



Ministry OF Digital Economy and Entrepreneurship

Youth Technology and Jobs Project

Terms of reference (TOR)

Activity Reference #: JO-MODEE-409201-CS-QCBS

Activity Title: Consultancy to design and operate working spaces (Tech Hubs) in underserved communities - South of Jordan

List of Acronyms:

BIG	Business, Innovation, Growth
BPO	Business Process Outsourcing
CRM	Customer Relationship Management
CSO	Civil Society Organization
ITO	IT Outsourcing
MoDEE	Ministry of Digital Economy and Entrepreneurship
NSC-ICT	National Skills Council for Information and Communication Technology
PMU	Project Management Unit
POM	Project Operation Manual
PWD	People with Disabilities
ToR	Terms of Reference
TH	Tech Hubs
YTJ	Youth, Technology, and Jobs
ZINC	Zain Innovation Campus

1. Project Background and Objectives

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 the 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 the 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 the 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 the 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 a new citizen feedback mechanism or leverage 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.

This ToR falls under sub-component 1.3, where MoDEE/YTJ seeks to identify and procure the services of Consultants who will be responsible for designing, and operating the Tech Hub spaces in certain underserved communities in Southern Jordan.

2. Assignment-specific background and objectives

Jordan, similar to other developing countries, suffers from high unemployment rates, especially among its youth and women. 47.3% of Jordan's youth aged between (20-24) are unemployed¹ and women unemployment reached 31.8% in Q3 2023². The public, private, and nonprofit sectors acknowledged the importance of tackling these issues. They launched initiatives to support job creation, especially in governorates and areas outside of Amman where these issues prevailed the most. These initiatives were all based on executing capacity-building programs, encouraging

¹ http://dosweb.dos.gov.jo/unemp_q32023/

² http://dosweb.dos.gov.jo/unemp_q32023/

entrepreneurship, and providing access to opportunities in underserved areas specifically targeting youth and women.

Nevertheless, these areas remain underserved in terms of the availability of proper, well-equipped physical spaces not only to host these activities but also to serve as launchpads for entrepreneurs, and co-working spaces for freelancers and private businesses.

The Y TJ project defines the Tech Hubs as community spaces that could include, but not limited to, co-working space for freelancers, an incubator for startups, training, and events rooms, etc. The Tech Hubs aim to revitalize the communities where they exist by providing access to co-working spaces and facilities, training and upskilling programs, and networking opportunities that aim to connect people, facilitate knowledge sharing, and enable job creation. Having Tech Hubs in such communities contributes greatly to their development by initially focusing on boosting the supply of skilled labor, cultivating an entrepreneurial culture, and later on kick-starting commercial activities including “gigs” that will lead to creating new work opportunities. What is more, Tech Hubs can positively impact these communities by building the necessary foundation for an overall enabling ecosystem. Similar spaces³ have been established by major corporations that can be accessed by youth and women to help them gain new job opportunities.

Under this project, Y TJ will support upgrading and equipping three Tech Hubs and partner with Consultant(s) to manage them following a competitive process. Tech Hubs will act as a venue for skilling programs, co-working spaces, ITO-BPO spaces, and networking spaces for trainers, entrepreneurs, freelancers, CSOs, and ITO businesses in nearby communities. The Y TJ project will finance the upgrading, equipping, and managing of the selected Tech Hubs for three years, while the selected Consultant(s) may introduce a fees model while any fees shall not be during the contract period as Y TJ is financing the project during this period. The consultant will put in place a sustainability mechanism to self-finance⁴ and manage the Tech Hubs after the contract period, the end of January 2027.

Tech Hubs objectives:

The objectives of establishing the Tech Hubs in underserved communities⁵ are the following:

- Establish community spaces that focus on hosting programs and activities for youth, women, and refugees in the chosen areas to promote job creation, entrepreneurship, and collaboration among the community stakeholders
- Offer the space necessary to conduct upskilling and reskilling programs for youth, women, and refugees to enhance their capabilities and increase their access to job opportunities.
- Ignite the entrepreneurship spirit among the community members through workshops, events, and mentorship to encourage the youth, women, and refugees to consider entrepreneurship as a career option.
- Accelerate the growth of existing entrepreneurs and startups in the areas through partnerships with major ecosystem players in Jordan
- Support the Y TJ project efforts to attract digital firms from Amman to establish operations in these underserved communities.

³ Zinc by Zain, Big by Orange, The Tank by Umniah, Al Karak Innovation Center

⁴ Any fees included in the sustainability plan to generate income should be affordable to underserved communities', or even with free access to some in need.

⁵ Underserved communities refer to communities who have limited access to job opportunities and resources compared to the broader population.

- Offer co-working spaces for (1) freelancers to enable the proliferation and adoption of the gig economy (2) entrepreneurs/startups and (3) ITO/BPO companies that look for initial plug & play space to operate from before making a final decision to expand in the area (4) networking spaces for trainers, entrepreneurs, freelancers, CSOs, and ITO businesses in nearby communities
- Empower freelancers by providing them with the necessary resources and networking opportunities, ultimately catalyzing their transformation into successful startups. In addition to providing business Acceleration: to ensure igniting the spirit of entrepreneurship and attracting more businesses by focusing on ideas, startups, and SMEs (including Global SMEs wishing to roll out to Jordan or Local SMEs wishing to expand to other countries). In addition to providing investment-raising support by linking businesses to potential investors.

3. Scope of work

Section 1: Scope of Work

The YTJ project is looking to procure the services of a consultant who will be responsible for designing, operating, and managing the selected Tech Hub in the South of Jordan. The scope of work is divided into two phases; design and refurbishment and post-establishment of the Hub. The following are the activities and deliverables required for each phase:

Phase 1: Design and Refurbishment of the Tech Hub:

The awarded Consultant is required to:

- a. Provide a detailed work plan
- b. Work collaboratively with YTJ to design⁶ the space of the Tech Hub. The consultant shall partner with a **licensed engineering office and be pre-approved by the PMU** to provide design drawings, bill of quantities⁷ with specification documents, electrical, mechanical, and civil work document⁸ and prepare the technical specifications⁹ required for the bidding documents

Although the design of the Tech Hubs will be proposed by the consultant and will be based on its operation model, the Tech Hubs should have the following minimum criteria:

- I. The Tech Hub space should accommodate but not limited to the following:
 - i. A co-working space for up to 50 individuals
 - ii. A training room for up to 50 individuals
 - iii. A networking space/area for up to 100 individuals
 - iv. Meeting rooms of different sizes for group and individual meetings/calls
 - v. Kitchen and restroom spaces
 - vi. Any other facilities that serve the Consultant's model

⁶ The refurbishment and decoration of the Tech Hubs will be tendered separately. The Consultant will only be responsible for proposing the interior design

⁷ (BOQ) is a document that itemizes and quantifies all the materials, labor, equipment, and other costs required for a construction project. It breaks down the project into various components or work items, specifying the quantities and units of measurement for each item. The BOQ is primarily used for cost estimation, tendering, and contract administration purposes.

⁸ All civil renovation works preferred to be minimal and interior only

⁹ Technical specifications refer to detailed descriptions and requirements for the materials, components, construction methods, and performance standards that need to be followed in a project. They outline the technical details and quality standards for various aspects of the project, such as materials to be used, dimensions, installation procedures, and any specific guidelines or regulations that must be adhered to.

- II. The Tech Hub space should also factor into its layout and design components that take into consideration inclusion and environment factors (details highlighted in sections 6 and 8) including the following:
- i. The Tech Hub layout should include separate restrooms for each gender
 - ii. The Tech Hub should have security cameras installed in angles that have full visibility of the space for safety purposes and as a precautionary mechanism for preventing any potential harassment-related actions.
 - iii. The Tech Hub should also be designed and equipped with all that is necessary to ensure proper accessibility for People with Disabilities (PWD).
 - iv. The design of the tech hub must prioritize environmental friendliness and incorporate sustainable practices (i.e. energy efficiency, water-efficient fixtures, waste reductions, sustainable and green materials, durable and long-lasting materials).
- c. Supervise the contractor who will be responsible for the execution of refurbishment work and design implementation.¹⁰
 - d. Support the Y TJ team in evaluating the financial and technical proposals of refurbishment works and selecting the awarded contractor.
 - e. Work collaboratively with MoDEE to establish network infrastructure and connectivity.
 - f. Identify, based on the objectives above, the beneficiaries that will have access to the Tech Hubs and will be able to participate and benefit from the Tech Hub's activities and programs.
 - g. Provide an initial plan of potential outreach activities including tools and channels that will be utilized, conduct outreach campaigns to promote the Tech Hubs, and attract the beneficiaries that will benefit from the Hub's activities and programs with a focus on empowering youth, women, and Syrian refugees.
 - h. Suggest a list of potential regional and international partners that can support the Tech Hubs and/or design and implement some of the activities and programs that will take place in the Tech Hubs and highlight the role of each one.
 - i. Provide an initial sustainability model including structured framework, stakeholder engagement plan, data collection methodology, and performance measurement tools.
 - j. Reach out and build partnerships with the private sector in the Tech Hubs areas and Amman to explore collaboration channels.
 - k. Development of the Tech Hub website¹¹
 - l. Facilitate and coordinate the efforts of all subcontractors and provide them with the necessary information they need for their tasks.
 - m. Oversee the implementation of the Environmental and Social Management Plan prepared by the contractor for the works and ensure the proper application of mitigation measures.

Note: The above layout specifications for the Tech Hub are considered the minimum requirements for the capacity and design. Proposals can include spaces that can accommodate more individuals than what is mentioned above.

¹⁰ This will be facilitated by a designated key expert. Please see the provided list of key professional positions outlined in this ToR

¹¹ The consultant will be enhancing and expanding the existing website of the first tech hub.

Note: the operator is required to abide by the Labor Management Procedures (LMP) developed for this project and shall ensure that all his workers are aware of and have signed the Code of Conduct for this project. The operator shall also develop their own grievance mechanism for the workers and affected communities and shall report on those grievances in due time.

Phase 2: Post-establishment of the Tech Hub:

- a. Design and implement different activities and programs including workshops, trainings¹², speaker sessions, speaker sessions, mentorship, etc.
- b. Coordinate and collaborate closely with PMU's Stakeholder Outreach and Communication Officer to conduct several consultation sessions throughout the project lifecycle. To engage effectively with key stakeholders, generate public awareness regarding the project's objectives, seek valuable input on the hub's plans and activities, and effectively obtain feedback as part of the social assessment plan.
- c. Identify the most effective mechanisms to document the hub's inclusion of youth, women, and Syrian refugees.
- d. Provide reports describing the activities being implemented, targets achieved, challenges, risks, lessons learned, and Impact and Satisfaction Measurement Results.

¹²Workshops and trainings should be demand-driven as each community has specific needs

Section 2: Schedule of deliverables

#	Deliverables	Sub-Deliverables	Timeframe in WEEKS		
			Start	End	
Phase 1					
D1	The proposed work plan, interior design of the Tech Hub design drawings, bill of quantities with specification document, furniture and equipment, electrical, mechanical, and civil work document, and the RFB document	1.1	Detailed Work Plan	1	2
		1.2	Tech Hub Technical Drawings, BoQs with cost estimation, and technical specifications documents	1	5
		1.3	Support the PMU team in drafting and Finalizing the Tender documents for Publication ¹³	5	6
The PMU will publish the refurbishment tender				6	8
D2	A report that describes the annual operational plan including the targeted beneficiaries, targets, planned outreach activities, events calendar, stakeholders list and stakeholders' engagement plan	2.1	Operating guidelines and Business Model that ensures sustainability	6	14
		2.2	Outreaching Planning that includes but not limited to; developing marketing and outreach strategy to attract and engage industry stakeholder. Aiming to reach 5,000 beneficiaries by the end of 2026. This includes a target of 40% Jordanian females and 15% Syrians. & list of potential regional and international partners.		
		2.3	Finalize the development of the website for the Tech Hub before the opening ¹⁴ .		
		2.4	Impact and Satisfaction Measurement Plan: - Develop a comprehensive plan outlining the methodology, questions, and tools for measuring the impact and satisfaction of the Tech Hub. - Identify key performance indicators (KPIs) related to impact and satisfaction. - Specify the frequency and method of conducting the surveys (e.g., quarterly, annually, online, in-person). - Define the target audience for the surveys, ensuring representation from different user groups (e.g., entrepreneurs, freelancers, CSOs). - Detail the process for collecting, analyzing, and reporting survey data.		
The PMU will finalize the refurbishment tender and award the contractor				8	28

¹³ Please ensure to adhere to the templates provided by the PMU for all tender-related documentation

¹⁴ The consultant will be enhancing and expanding the existing website of the first tech hub. This effort involves scaling up the website's capabilities and content to comprehensively represent and serve all three tech hubs. The objective is to create a unified, interactive, and user-friendly digital platform that effectively showcases the services, programs, and opportunities available across the three hubs

D3	Supervise and Oversight	3.1	Bi-weekly reports describing the progress of refurbishment works	28	43
D4	Launch and Opening	4.1	Includes announcing the completion and opening which includes the event of opening the Tech Hub	43	44
Phase 2					
D5	Quarterly Reports describing the activities being implemented, targets achieved, challenges, risks lessons learned, and impact and satisfaction measurement results	5.1	On-going Management and community events, marketing and outreach, workshops/training, and numbers and nature of beneficiaries		Quarterly starting the first operational year ¹⁵
		5.2	Maintenance and Upkeep: Ensuring the proper maintenance and upkeep of the tech hub's facilities, including regular cleaning, repairs, and upgrades.		
		5.3	- Present the results of the Impact and Satisfaction Measurement. - Analyze and interpret the survey data to provide insights into the effectiveness of the Tech Hub. - Include recommendations for improvements based on findings.		
D6	Final report	6.1	The final report will include the following: -The final quarter report; - Targets Achieved; - Lessons Learned; - Impact and satisfaction measurement results; - Data Handover - The final detailed sustainability model and revenue streams including structured framework, stakeholder engagement plan, data collection methodology, performance measurement tools, integration with existing systems, and training materials, following a participatory approach, ensuring alignment with tech hub objectives.		The end of the last quarter

¹⁵ The operational year is the first year following the launch of the tech hub, marking the commencement of program implementation.

All Consultant outputs will be submitted in English. The schedule refers to the number of weeks from the start of the assignment (signing of the contract) to completion of the deliverable.

Section 3: Client's Input and Counterpart Personnel

Services, facilities, and property to be made available to the Consultant:

- Utilities: Ensure availability of essential services such as high-speed internet, electricity, water within the tech hub building.
- Security Personnel: To ensure the safety and security of the premises and the consultant's team within the tech hub building.

Professional and support counterpart personnel to be assigned by the Client to the Consultant's team:

- Project Coordinator: A dedicated individual from the client's side to facilitate coordination and communication between the consultant and the client/Contract Manager.
- Technical Support Staff (If needed): for security purposes, IT and technical staff to assist with the setup, maintenance, and troubleshooting of cybersecurity-related issues.

Section 4: Business Model

This ToR is an open call for consultants to propose a business model for managing the Tech Hubs. The proposed business model should include revenue streams that ensure the sustainability of the Tech Hubs after the agreement period is over. The consultant for example can propose a business model that includes providing fee-based services within the Tech Hubs to generate revenue. The consultant can also propose other channels/methods for generating revenue as they see fit as long as the Hub remains sustainable and operational after the conclusion of the YTJ support

Section 5: Operating Model

This ToR is an open call for consultants to propose an operating model for running the Tech Hub. All Tech Hubs should offer at minimum the following service; (1) plug-and-play co-working space for freelancers, entrepreneurs, and ITO/BOP companies and (2) training and events rooms for CSOs and service providers. However, the consultant can propose additional services to include in the operating model.

Note: The identified operational model should also include an innovative approach that ensures its sustainability and/or maximizes its impact in the underserved community. The operational model should also highlight how it will utilize digital and technological means that will ensure efficiency and effectiveness in the fulfillment of the desired impact and outcomes. Examples of this can include how technological tools can be used to host online workshops/training and maintain a resilient infrastructure to provide the necessary connectivity to implement a plug-and-play model for ITO/BPO companies.

Key Performance Indicators (KPIs)

Below are two main performance indicators that will enable YTJ to collect qualitative and quantitative data, in order to measure the efficiency of the Tech Hub's goals and provide recommendations and lessons learned for similar future working models. Whatever the agreed operation model is, the consultant should be able to continuously document and track data related to the below indicators in a well-organized manner. The data validation will be through a CRM owned by the operator or to be developed that MoDEE will have full access to it, ensuring transparency and accessibility of the collected data for evaluation and analysis:

1. Number of beneficiaries visiting the Tech Hubs

This indicator tracks the number of individuals benefiting from the tech hub for any reason such as but not limited to trainers who provide any type of capacity building training, individuals attending training programs, individuals attending meetings, individuals attending events, individuals using the Tech Hub as study rooms on their own or within groups, individuals performing freelancing jobs, etc. The operator should collect and store individuals' demographic data in addition to any additional data requested by the PMU for all reported beneficiaries. Collected data should clarify the below:

1. Number of beneficiaries attending events in the Tech Hubs
2. Number of freelancers utilizing the Tech Hubs
3. Number of CSOs and service providers using the Tech Hubs
4. Number of beneficiaries attending workshops/training courses in the Tech Hubs
5. Number of ITO/BPO companies operating from the Tech Hubs
6. Number of startups working from the Tech Hubs
7. Number of local and international linkages created between the beneficiaries and stakeholders as a result of the Tech Hub

Note: The bidder should propose specific numbers for each category mentioned in the above KPIs

Individuals should only be reported once regardless of the frequency of using the Tech Hub, therefore, the operator should include in their operating model a well-established tool used throughout the contract period to track the unique number of individuals using the Tech Hub, in addition to the frequency of using it for each reported individual.

While the primary focus is on tracking unique individuals, reporting on the overall usage frequency remains valuable for assessing the Tech Hub's overall activity levels and engagement.

It is recommended that the selected tool be automated to eliminate any possible human errors and report an accurate number. The tool may be a user card or an account on a mobile app where a barcode is scanned to provide automated data on the user, date, purpose, and time of each visit; any other tool suggested by the consultant and approved by the PMU may be used as well.

The operator may use individuals' data to support other Tech Hub users in reaching out to candidate beneficiaries or stakeholders upon individuals' approval and signature of a consent form, otherwise, the operator and Tech Hub employees may not share data with any party under any circumstances. Consent forms should be stored and submitted to the PMU at every reporting period.

The number of individuals using the tech hub and associated data should be stored by the consultant regularly, making sure that the reported data is accurate, consistent, and of the best quality possible. Throughout the contract period, the operator should store and provide any documents/templates/additional information that supports the number reported under this indicator to the PMU in a timely manner.

Each Tech Hub should aim to serve 5,000 beneficiaries by the end of 2026 out of which 40% should be Jordanian females and 15% should be Syrians.

The operator should systematically collect the following information, but not limited to:

- Name;
- Nationality;
- Age;
- Gender;
- Current living Location;
- Most recent level of education (Tawjihi IT, scientific, Bachelor in Business, etc.);
- Major of most recent level of education;
- Purpose for using the tech hub (ex. Deliver training, receive training, online shop, selling through an owned digital business, promoting an online business, etc.);
- Mobile Number;
- Beneficiary type (Individual, CSO, NGO, NPO, ITO/BPO Company, For Profit Company, CBO, Gov, etc.);
- Frequency of using Tech Hub.

2. Percentage of Tech Hub users reporting satisfaction with their user experience.

As part of the comprehensive Impact and Satisfaction Measurement Plan, we will design a specific indicator focused on the percentage of Tech Hub users reporting satisfaction with their experience. This indicator will gauge satisfaction across various dimensions, including facility, services, events, and customer care. The goal is to create a nuanced understanding of user perceptions. Achieve a minimum of 90% satisfaction among Tech Hub users, This indicator measures users' satisfaction in terms of facility, provided services, organized events, customer care, and other aspects of their user experience. The consultant should collect feedback on user experience using a questionnaire provided by YTJ on a monthly/ quarterly basis (to be agreed on with the YTJ).

The consultant is responsible for diligently collecting and reporting feedback through satisfaction questionnaires. Filled-out satisfactory questionnaires should be stored and regularly reported to YTJ, with a targeted response rate of at least 80% of the total number of beneficiaries using the Tech Hub. It is essential for each individual benefitting from the Tech Hub to be requested by the private operator to fill out the questionnaire.

To ensure comprehensive insights, when a beneficiary has benefited from the Tech Hub several times or during multiple reporting periods, the consultant should actively seek feedback from them again. This approach aims to track and gain a thorough understanding of users' experiences in using the Tech Hub over time.

As the satisfaction survey aims to draw insights for future working models, the consultant is tasked with ensuring transparency and accountability throughout the entire process. This includes requesting beneficiaries to provide feedback, explaining any questions in the form, and facilitating

the submission of responses. The operator should adopt digital means for collecting and reporting responses, ensuring a seamless and efficient process.

Upon the PMU's analysis of the submitted survey data, recommendations will be provided to enhance the user experience and foster sustained relationships with beneficiaries. If the PMU requests, the consultant should present a work plan for improving user experience based on the survey analysis and recommendations.

If despite all efforts put by the consultant to overcome obstacles, challenges remain in achieving targets, the operator should immediately reach out to the PMU and provide a full picture of the situation to get the support needed and achieve these targets

Section 6: Inclusion

The Tech Hubs technical proposals should ensure the inclusion of women and people with disabilities and should encourage their economic empowerment and participation by:

- Factoring in necessary design and delivery considerations to minimize constraints to women's and PWD participation, such as the layout of the physical space, program timings, percentage of female staff, proximity to or availability of suitable and safe transport, and childcare.
- Implementing gender and PWD-sensitive outreach activities to attract women and PWD entrepreneurs and freelancers to leverage these spaces.
- Offering access to mentorship programs and networks, whereby women and PWD would be matched with other successful entrepreneurs and would serve as role models, advisors, and mentors.
- Offering special sessions to address knowledge and experience gaps disproportionately facing women and PWD, such as personal leadership skills or managerial capacity.

Section 7: Geographical Location

Based on the PMU assessments regarding the geographical location of the South Tech Hub, Aqaba stands out for its high number of tech companies and dynamic commercial sector, with its dynamic environment and potential as a regional nexus for innovation. Aqaba Tech Hub will be located in **Al Hussein Camp Aqaba Youth facility** as the headquarters hub with three extensions in Karak, Tafilah, and Maan with their smaller populations and strong presence of ICT students, which offer opportunities for training and upskilling, playing into the broader strategy of leveraging each area's strengths. The geographical positioning of these locations aligns with the goals of fostering local tech sector employment and empowering local talent, including women and Syrian refugees, without the need for relocation to urban centers. This integrated approach supports the overall objective of technological innovation and community empowerment across the region.

Note: The geographical expansion of the tech hubs will include branches in Karak, Tafilah, and Maan, as determined by the PMU. These locations are existing and operating centers or organizations that will serve as integral parts of the project's network.

Operational Model

Headquarters (HQ) - Al Hussein Camp Aqaba Youth Facility

- **Strategic Role:** Central command and coordination center.
- **Functions:** Policy making, overall management, funding allocation, major partnership

deals, high-level training programs, and advanced research and development.

- **Reporting:** Receive reports from branch hubs, monitor performance, and provide guidance and resources.

Branch Hubs - Karak, Tafilah, and Maan

- **Local Focus:** Tailor activities to local strengths and needs, such as leveraging ICT student populations for training and upskilling.
 - **Functions:** Local community engagement, basic to intermediate training programs, incubation of local startups, and implementation of region-specific projects.
 - **Reporting:** Regular reporting to HQ on progress, challenges, and local needs. Adherence to overarching goals set by HQ.
1. Integration and Coordination
 - **Regular Meetings:** Virtual or in-person meetings for strategy alignment and sharing best practices.
 - **Shared Platforms:** Use of common software platforms for communication, project management, and data sharing.
 - **Performance Metrics:** Establishment of uniform metrics to evaluate the success and impact of each hub.
 2. Responsibilities of the Private Operator at HQ
 - **Management and Leadership:** Oversee operations, staff, and coordination among all hubs.
 - **Strategic Planning:** Develop and implement long-term strategies and goals.
 - **Partnerships and Funding:** Secure partnerships, sponsorships, and funding.
 - **Resource Allocation:** Distribute resources effectively among the hubs.
 - **Monitoring and Evaluation:** Track the performance of each hub and make adjustments as necessary.
 - **Innovation and Research:** Spearheaded advanced projects and innovation initiatives.
 - **Community Engagement:** Engage with local and regional stakeholders to align goals and initiatives.
 - **Diversity and Inclusion:** Ensure programs are inclusive, particularly for women and Syrian refugees.
 - **Reporting and Compliance:** Ensure compliance with regulatory requirements and report to stakeholders.
 3. Collaboration with Branch Hubs
 - **Support and Guidance:** Provide necessary support and guidance to branch hubs.
 - **Training and Development:** Facilitate training for staff across all hubs.
 - **Project Collaboration:** Collaborate on projects that span across multiple hubs.
 - **Best Practice Sharing:** Encourage sharing of insights and best practices.
 4. Sustainability and Growth
 - **Sustainable Practices:** Implement environmentally and economically sustainable practices.
 - **Scalability:** Plan for scalable operations to accommodate future growth or expansion.
 5. Technology and Infrastructure
 - **Tech Infrastructure:** Ensure robust tech infrastructure for seamless operations and communication.

Section 8: Environmental Factors Requirements

The Tech Hubs proposal submitted by the Consultant should involve incorporating measures that take into consideration the impact on the surrounding environment, conserving water, optimizing energy consumption, and enhancing the indoor environment quality. The environmental factors requirements should include the following:

- Implement integrated design, assessment, operation, and management principles in existing buildings: Consider the environmental impact of siting refurbishment plans and use an integrated project team to: establish energy, water, and other environmental performance goals in the design process; follow sustainable landscape design principles; evaluate electric vehicle charging needs; consider design choices that improve environmental performance, support health and wellness of building occupants; and consider all stages of the building's life cycle.
- Optimize energy performance: ensure use of energy-efficient products, consider evaluating and implementing, where appropriate, life cycle cost-effective renewable energy projects on-site; consider long-term off-site renewable sources; and utilize clean and alternative energy sources where possible.
- Protect and conserve water: ensure the use of water-efficient products and technologies; for outdoor use of water-efficient landscapes, and limit potable water use for irrigation conventional practices, and consider finding alternative sources of water that are cost-effective and permitted by Jordanian standards.
- Enhance indoor environmental quality: ensure the installation of air ventilation and thermal comfort, and maximize opportunities for daylighting in regularly occupied spaces. Ensure using low emitting materials and products with low pollutant emissions, prohibition of smoking in any form inside and within 8 meters of all building entrances, installation of operable windows, building ventilation intakes, and use of integrated pest management techniques. Promote opportunities for voluntary increased physical movement of building occupants such as making stairwells an option for circulation, active workstations, fitness centers, and bicycle commuter facilities; and support convenient access to healthy dining options, potable water, daylight, plants, and exterior views.
- Reduce the environmental impact of materials: provide reuse and recycling services for building occupants and divert at least 30% of non-hazardous non-construction-related materials from landfills through third-party contracts. For e-waste disposal, follow the official Instructions for the management of electrical and electronic waste for the year 2021 issued in accordance with Provisions of Paragraph (b) of Article (13) of Hazardous Material and Waste Management Regulation No. 68 of 2020, official gazette No.5698/2021.
- Prioritize adaptability: The tech hub design should prioritize adaptability for future needs, minimizing the frequency of refurbishment by incorporating modular features, to easily accommodate changes in technology or spatial needs, ensuring a dynamic and future-proof environment.
- Utilize durable, long-lasting materials: encourage the use of resilient enduring materials to not only extend the lifespan of the facility but also minimize the environmental impact associated with replacements and repairs.

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

Firm qualifications / past experience

The Consultant shall have the following qualifications:

- A legally registered, local or regional, consulting firm.
- Proven experience in engaging with beneficiaries in underserved areas and focusing on efforts to revitalize these communities and building entrepreneurial communities.
- Proven experience (minimum of 3 years) in successfully operating similar spaces; Tech Hubs, Community Spaces, Incubators, Co-working Spaces, etc.
- Proven experience in designing and implementing activities that aim to empower youth, and women, and enabling startup growth and development such as training workshops, networking events, incubation and acceleration programs, speaker sessions, mentorship, etc.
- Past performance, especially in supervising, facilitating the coordination of all subcontractors, and providing them with necessary information for their tasks.
- Tracked record of effectively managing budgets and securing funding from diverse sources for similar projects.
- Demonstrated commitment and proven experience in sustainability and long-term impact on community development goals.
- Sound and capable management and operation team which should include the following positions:

The Consultant team shall consist of one Tech Hub Manager, who will also work as a key expert and at least a community outreach specialist and an operation officer to perform the activities highlighted in this ToR. All the professionals should preferably be employed on a full-time basis and responsibilities are delegated to these professionals.

List key professional positions whose CVs and experience would be evaluated

- Tech Hub Manager with
 - a. Bachelor's/Master's in Project Management, Entrepreneurship, or any relevant field
 - b. minimum of 5 years experience in property management including co-working spaces, incubators, executive suites, etc.
 - c. demonstrated experience in working collaboratively with government institutions and the sector in Jordan
 - d. demonstrated understanding of entrepreneurship or the innovation ecosystem in Jordan or in the region
- Community and outreach specialist with
 - a. Bachelor's in Public Relations, communications, or any relevant field
 - b. minimum of 3 years in working with people from underserved communities including women, youth, refugees, and people with disabilities (PWD)
 - c. minimum of 3 years experience in organizing training or networking events
 - d. demonstrated understanding of the entrepreneurship or the innovation ecosystem in Jordan or in the region
- Operation officer with
 - a. Bachelor's in Business Administration (BBA) or any relevant field
 - b. At least 3 years of experience in utilizing digital systems to monitor and evaluate key performance indicators (KPIs).
 - c. Demonstrate understanding in developing periodic reports that highlight achievements and impact
 - An Engineer with

- a. Civil or Mechanical or Electrical Engineering Bachelor's degree
- b. At least 5 years experience in Civil or Electrical or Mechanical Engineering
- c. Ability to develop design drawings, bill of quantities with specification documents, electrical, mechanical, and civil work documents, and RFP documents

Notes:

- For regional consultants, it is encouraged to form a consortium with local consultants in order to fulfill all the aforementioned qualifications regional consultants, to be able to fulfill all the aforementioned qualifications
- The above proposal structure that should be submitted by the Consultant is considered to be the minimum requirement. Proposals that lack any of the above-mentioned points will not be considered eligible. In addition, the applying Consultant can add more sections in addition to the ones mentioned above as they see fit to enhance the overall proposal.
- YTJ encourages that a non-key expert to be hired as an administrative assistant (focal point) in each branch and to be from the local community in each governorate.

5. Contract Duration & Form

Expected contract signature and commencement date is (insert date). The expected completion period extends until February 2027, starting from the date the contract is signed.

The Consultant will be selected following the World Bank's Procurement Regulations for IPF Borrowers of November 2022. The contract would include a Lump Sum amount.

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.

The deliverables should be achieved in a period not exceeding the contract period, until February 2027, from the date of signing the contract.

6. Reporting and Supervision

The Consultant will work under the guidance and supervision of the PMU Director of the YTJ project at MoDEE. The PMU will be responsible for coordinating with MoDEE team to ensure full ownership of the assignment and its outcomes.

The Consultant shall provide monthly progress reports to the designated point of contact at the PMU. These should include:

- Quarterly Reporting on activities scheduled for the period, and describing any change to the schedule or activities.
- Reporting on periodic results including the impact of activities and achieved numbers under each set indicator, according to provided templates, requested data, and associated documents
- Flagging findings, lessons, or emerging issues of interest or concern.
- Identifying issues or problems that have affected or may affect task implementation.

The Consultant shall also provide **bi-weekly summary update of implementation progress** by

email to the PMU focal point.

7. Payment Schedule

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

Payment	Activity	Deliverables
5%	Upon submission and the PMU's acceptance of the proposed work plan, interior design of the Tech Hub design drawings, bill of quantities with specification document, furniture and equipment, electrical, mechanical, and civil work document, and the RFB document	D1
5%	Upon submission and the PMU's acceptance of submitting the report that describes the annual operational plan including the targeted beneficiaries, targets, planned outreach activities, events calendar, stakeholders list and stakeholders' engagement plan	D2
15%	Upon submission and the PMU's acceptance of the last bi-weekly report of supervision and oversight	D3
5%	Launch and Opening	D4
10%	Quarterly Reports describing the activities being implemented, targets achieved, challenges, risks, lessons learned, and impact and satisfaction measurement results	D5 First Operational Year - Q1
15%		D5 First Operational Year – Q2
10%		D5 First Operational Year – Q3
10%		D5 First Operational Year – Q4
25%		D6 Second operational year – Q1
	Final report	