initiatives, structured programs, and processes.</li> <li>• Strong organizational skills, ability to facilitate logistics, and practical support.</li> <li>• Maintain up-to-date records</li> <li>• Ensure adequate resource and budgeting for implementation</li> </ul>	Bachelor's degree in business, management, or any relevant field.

**Reporting Requirements and Time Schedule for Deliverables**

- **Format, frequency, contents of reports, and dates of submission**

The consultant will produce one Closing Report and a monthly status report highlighting the prior month's activities and accomplishments. All reports will be in Microsoft PowerPoint format. The status report will show:

- Tracking and details on the above-stated KPIs to measure the success of the 1-year project.
- Budget Update to include amount spent by category, expenditure justification, and budget remaining.
- Any risks and challenges

The consultant and MoDEE will review the project's performance every 3 months and adjust the project as needed to optimize the KPIs.

The consultant will work regularly and consistently with the U.S. Account Manager, including bi-weekly meetings as needed. These meetings will be to provide updates on progress, challenges, and key decisions. The meetings will serve as a platform for strategic guidance, decision-making support, and operational consistency.

The consultant will work under the guidance and supervision of the Project Management Unit (PMU) at MoDEE. The PMU will be responsible for coordinating with the 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 on 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.
- Number of copies, and requirements for electronic submission via e-mail.
  - Deliverables / specific outputs expected from consultant

No.	Deliverables	Schedule
D1	Work and Mobilization Plan	After 2 weeks from contract start
D2	Quarter 1 Project Performance Report	After 3 months from contract start
D3	Quarter 2 Project Performance Report	After 6 months from contract start
D4	Quarter 3 Project Performance Report	After 9 months from contract start
D5	Quarter 4 Project Performance Report	After 12 months from contract start
D6	Closing Report	After 12 months from contract start

### **Contract Duration and Form**

The expected commencement date is March 2024. **The expected completion period is 1 year** 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 on November 2017 and August 2018. The contract would be a lump-sum contract. 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**

Payment %	Payment	Deliverable #
15%	Upon submission of the work and mobilization plan	D1
20%	Upon submission and the PMU's acceptance of the Quarter 1 Project Performance Report	D2
20%	Upon submission and the PMU's acceptance of the Quarter 2 Project Performance Report	D3
20%	Upon submission and the PMU's acceptance of the Quarter 3 Project Performance Report	D4
25%	Upon submission and the PMU's acceptance of the following: <ul style="list-style-type: none"> <li>● Quarter 4 Project Performance Report</li> <li>● Closing Report</li> </ul>	D5 + D6