



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

Activity Reference #: JO-MODEE-466803-CS-CQS

Activity Title: Commission a research paper on the Alignment between the Youth, Technology, and Jobs (YTJ) project with the Sustainable Development Goals (SDGs) and Economic Modernization

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

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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.

Objective (s) of the Assignment

The primary objective of this assignment is to commission a research paper analyzing the alignment of the Youth, Technology, and Jobs (YTJ) Project and Jordan Source with the Sustainable Development Goals (SDGs) and Jordan's Economic Modernization Vision.

This research paper will serve the following purposes:

- **Demonstrate the YTJ program's effectiveness:** By evaluating the program's alignment with broader national and international goals, we can showcase its potential contribution to Jordan's economic and social development.
- **Inform future program development:** The research will provide valuable insights into the program's strengths and areas for improvement, guiding future initiatives aimed at promoting digital skills, job creation, and economic growth in Jordan.

The research paper will focus on:

- **Identifying key achievements and successes:** The consultant will highlight the YTJ program's significant accomplishments and positive impacts.
- **Demonstrating alignment:** The research will clearly articulate how the program contributes to achieving specific targets and indicators within the SDGs and the Economic Modernization Vision.
- **Providing a compelling narrative:** The paper will be written in a clear, engaging, and informative style that can be easily understood and shared with relevant stakeholders.

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

- Scope of Work/services

The service provider will be responsible for the following:

- **Literature Review:** Conduct a thorough review of relevant literature, including academic research, government reports, and industry publications, to gather information on the YTJ program, Jordan Source, SDGs, Economic Modernization Vision, and relevant ICT resources.
- **Data Collection and Analysis:** Collect and analyze data related to the YTJ program, such as program outputs, outcomes, and impact indicators. This may involve conducting interviews, surveys, or case studies.
- **SDG and Economic Modernization Vision Analysis:** Identify and analyze the specific targets and indicators within the SDGs and Economic Modernization Vision that are relevant to the YTJ program. Assess the program's contribution to achieving these goals and the impact of the technology sector on them.
- **Alignment Assessment:** Evaluate the extent to which the YTJ program aligns with the identified SDG targets and Economic Modernization Vision objectives. Identify areas of strength and areas for improvement.
- **Case Studies:** Develop case studies highlighting specific examples of how the YTJ program has contributed to achieving the SDGs and Economic Modernization Vision.
- **Policy Implications:** Analyze the potential policy implications of the research findings, focusing on their impact across various regions in Jordan and specific groups, such as youth in rural areas, and provide targeted recommendations for future program development and improvement.
- **Create compelling narrative:** showcase the connection between the program activities and the SDG's and the Economic Modernization Vision.

- **Research Paper Development:** Prepare a comprehensive research paper that presents the findings of the analysis, including a clear and concise executive summary, detailed analysis, and conclusions.
- Expected KPIs and deliverables

The service provider's performance will be measured based on the following KPIs:

- **Data sources analyzed:** The consultant will analyze at least 15 different data sources, including program data, surveys, interviews, and secondary data. This analysis will go beyond basic review, employing methods such as descriptive statistics, qualitative and quantitative comparative analysis, and visualizations (e.g., graphs, charts, or tables) to summarize key patterns and findings in a clear and accessible way.
- **Strength of alignment:** The research will evaluate the degree of alignment between the YTJ program and the SDG targets as well as the Economic Modernization Vision objectives. The consultant will assess the alignment, identify gaps, and provide recommendations to strengthen alignment where necessary. Additionally, the research will include an analysis of the most relevant SDG targets, assessing their degree of relevance and relationship to the program objectives. Evidence will be provided to support all findings and recommendations.
- **Effectiveness of case studies:** The case studies developed should **clearly demonstrate** the program's contribution to achieving **at least 3** relevant SDG targets and Economic Modernization Vision objectives.
- **Integration of narrative:** The research paper should **effectively integrate** a compelling narrative that showcases the connection between the YTJ program activities and the SDGs and Economic Modernization Vision.

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

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

Firm qualifications should include:

- **Experience:** Proven experience in conducting research and evaluations in the field of ICT development, education, or economic development, through working on a minimum of 3 similar projects.
- **Methodologies:** Proficiency in a variety of research methodologies, including literature reviews, data analysis, case studies, and interviews, through showcasing the abilities for a minimum of 3 different research

2. Proven Experience and Knowledge of Jordan's ICT Sector:

- Familiarity with relevant government policies, strategies, and initiatives related to ICT development, through showcasing similar work in a minimum of 2 different projects.

- Skill in developing compelling narratives that highlight the program's impact and relevance to broader development objectives, through showcasing a minimum of two similar projects.

Key Experts:

The team should include the following key experts:

Project Lead: Minimum 3 years of experience in project management, with a focus on research and evaluation projects, with a bachelor's degree or higher in project management, business administration, or a related field.

Research Lead: 3 years of experience in conducting research and evaluations in similar field with a bachelor's degree or higher in a relevant field such as economics, sociology, political science, or public policy.

Data Analyst: 3 years of experience in data analysis, with a focus on quantitative and qualitative data. With Bachelor's degree or higher in statistics, computer science, economics, or a related field.

Reporting Requirements and Time Schedule for Deliverables

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

The Consultant to produce the following:

Research Report: A comprehensive written report that includes an executive summary, detailed analysis, findings, conclusions, and recommendations.

Presentation: A PowerPoint presentation summarizing the key findings and recommendations, suitable for presentation to stakeholders.

Frequency and Dates of Submission:

Draft Research Report: To be submitted within two months of project commencement.

Final Research Report and Presentation: To be submitted within two months of the draft report submission.

Contents of Reports:

- **Executive Summary:** A concise overview of the research objectives, methodology, key findings, and recommendations.
- **Literature Review:** A summary of the relevant literature on the YTJ program, Jordan Source, SDGs, Economic Modernization Vision, and ICT resources.
- **Data Analysis:** A detailed analysis of the data collected, including quantitative and qualitative findings.
- **Alignment Assessment:** An evaluation of the extent to which the YTJ program aligns with the identified SDG targets and Economic Modernization Vision objectives.
- **Case Studies:** In-depth case studies showcasing specific examples of the program's impact.
- **Policy Implications:** Recommendations for future program development and improvement based on the research findings.
- **Conclusions:** A summary of the main conclusions drawn from the research.
- **Data Analysis Plan:** A detailed plan outlining the data sources, collection methods, and analysis techniques to be used.

- **Interview Scripts or Videos:** Scripts for conducting interviews with relevant stakeholders.
- **Survey Instruments:** Questionnaires or surveys used to collect data.
- Deliverables / specific outputs expected from the consultant

#	Deliverables	Details	Schedule
1	Data Analysis Plan	A detailed plan outlining the data sources, collection methods, and analysis techniques to be used.	One month after initiation
2	Draft Report	A preliminary report summarizing the key findings and analysis completed to date.	Two months after initiation
3	Surveys/Interviews/ and other collected material	All relevant data collected through surveys, interviews, and other sources.	Upon completion of the project
4	Final report and presentation	A comprehensive final report presenting the research findings, conclusions, and recommendations, accompanied by a supporting presentation.	Four months after initiation

Contract Duration and Form

The expected commencement date is (Jan) 2024. **The expected completion period is 4 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 -based 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, as a lumpsum contract

Payment %	Payment
10%	Upon submission and the PMU’s acceptance of deliverable D.1
15%	Upon submission and the PMU’s acceptance of deliverable D.2
25%	Upon submission and the PMU’s acceptance of deliverable D.3
50%	Upon submission and the PMU’s acceptance of deliverable D.4