



**Ministry OF Digital Economy and Entrepreneurship**

**Youth Technology and Jobs Project**

**Terms of reference (TOR)**

**Activity Reference #: JO-MODEE-487620-CS-QCBS**

**Activity Title: The selection of a Public Relations (PR), Marketing, and Communication Agency**

## **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.

## **Objectives of the Assignment**

To engage a qualified PR, Marketing, and Communications agency to support the outreach and promotional efforts of both **YTJ and Jordan Source**. Aiming to amplify awareness of YTJ's efforts and programs, and **Jordan Source** positioning Jordan as a leading destination for technology and outsourcing.

## **Youth, Technology, and Jobs (YTJ) Project**

The objectives of hiring a PR, Marketing, and Communication Agency are to:

- Increase awareness of YTJ project among key stakeholders, including youth, digital firms, government entities, educational institutions, and potential employers.
- Expand the reach of YTJ's message to its target audience, ensuring greater engagement with youth seeking digital skills and employment opportunities.
- Develop various communication materials to deliver messages about the project's initiatives, milestones, and success stories through multiple channels.
- Execute targeted campaigns across all communication channels to drive attention, encourage participation, and increase the number of beneficiaries from the project.
- Assist in the organization and promotion of events and roadshows to further engage stakeholders and enhance the project's impact.

## **Jordan Source**

Jordan is striving to establish itself as a premier destination for technology offshoring, outsourcing, and gaming within the global tech ecosystem, with a strategic focus on North America and Europe. This ambition aligns with the Kingdom's long-term economic vision, positioning the technology sector as a cornerstone for diversifying and growing the national economy.

Recognizing the importance of a robust ICT landscape, Jordan has intensified its efforts to enhance its appeal to international technology companies. To this end, the Ministry of Digital Economy and Entrepreneurship (MoDEE) engaged a US-based management consulting firm in 2020 to develop a comprehensive marketing strategy and operational plan, to promote the Kingdom as a regional hub for IT outsourcing (ITO) and business process outsourcing (BPO).

Jordan Source marketing key objective is to establish Jordan as a preferred destination in the MENA region for technology outsourcing/offshoring companies through:

1. Create Awareness of Jordan Source among priority target decision-makers
2. Generate interest and deep engagement particularly within high potential companies
3. Drive action that contributes toward account acquisition and establishment of international companies in Jordan.

The strategy has also identified two targeted segments that are likely to have increased need and urgency for technology outsourcing partners. The two segments are the following:

1. International Mid-Market Companies in Tech-Enabled Industries.
2. Growth-Oriented International ITO Services Firms.

To sustain momentum and expand the impact of Jordan Source, Jordan plans to scale its marketing efforts to attract more qualified technology companies to establish or expand their operations within the Kingdom. This ongoing initiative will serve not only to build upon existing successes but also to continuously refine and enhance the programs strategy, ensuring that it meets the evolving needs of the global technology sector.

By leveraging the insights and outcomes generated through this program, Jordan aims to solidify its position as a long-term leader in outsourcing and offshoring, while simultaneously creating new economic opportunities and fostering sustainable growth in the ICT sector.

To support this continued growth, MoDEE, through the **Youth, Technology, and Jobs (YTJ) Project**, seeks to retain the services of a qualified PR and Communications firm.

This initiative underscores Jordan's commitment to becoming a global hub for technology offshoring and outsourcing, leveraging its competitive advantages to attract international investment, create job opportunities, and foster innovation in the region.

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

The Youth, Technology and Jobs (YTJ) project and Jordan Source component aims to engage a qualified PR, Marketing and Communication Agency to support with YTJ visibility, outreach, and communication strategies. The Agency will work collaboratively with the team to achieve the expected deliverables:

#### **Scope of Work**

##### **1- Youth, Technology and Jobs (YTJ):**

1. Develop a detailed and comprehensive communication plan for the Youth, Technology, and Jobs (YTJ) Project, to effectively promote the project's activities, objectives, and achievements to its key stakeholders. The plan should cover Communication Objectives, Target Audience, Key Messages, Communication Channels, Communication Activities, Timeline, Budget, and Evaluation to ensure its success.
2. Manage the social media channels to ensure proper reach among our target audiences
3. Create and execute communication campaigns to highlight activities and achievements, including media planning and production.
4. Content Development and Copywriting (*Bilingual*)
5. Create designs for marketing collateral materials such as presentations, marketing kits, etc...
6. Create content for YTJ quarterly Newsletter
7. Develop and produce powerful and engaging videos to highlight activities and success stories
8. Social Media Influencer/Ambassador Management
9. Create engaging and impactful content for the project's digital signage's
10. Support in organizing and implementing related events and roadshows including creative concepts/artworks and key messages, materials production and media plan

##### **2- Jordan Source:**

The Consultant is expected to perform the following activities, as well as any additional tasks that are required to achieve the aspired results.

1. Review Jordan Source marketing strategy and operational plan<sup>1</sup> and provide insights and advice on how to enhance it if necessary.

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<sup>1</sup> A copy of the strategy document will be given to the winning Consultant

2. Create and design marketing and sales collateral materials to support Jordan Source marketing and promotion activities
3. Create emails and LinkedIn outreach to identified regional and international sales and business development leads
4. Create and dispatch a range of PR content types targeting regional and international markets and including but not limited to articles, blogs, press releases, publications, newsletter, whitepapers, presentations, email marketing, etc. to generate awareness and credibility and showcase Jordan's new digital pivot in service offerings
5. Recommend, organize and implement regional and international campaigns, events and roadshows including related creative concepts, artwork, material and media plan.
6. Create and manage Jordan Source digital presence including social media channels and website and ensure community engagement.
7. Support the activation of the "Change Makers" to turn successful Jordanian diaspora into ambassadors for Jordan Source including but not limited to identification of potential ambassadors, suggest communication channels and propose engagement interventions.
8. Produce a minimum of 10 short thematic video(s) about Jordan ITO/BPO sector to capture major events and success stories.
9. Support the program in its on ground events, through event management and social media coverage.

#### **Assignment Key Performance Indicators**

1. **Increased Awareness and Engagement:**

The consultant is expected to significantly enhance the digital visibility of Jordan Source by driving a measurable increase in traffic and engagement across its website and social media platforms. By the end of the assignment, website traffic and social media interactions should show a growth of at least 20%, while the social media community size should increase by a minimum of 30%. These improvements will reflect the effectiveness of targeted campaigns and community engagement strategies.

2. **Content Creation and Distribution Effectiveness:**

To build credibility and awareness for Jordan Source, the consultant will create and distribute at least 15 high-quality pieces of PR content, including articles, blogs, press releases, newsletters, and whitepapers. This content should be tailored to regional and international audiences, with a focus on promoting Jordan's ITO/BPO sector. Additionally, a minimum of five of these pieces must secure placement in recognized international or regional media outlets, showcasing Jordan's position as a leading outsourcing destination.

3. **Lead Generation and Outreach Success:**

A key outcome of the assignment will be generating leads and fostering interest among international and regional stakeholders. The consultant should reach out to at least 50 business leads through emails, LinkedIn, and other professional channels, ensuring strategic alignment with Jordan Source objectives. Of these, a minimum of 5 leads should progress to in-depth discussions or potential partnerships, establishing a clear pipeline of qualified opportunities for the program.

4. **Campaign and Event Impact:**

The consultant will design and execute a minimum of four high-impact international roadshows or campaigns targeting priority markets. These initiatives should include comprehensive event management, creative concepts, and media planning. Additionally, these campaigns and events should generate measurable media coverage, amplifying Jordan Source's message to its target audience.

#### 5. Content Production and Ambassador Activation:

To further enhance the program's outreach and storytelling efforts, the consultant will produce at least 10 thematic videos highlighting key success stories and major events within Jordan's ITO/BPO sector. These videos should collectively achieve a reach of 50,000 views across digital platforms. Furthermore, the consultant will activate a minimum of 500 "Change Makers" ambassadors from the Jordanian diaspora, establishing meaningful roles and measurable contributions to promote Jordan Source on international platforms.

#### Expected Deliverables

The Consultant shall complete and submit at minimum all the deliverables as identified in this TOR. In addition, consultant should **not** assign the same account manager to handle both (YTJ & Jordan Source) deliverables.

#### Expected Deliverables for Youth Technology and Jobs (YTJ):

#	Activity	Deliverable/ Tasks	Timeline
1	Develop a detailed and comprehensive communication plan	Draft a plan that covers Communication Objectives, Target Audience, Key Messages, Communication Channels, Communication Activities, Timeline, Budget, and Evaluation	Immediately after project initiation to ensure all activities are guided by a clear and well defined plan
2	Manage the social media channels of YTJ to ensure proper reach among our target audiences	<ul style="list-style-type: none"><li>• Creation of a monthly social media content calendar with various formats, such as static posts, animated videos, and infographics (up to 10 posts monthly on all platforms), optimized for each platform's specifications</li><li>• Regular engagement with audiences (responding to comments, messages, etc.).</li><li>• Provide recommendations for social advertising</li><li>• Analytics reports tracking reach, engagement, and growth.</li><li>• Live and real-time coverage of events via stories and reels</li><li>• Adaptation of offline campaigns</li></ul>	Monthly
3	Create and execute communication campaigns to highlight activities and achievements, including media planning and production. (2 campaigns)	<ul style="list-style-type: none"><li>• Campaign Planning: Define objectives, target audience, and key messages.</li><li>• Concept and Content Creation: Develop engaging materials (posts, videos, graphics).</li><li>• Create and execute media plans across various media channels for each campaign</li><li>• Launch Campaigns: Roll out content according to a predefined schedule.</li><li>• Performance Analysis: Measure campaign success and report outcomes</li></ul>	<ul style="list-style-type: none"><li>• The first campaign Within one month from the commencement of the assignment</li><li>• The second campaign after six months from the commencement of the assignment</li></ul>
4	Content Development and Copywriting (Bilingual)	<ul style="list-style-type: none"><li>• Success stories</li><li>• Press Releases</li><li>• Feature Articles &amp; Interviews</li><li>• website Content</li><li>• Profile/Flyer</li><li>• Speeches &amp; Talking Points</li><li>• email marketing</li></ul>	Weekly
5	Create designs for YTJ marketing collateral materials	<ul style="list-style-type: none"><li>• Presentations</li><li>• Flyers</li><li>• Marketing kits</li><li>• Posters and Banners</li><li>• Event Collateral etc...</li></ul>	Weekly
6	Create content for YTJ quarterly Newsletter	<ul style="list-style-type: none"><li>• Develop a content for YTJ quarterly Newsletter (bilingual)</li></ul>	Quarterly

#	Activity	Deliverable/ Tasks	Timeline
7	Develop and produce a powerful and engaging video to highlight YTJ's activities and success stories	<ul style="list-style-type: none"> <li>Two powerful and engaging videos to highlight YTJ's activities and success stories</li> </ul>	Biannually
8	Social Media Influencer/Ambassador Management	<ul style="list-style-type: none"> <li>Research and shortlist influencers aligned with YTJ's goals and values, and establish agreements</li> <li>Coordinate with influencers to create authentic, engaging content, and provide clear guidelines.</li> <li>Integrate influencer content into broader campaigns</li> <li>Track influencer activities, including engagement rates and campaign impact.</li> <li>Analyze results and provide actionable feedback for ongoing improvements.</li> </ul>	Within 2 months from the commencement of the assignment
9	Create engaging and impactful content for the project's digital signage's	<ul style="list-style-type: none"> <li>Develop eye-catching graphics, animations, and content for our digital screens to suit diverse audience</li> <li>Tailor existing campaign content for digital screens</li> <li>Regularly refresh and update signage to keep it relevant and impactful</li> </ul>	When needed Animated content and visuals are to be created approximately four times during the 18-month period, with monthly updates as needed based on project priorities and events
10	Help YTJ team in organizing and implementing related events and roadshows	<ul style="list-style-type: none"> <li>Assist in drafting event agendas, timelines, and action plans.</li> <li>Support in selecting and booking venues</li> <li>Create event materials, including invitations, agenda designs, digital promotions, and production</li> <li>Provide logistical assistance during event execution.</li> <li>Coordinate media coverage for the event to ensure widespread visibility and engagement.</li> <li>Support post-event reporting, feedback collection, and media coverage summaries.</li> </ul>	When needed Support to be provided across approximately 3 major events/roadshows during the 18-month period

#### **Expected Deliverables for Jordan Source Program:**

	Activity	Deliverable/Task	Timeline
1	Review Jordan Source marketing strategy and operational plan and provide insights and advice on how to enhance it if necessary	Revision & Recommendations Report	Within one month from the commencement of the assignment
3	Create, design and produce marketing and sales collateral materials as needed to support Jordan Source marketing and promotion activities	<ul style="list-style-type: none"> <li>10–12 Jordan Source Marketing Profiles</li> <li>20 Flyers</li> <li>15 Brochures</li> <li>10–15 Roll-Ups</li> <li>30-40 Posters</li> <li>20–25 Presentations</li> <li></li> </ul>	Distributed throughout contract duration
4	Create and dispatch a range of PR content types targeting CEOs and CTOs of regional and international technology and ITO/BPO companies. Content should include but not limited to articles, blogs, press releases, newsletter, whitepapers, presentations, email marketing, videos to generate	<ul style="list-style-type: none"> <li>Newsletter</li> <li>Blogs</li> <li>Press Releases</li> <li>Marketing emails</li> <li>Thought leadership articles</li> <li>Case Studies and success stories</li> <li>*Utilizing media channels that are read and watched by CEOs and CTOs of Technology and ITO/BPO companies.</li> </ul>	Monthly



	awareness and credibility and showcase Jordan's new digital pivot in service offerings		
5	Recommend, organize and implement campaigns, events and roadshows including related creative concepts, artwork, material and media plan.	A minimum of five regional and international organized events, webinars or roadshows including related creative concepts, artwork, material and media plan for each event	Bi-Monthly
6	<ul style="list-style-type: none"> <li>Manage Jordan Source digital presence including social media channels and website including community engagement</li> </ul>	<ul style="list-style-type: none"> <li><b>40–50 Website Content Updates</b> (new pages, banners, blog posts, success stories, etc.)</li> <li><b>60–80 LinkedIn Posts</b> (thought leadership, sector insights, events)</li> <li><b>60–80 Twitter (X) Posts</b> (bite-sized updates, sector highlights, partner news)</li> <li><b>14–16 YouTube Videos</b> (interviews, testimonials, case studies, motion graphics)</li> <li><b>8–10 Paid Digital Media Campaigns</b> (across Google, LinkedIn, Meta, or other platforms), including strategy, design, execution, and reporting</li> <li><b>Ongoing Community Engagement</b> — responding to comments/messages, initiating conversations, and building relationships with relevant audiences</li> </ul>	Distributed monthly throughout contract duration
8	Support the activation of the “Change Makers” to turn the successful Jordanian diaspora into ambassadors for Jordan Source	<ul style="list-style-type: none"> <li>Developing a Change Makers Engagement Plan, outlining content, touchpoints, and storytelling opportunities</li> <li>Creating 6–8 Campaign Toolkits (presentations, speaking points, shareable content, visuals)</li> <li>Organizing 3 Thematic Activations or Meet-Ups (virtual or in-person)</li> <li>Curating and Publishing 8–10 Diaspora Spotlight Stories to highlight individual journeys and connections to Jordan Source</li> <li>Providing Ongoing Communication Support, including branded materials, digital engagement prompts, and monthly updates to keep ambassadors engaged</li> </ul>	Distributed monthly throughout contract duration
9	Produce a minimum of 10 short thematic video(s) about Jordan ITO/BPO sector to capture major events and success stories.	<p>A minimum of 10 short videos including Concept, storyboard and videography and voiceover.</p> <p>Videos should not be produced by the same creator to maintain creativity levels.</p>	Distributed monthly throughout contract duration

**All Consultant outputs will be submitted in English or Arabic based on the requested from the team. Schedule refers to the amount of time from the start of the assignment (signing of the contract) to completion of the deliverable.**

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

- Support the agency's access to any available documents and information needed.
- Facilitate the agency's access to private sector and public sector representatives as needed
- Provide the necessary support to the agency to ensure the smooth implementation of the assignment
- MoDEE to assign two counterpart personnel, one for YTJ deliverables and one for Jordan source deliverables

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

### **Firm Qualifications:**

- The firm must be an international entity **or** a member of a global network capable of providing comprehensive support to Jordan Source during international missions.
- The firm must demonstrate experience in managing international brand accounts both in Jordan and across the MENA region.
- The firm must have a well-established presence and a proven track record of operating in the Jordanian market for a minimum of 10 years.
- Demonstrated experience in global PR and communication strategies development and execution
- Demonstrated experience in Public Relations and Brand Creation and promotion

### **Key Expert Qualifications:**

1. **Director/Similar Role:** holds a bachelor's degree in business administration, project management, or any relevant field with a minimum of 7 years' experience in leading project teams, overseeing project managers, and ensuring strategic alignment, execution, and successful delivery of initiatives.
2. **Two Team Leaders:** two team leaders that hold a Bachelor's degree in marketing, mass communication or any relevant area with a minimum of 10 years of experience in managing similar projects. One team leader to be assigned to Y TJ deliverables, and another team leader to Jordan Source deliverables.
3. **Media and Communication Specialist:** holds a bachelor's degree in marketing, mass communication or any relevant area with a minimum of 10 years of experience in designing and executing similar assignments
4. **Content writer:** holds a bachelor's degree in communications, Journalism, English or any relevant areas with a minimum of 5 years' experience in writing, editing, proof-reading, and developing communication materials (web content, publications, articles, whitepapers, success stories, and narratives)
5. **Graphic Designer:** holds a bachelor's degree in graphic design, digital media or any relevant area with a minimum of 5 years' experience in graphic design and artwork creation
6. **Developer:** holds a bachelor's degree in computer science, software engineering, or any relevant field with a minimum of 3 years' experience in software development, coding, and system implementation.
7. **Animator:** holds a bachelor's degree in animation, digital media, graphic design, or any relevant field with a minimum of 3 years' experience in motion graphics, 2D/3D animation, and visual storytelling.
8. **Head of Media Planning:** holds a bachelor's degree in marketing, communications, media studies, or any relevant field with a minimum of 5 years' experience in media strategy, campaign planning, and budget allocation across various channels.
9. **Creative Director:** holds a bachelor's degree in graphic design, marketing, communications, or any relevant field with a minimum of 7 years' experience in creative direction, brand strategy, and overseeing design and content production.
10. **Content Creator:** holds a bachelor's degree in marketing, communications, journalism, or any relevant field with a minimum of 3 years' experience in content development, copywriting, and multimedia production for digital platforms.

**11. Copywriter (Bilingual):** holds a bachelor's degree in communications, marketing, journalism, or any relevant field with a minimum of 3 years' experience in bilingual copywriting, content creation, and adapting messaging for diverse audiences. Proficiency in both Arabic and English is required.

\* Project team members identified are to remain on the project until completion. Any changes in project team members will be subject to MoDEE/YTJ approval, and the Consultant shall ensure such changes do not negatively affect the quality of the deliverables and project timelines.

### **Reporting Requirements and Time Schedule for Deliverables**

The Consultant will work under the guidance and supervision of the **Project Management Unit** at MoDEE. The PMU will be responsible for coordinating with MoDEE team and stakeholders.

The Consultant shall provide monthly progress reports to PMU focal point about the progress of the assignment, key achievement, challenges, and lessons learned

The Consultant shall provide **weekly progress updates** by email to the PMU focal point, including:

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

### **Contract Duration and Form**

Expected commencement date is October 2025. **The expected completion period is one year** from the order to proceed. The consultant will be selected following the World Bank's Procurement Regulations for IPF Borrowers of September 2023. The contract would be Time Based.

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**

Billings and payments in respect of the Services shall be made as follows:

- Advance payment is not applicable.
- The selected consultant shall submit itemized invoices, accompanied by the receipts or other appropriate supporting documents, not later than fifteen (15) days after the end of each calendar month during the period of the contract.
- Each invoice shall be comprehensive and transparent, showing remuneration and reimbursable expenses separately.
- In case of any discrepancies found between the actual payment and costs authorized to be incurred by the consultant, The client reserves the right to adjust subsequent payments accordingly.
- The final payment shall be processed upon the submission and approval of the final report and a final invoice, explicitly identified as such by the consultant and approved as satisfactory by the client.
- Remuneration for services shall be determined based on the actual time spent by each Expert in the performance of the Services. This calculation shall commence from the date of commencing the

Services or any other agreed-upon date specified in the contract. The remuneration rate shall remain fixed for the duration of the Contract.

- The client shall reimburse the consultant for all reimbursable expenses that are actually and reasonably incurred in the performance of the Services. Reimbursement for expenses shall be made at the actual cost, unless otherwise explicitly provided in the contract. Under no circumstances shall the reimbursement exceed the total Contract amount.

Payment details, including the schedule and method of payments, will be included in the contract.