



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

**Activity Reference #: JO-MODEE-521278-CS-CQS**

**Activity Title: Bridging between the United Kingdom & Jordan – Driving Growth,  
Engagement, and Partnerships**

## **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 momentum for private-sector-led growth of the digital economy and make targeted interventions to address constraints on both the supply and demand sides of the economy.

As part of this mandate Jordan Source, the national program responsible for positioning Jordan as a regional and global hub for technology and digital services. Jordan Source promotes Jordan's value proposition in outsourcing and technology, facilitates partnerships, and attracts foreign investment into the Kingdom.

The United Kingdom represents a strategic priority. As the largest global outsourcing market and a hub for technology innovation, the UK offers opportunities for Jordan across Information Technology Outsourcing (ITO), Business Process Outsourcing (BPO), and adjacent digital economy sectors including gaming, fintech, artificial intelligence, cybersecurity, and cloud services. Jordan's strengths, its young talent pool, competitive costs, geographic location, and cultural affinity, position it as a gateway to both skilled talent and access to regional markets for UK companies.

## **Objective of the Assignment**

The primary objective of this assignment is to position Jordan as a competitive outsourcing and digital economy hub in the UK market. This will be achieved by:

- Generating fully qualified leads (FQLs) and converting UK firms into investors and outsourcing buyers in Jordan.
- Attracting foreign direct investment (FDI) and supporting UK companies in establishing operations in Jordan.
- Promoting Jordan's broader digital economy sectors alongside ITO/BPO, with a focus on high-growth areas (gaming, fintech, AI, cybersecurity, healthtech, etc.).
- Strengthening Jordan's brand recognition in the UK as a **gateway to talent and markets**.

Annex 1 describes the three main components of the Youth, Technology, and Jobs (YTJ) project, which aims to improve digitally enabled income opportunities and expand digitized government services in Jordan.

These specific terms of reference addresses Component 2 *Expanding the Digital Sector and Digital Government Services in Jordan* specifically addressing bullet point (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.

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

The service provider will be responsible for the following:

#### **Scope 1 – UK Market Intelligence & Positioning**

The Intermediary will produce a comprehensive assessment of Jordan’s positioning in the UK outsourcing and digital economy sectors, including:

- Market demand analysis for ITO/BPO and adjacent digital services like but not limited to: (gaming, fintech, AI, cybersecurity, cloud, healthtech) based on the consultants understanding of possible synergies and advantages between the two markets.
- Benchmarking Jordan’s competitiveness against peer outsourcing destinations (financial attractiveness, talent, compliance, and business environment).
- Mapping opportunities for Jordanian companies to integrate into UK supply chains.
- Producing UK buyer personas and a compliance guide (with attention to data privacy, cybersecurity, and regulatory requirements).

#### **Deliverables:**

- UK Digital Economy Report (covering ITO/BPO and other priority sectors).
- Buyer personas and compliance guide tailored to the UK market.
- Sector briefs highlighting Jordan’s value proposition to UK firms.

#### **Scope 2 – Lead Generation and Business Development**

The Intermediary will develop and implement a structured approach to generate fully qualified leads (FQLs) and nurture them through the sales funnel.

#### **Tasks include:**

- Conducting in-depth research to identify high-potential markets and target buyers.
- Designing systematic lead generation campaigns across digital economy sectors.
- Leveraging networks, email marketing, social media outreach, direct approaches, and industry events.
- Developing tailored value propositions for different buyer verticals.
- Establishing a CRM system to capture, track, and manage all leads, with scoring mechanisms to prioritize opportunities.

- Ensuring quarterly outreach to at least 100 new prospects, with follow-up interviews for lead qualification.

**Deliverables include:**

- FQL Database (initial setup with at least 50 entries within 3 months).
- Monthly updates with new leads, engagement notes, CRM tracking, and lead scoring.
- Outreach evidence (emails, meetings, interviews).
- Monthly lead generation analysis reports with conversion tracking and optimization recommendations.

### **Scope 3 – Delegation Programs and International Engagement (UK-Focused)**

The Intermediary will support Jordan Source in engaging UK buyers and investors through inbound delegations and outbound missions. While Jordan Source will coordinate logistics, the Intermediary will focus on business development and deal facilitation.

**Tasks include:**

- Organizing two inbound delegations to Jordan, targeting participation of C-level executives from UK ITO/BPO and digital economy companies.
- Preparing company profiles for visiting delegates and for Jordanian service providers to facilitate effective matchmaking.
- Designing structured business-to-business (B2B) meeting schedules and facilitating matchmaking sessions.
- Supporting the negotiation of MoUs, partnership agreements, and contracts resulting from delegation visits.
- Supporting at least one outbound missions to the UK, in terms of scheduling meetings and finding opportunities.
- Preparing post-visit reports summarizing results, lessons learned, and recommended follow-up actions.

**Deliverables include:**

- Two inbound delegation programs (minimum 8 C-level delegates each).
- At least one outbound missions with documented outcomes.
- Company profiles for UK delegates.
- B2B matchmaking agendas and schedules.
- Post-visit reports for each delegation/mission.

## **Scope 4 – Investment Attraction & Expansion Support**

The Intermediary will facilitate FDI and support expansion pathways.

### **Deliverables include:**

- Guidance through Jordan Source for UK companies establishing in Jordan (site selection, talent acquisition, compliance).
- Monthly investment tracking reports on UK prospects.
- A Business Expansion Opportunities Report highlighting pathways for Jordanian firms into the UK.

### **Definition of Fully Qualified Lead (FQL)**

For the purposes of this assignment, a **Fully Qualified Lead (FQL)** is defined as:

- A UK company or investor with a demonstrated interest in Jordan (through a meeting, RFI, or exploratory call).
- Alignment with Jordan's value proposition in ITO, BPO, or digital economy sectors.
- Clear potential for follow-up (MoU, site visit, pilot project, or negotiations).
- Validated contact and decision-maker details entered into the CRM and shared with Jordan Source.

### **Expected KPIs and Deliverables:**

#### **Lead Generation & Conversion**

- At least 50 Fully Qualified Leads (FQLs) generated within the first 9 months.
- Ongoing quarterly outreach to at least 100 new prospects in the UK market.
- 20% conversion rate of FQLs into advanced engagements (e.g., MoU, feasibility study, pilot project, or negotiations).
- All leads captured and updated in the Jordan Source CRM with full contact, status, and follow-up notes.

#### **Delegations & International Engagement**

- Two inbound delegations from the UK successfully organized (minimum 8 C-level delegates per visit).
- One outbound missions to the UK with documented outcomes.
- At least 70% of delegates/participants re-engaged within 6 months of the event (follow-up meetings or active discussions).

## Investment Attraction & Expansion Support

- At least 5 UK companies supported to progress toward establishment in Jordan (measured by milestones such as MoU, site visit, feasibility study, or operational setup).
- One Business Expansion Opportunities Report delivered, identifying at least 10 actionable opportunities for Jordanian firms to expand into the UK.
- Monthly investment tracking reports submitted with pipeline updates.

## Brand Visibility & Communications

- At least one UK-focused digital economy report and 3 sector briefs produced.
- At least 1 compliance guide tailored to UK buyers delivered.
- Evidence of improved reach/engagement: at least 20% increase in visibility across Jordan Source's UK-targeted campaigns (compared to baseline).

## Process & Performance

- **Knowledge Transfer:** Closing report includes sustainability plan + handover of updated databases, materials, and processes to Jordan Source.

### Firm Area of Expertise and Minimum Team Composition and Qualification Requirements of the Key Experts

#### Firm Qualifications / Past Experience

##### ☐ **Digital Economy & Investment Promotion Expertise:**

- At least **5 years of experience** in Information Technology Outsourcing (ITO), Business Process Outsourcing (BPO), and adjacent digital economy sectors (e.g., gaming, fintech, AI, cybersecurity, cloud, healthtech).
- Documented track record of positioning markets as outsourcing and investment destinations.
- Proven ability to generate Fully Qualified Leads (FQLs) and support international firms in market entry.
- Experience advising companies on investment decisions, site selection, and regulatory navigation.
- Demonstrated success in facilitating international companies' establishment or expansion in new markets.
- Experience producing digital content, case studies, or promotional materials for investment promotion campaigns.

□ **UK Market Experience:**

- Demonstrated presence, partnerships, or experience operating in the United States.
- Minimum of **3 successful cases** of facilitating UK-based companies in international outsourcing, investment, or expansion.
- Understanding of UK buyer requirements, including compliance, data security, and workforce readiness.

□ **Lead Generation & Business Development:**

- Minimum of **15 successful business development cases** resulting in contracts, partnerships, or foreign direct investment (FDI).
- Documented experience with CRM systems, lead qualification processes, and pipeline management.

**Key Expert Requirements**

**1. Program Manager (Team Leader)**

- Master's degree in Business Administration, International Business, ICT, Economics, or a related field.
- Minimum **7 years of senior-level experience** in international business development, investment promotion, or outsourcing advisory.
- Documented track record of positioning markets as outsourcing and investment destinations.
- Proven ability to lead teams in generating Fully Qualified Leads (FQLs) and converting them into market entry or investment outcomes.
- Demonstrated experience advising companies on investment decisions, site selection, and regulatory navigation.
- Strong familiarity with UK buyer requirements, including compliance, data security, and workforce readiness.

**2. Business Development Manager**

- Bachelor's degree in Marketing, Business Administration, ICT, or a related field.
- Minimum **5 years of experience** in lead generation, CRM management, and pipeline development.
- Strong expertise in CRM systems, lead qualification processes, and tracking mechanisms.
- Familiarity with UK outsourcing and digital economy markets, including buyer engagement practices.
- Demonstrated ability to design and execute targeted outreach campaigns across multiple sectors.

### 3. Communications & Marketing Specialist

- Bachelor's degree in Communications, Marketing, or related field.
- Minimum **3 years of experience** producing digital content, case studies, or promotional materials for investment or outsourcing promotion.
- Demonstrated ability to develop compelling narratives, success stories, and branding materials aligned with government or industry messaging.
- Experience supporting international campaigns or projects targeting UK and global markets.
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#### **Reporting Requirements and Time Schedule for Deliverables**

All consultant outputs will be submitted in English and shared via email.

The consultant will be required to produce the following reports throughout the contract period:

- **Monthly Progress Reports:** Highlighting activities, lead generation progress, partnership development, marketing reach, and risks.
- **Quarterly Performance Reviews:** Detailed KPI analysis, delegation outcomes, and strategy recommendations.
- **Mid-Term Assessment Report:** Embedded in the second quarterly report, providing a strategy adjustment plan.
- **Closing Report:** A comprehensive review including KPIs achieved, case studies, updated FQL database, financial summary, knowledge transfer, and sustainability plan.

All reports will be delivered electronically (PowerPoint format).



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

#	Deliverable	Details	Schedule
0	Inception Report	Methodology, scope, work plan, KPIs	By end of Month 1
1	UK Market Intelligence Package	UK Digital Economy Report, Buyer Personas, Compliance Guide, and Sector Briefs	By end of Month 2
2	Branding & Case Studies	Marketing collateral, narratives, success stories, promotional materials	By end of Month 3
3	FQL Database – Initial Setup	Shared CRM database with at least 50 entries established	By end of Month 3
4	FQL Database – Monthly Updates	Ongoing monthly updates with new FQLs, engagement notes, and lead scoring	Monthly throughout contract
5	FQL Database – Milestone	Minimum of 50 Fully Qualified Leads (FQLs) achieved	By end of Month 9
6	Delegation Visit 1 & Coordination Report	First inbound delegation (8 or more C-level delegates), profiles, B2B schedules, report	During contract period
7	Delegation Visit 2 & Coordination Report	Second inbound delegation with deliverables as above	During contract period
8	Outbound UK Mission & Coordination Report	Mission planning, meetings, profiles, B2B agendas, report	During contract period
9	Quarterly Progress Reports & Mid-Term Review	Three quarterly progress reports; mid-term review embedded in Q2 report	End of each quarter
10	Business Expansion & Support Organizations Report	Report on expansion opportunities for Jordanian firms + list of ITO/BPO associations/events	Once during contract period
11	Lead Generation & Conversion Analysis	Monthly analysis of lead generation, conversion tracking, optimization recommendations	Monthly throughout contract
12	Closing Report	Final KPI review, updated FQL database, case studies, sustainability plan, knowledge transfer	At contract closing

**Contract Duration and Form**

The expected commencement date is (Q4) 2025. The expected completion period is February 2027 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**

#	Deliverable	Payment %
0	Inception Report	10%
1	UK Market Intelligence Package	5%
2	Branding & Case Studies	5%
3	FQL Database – Initial Setup	5%
5	FQL Database – Milestone (50 FQLs achieved)	10%
6	Delegation Visit 1 & Coordination Report	10%
7	Delegation Visit 2 & Coordination Report	10%
8	Outbound UK Mission & Coordination Report	10%
9	Quarterly Progress Reports (3 × 5%)	15%
10	Business Expansion & Support Organizations Report	5%
11	Lead Generation & Conversion Analysis (consolidated at closing)	5%
12	Closing Report	10%

## ***Annex 1 - Components of the Youth, Technology, and Jobs (YTJ) project***

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

#### **1.1 Establishing of Skilling and Upskilling of Digital Skills Training Ecosystem with Private Sector Involvement**

Establishing the National Digital Skills Council for ICT (“NSC-ICT/ITO/BPO”) to carry out a program of activities aimed at (a) providing skilling and upskilling of digital skills training; (b) assessing the demand for specific professions in the market and the supply of talent and the acquired skills to meet this market demand; (c) reviewing national ICT/ITO/BPO occupational classifications and 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.