



**وزارة الاقتصاد
الرقمي والريادة**

**Ministry of Digital Economy and Entrepreneurship
Youth Technology and Jobs Project
Terms of reference (TOR)**

Activity Reference #: JO-MODEE-466804-CS-QCBS

**Consultancy Services for Assessing the Impact of Free Trade Agreements (FTAs) on Investment in
Jordan's ICT Sector**

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

(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.

Background

Jordan's strategic location at the crossroads of Europe, Asia, and Africa, combined with its stable political environment and business-friendly policies, has made it an attractive destination for foreign investment. The country's extensive network of Free Trade Agreements (FTAs) has further enhanced its investment appeal by providing preferential market access to a wide range of products and services.

The ICT sector has emerged as one of Jordan's most promising industries, attracting significant foreign investment and driving economic growth. FTAs can play a crucial role in promoting investment by reducing trade barriers, increasing market access, encouraging foreign investment, by signaling to foreign investors that Jordan is a stable and open economy, and promoting job creation.

Objective (s) of the Assignment

This consultancy project aims to create a compelling investment narrative that highlights the benefits of investing in Jordan's ICT sector and showcases the country's competitive advantages.

Create a compelling investment narrative: Develop a persuasive narrative that highlights the benefits of investing in Jordan's ICT sector, emphasizing the role of FTAs in providing preferential market access and reducing trade barriers.

Showcase Jordan's competitive advantages: Demonstrate Jordan's unique selling points as an investment destination, including its strategic location, stable political environment, skilled workforce, and world-class infrastructure.

Benchmark: Showcase how Jordan compares to other countries in the region or of similar size because of these Free Trade Agreements, and compare Jordan's agreements to those in existence with other countries (eg, the US FTA is one of the more liberal ones, how does this translate into business opportunities?)

Quantify the economic benefits: Provide concrete data and analysis to quantify the economic benefits of investing in Jordan's ICT sector, such as job creation, export growth, and foreign exchange inflows.

Tailor the message to target audiences: Develop tailored marketing materials that resonate with different target audiences, including potential investors, government officials, and industry stakeholders.

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

The service provider will be responsible for the following:

Mapping Existing FTAs/ Comprehensive FTA Analysis

- Identify and map all FTAs signed between Jordan and other countries or regions.
- Provide a summary of key provisions within the FTAs that are relevant to technology and ICT.
- Evaluate the implications (eg, costs saved, operations facilitated) provided by the FTAs to investors.

Assessing Competitive Advantage:

- Consultant will have to identify countries that could be considered competitors to Jordan, this can include: countries that position themselves as talent hubs and destinations for outsourcing;

countries with similar FTAs; countries that compete with Jordan's ICT sector; countries that focus on ITO/BPO and gaming development and E-sports.

- Benchmark Jordan's ICT sector against competitors such as, but not limited to, India, Poland, Morocco, Egypt, and those identified in the point above.
- Identify areas where Jordan has a competitive advantage over identified competitors, such as skilled workforce, cost-effective operations, or innovative technologies, and how the FTAs can be used as an investment promotion tool to highlight the above.
- Evaluate the ideal geographies to target based on Jordan's ICT sector with a focus on ITO/BPO and game development and E-sports, and in relation to the FTAs.

Creating Investment Promotion Materials as follows:

1. Targeted Investment Guide:

- Develop customized investment guide in relation to the FTAs for specific regions or countries, to be used as part of Jordan Sources Investor guide (shorter version) as well as a stand alone document (Full version) in both languages Arabic and English
- Highlight the benefits of FTAs with those countries and how they can be leveraged by investors.

2. Case Studies of Successful Investments:

- Identify and showcase successful case studies of foreign companies that have invested in Jordan's ICT sector.
- Highlight the role of FTAs in facilitating these investments and the benefits that the companies have realized.

3. Boilerplate, investment narrative, benchmarking report for the ICT sector and the FTAs.

- Ensure that the boilerplate and investment narrative are consistent with the overall messaging of the investment promotion materials.
- Highlight the key benefits of investing in Jordan's ICT sector, including the role of FTAs, the skilled workforce, and the supportive business environment.
- Use the benchmarking report to compare Jordan's ICT sector with other countries in the region and highlight its competitive advantages.

4. Create and conduct two closing workshops, providing a full presentation and debriefing of findings and deliverables of the assesment, highlighting their significance and potential impact of the FTAs on potential investors and how they can be utilized.

- Internal - Public Sector: workshop for MoDEE team and related teams in other relevant ministries (MITS, and Ministry of Investment), and the economic team at RHC.
- External - Private Sector: workshop for extended network, related organizations, such as those in the private sector, NGOs, partners, and other ecosystem players, showcasing how they can incorporate findings in their pitches as well.

Developing a Digital Portal to calculate the FTA benefits for the investor

The consultant shall develop an interactive digital portal that calculates the benefits to an investor from the FTA. The consultant shall gather all necessary information to ensure the calculations provided are accurate, and shall ensure that the web page is user-friendly, enabling potential investors to:

- Access a comprehensive, searchable database of FTA benefits, featuring:
 - Tariff reduction schedules
 - Product-specific rules of origin
 - Sector-specific provisions
 - Non-tariff measures
- Design and implement an interactive cost-benefit analysis tool that allows users to:
 - Input specific product HS codes and trade parameters
 - Calculate potential tariff savings under applicable FTAs
 - Compare preferential rates across different FTA partners
 - Generate detailed cost-benefit reports
- Ensure the platform includes:
 - Advanced search and filtering capabilities
 - User-friendly interface optimized for business users
 - Multi-language support
 - Integration with relevant customs/trade databases
 - Regular updates mechanism for FTA provisions
- Provide documentation for:
 - Platform maintenance and updates
 - Data verification protocols
 - User guidelines and tutorials
 - Technical specifications for future enhancements

All Consultant outputs to be submitted in English as well as utilizing a shared database and reporting system.

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

Firm qualifications should include:

Proven Track Record in Investment Promotion Material: a demonstrated history of successfully executing a minimum of 3 projects related to international trade and investment promotion.

Strong Research and Analytical Capabilities: Demonstrated ability to conduct thorough research, collect and analyze data, and produce high-quality reports and presentations, through providing examples of previously completed reports and presentations.

Key Experts:

The team should include the following key experts:

Project Manager: demonstrated experience in managing complex projects, preferably in the ICT sector, with an educational background in project management, business administration, or a related field, and a minimum of 7 years of experience.

Investment Expert: with an Educational Background at a minimum of a bachelor’s degree in business administration, economics, or a related field. A Minimum of 5 years of experience in business development within the ICT or Investment, with a focus on international markets.

Research and Analysis Expert: Minimum of a bachelor’s degree in economics, statistics, or a related field. 5 years of experience in conducting research, data analysis, and report writing. Demonstrated proficiency in data analysis tools, research methodologies, and report preparation.

Reporting Requirements and Time Schedule for Deliverables

- format, frequency, contents of reports, and dates of submission

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 MoDEE team to ensure full ownership of the assessment and its findings.

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

The consultant will provide **monthly** updates of implementation progress by email to the PMU.

These should include:

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

- Deliverables / specific outputs expected from the consultant

#	Deliverables	Details	Schedule
1	Mapping & Analysis of Existing FTAs	A report on all FTAs signed by Jordan with an analysis on the key provisions relevant to ICT, and an evaluation of the implications of FTAs for investors (in monetary terms, costs saved, etc.)	Four months after initiation
2	Competitive Advantage Assessment	A report benchmarking Jordan's ICT sector and identifying its competitive advantages.	Four months after initiation
3	Investment Materials: Case Studies	Case studies of successful foreign investments in Jordan's ICT sector, including all taken material, from interviews, surveys and other research and reporting tools	Four months after initiation
4	Draft Report	A preliminary draft of the final report, incorporating the findings from the previous deliverables.	Four months after initiation
5	Investment Materials: Targeted Guide	A targeted investment guide highlighting the positive impacts of the FTA’s for specific regions or countries.	Six months after initiation

6	Investment Materials: Boilerplate, Investment Narrative, and Benchmarking Report	A set of materials for use in investment promotion activities.	Six months after initiation
7	Final report	A comprehensive final report presenting the research findings, conclusions, and recommendations, accompanied by a supporting presentation.	Eight month after initiation
8	Workshop Presentation (Internal)	Presentation for MoDEE team and governmental network.	Eight months after initiation
9	Workshop Presentation (External)	A presentation tailored for Jordan Source partners, related entities, and other stakeholders.	Eight months after initiation
10	Webpage: interactive digital portal	Interactive FTA Benefits Calculator and Digital Portal, embedded onto JordanSource.com	Eight months after initiation

Contract Duration and Form

The expected commencement date is April 2025. **The expected completion period is 8 months** 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 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

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

Payment %	Payment
25%	Upon submission and the PMU's acceptance of deliverables (D.1 , D.2, D.3, D,4)
25%	Upon submission and the PMU's acceptance of deliverables(D.5, D.6)
50%	Upon submission and the PMU's acceptance of deliverables (D.7, D.8, D.9, D,10)