Ministry of Digital Economy & Entrepreneurship
Youth Technology and Jobs Project
Project ID: P170669
Reference#: JO-MODEE-200659-CS-QCBS
Independent Verification Agent (IVA) Services

A. PROJECT BACKGROUND AND OBJECTIVES

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 five years.

The project components are:

Component 1 – Support the supply of digital skills in Jordan

- Sub-component 1.1: Support private sector-led digital skills development. Support the establishment of the National Skills Council for Information and Communication Technology (NSC-ICT), as an independent (financially and administratively) legal entity, with a majority private sector board membership and representation from key public sector stakeholders, and with the mandate to: (a) conduct demand and supply side assessments; (b) establish national occupational standards; (c) qualify training service providers; (d) select and contract training service providers; (e) create, accredit, and disseminate on-line training materials; (f) conduct national awareness activities; (g) engage in monitoring and evaluation; and (h) establish comprehensive customer relationship management (CRM) system for the beneficiaries. The activities of the NSC-ICT will be coordinated with and, when required by vocational training law and regulations, approved by the Vocational and Technical Skills Development Corporation.

- Sub-component 1.2: Enhance digital skills competencies for public school students. Introduce quality technology courses in public classrooms G7-12. The activities under this sub-component will aim to identify gaps in the existing information technology courses in schools, develop context-relevant technology learning assets, train teachers on the new courses and roll-out in a systematic way across public classrooms.

- Sub-component 1.3: Provide working spaces in underserved communities through Tech Hubs. Support upgrading and equipping three to five technology hubs (Tech Hubs) as "for fee" venues for skilling programs, networking, and co-working spaces for trainers, entrepreneurs, freelancers, Civil Society Organizations (CSOs), and Business Process Outsourcing (BPO) businesses in nearby communities.

Component 2 – Support the expansion of digital sector and digital government services in Jordan

- Sub-component 2.1: Support the expansion and access to market for digital firms and digital platforms. Provide incentive packages to support the growth plans of digital firms in underserved communities to help build and scale their activities and generate local job opportunities. Provide access to income opportunities in various tech and non-tech economic activities for individuals in the gig economy. The project will seek to increase the adoption of platforms by supporting CSOs in training individuals to access and offer their services on digital platforms and by conducting market outreach and awareness building, with a focus on underserved communities.

- Sub-component 2.2: Support digital transformation of service delivery to citizens and businesses. Support activities designed to improve access to and quality of selected e-government services. In addition to improving quality and cost efficiency of service, the government's commitment to adopt a private sector-based delivery model for government e-services is expected to create business opportunities for local digital firms, which will provide an impetus for employment growth in the digital sector.

- Sub-component 2.3: Support digitization of payments. Support the government commitment to advance penetration of digital payments in Jordan supporting e-payments for all applicable government services, with a focus on front-end services.

Component 3 - Project management & implementation support

MoDEE established a Project Management Unit (PMU) at MoDEE, which has the overall fiduciary responsibility for project implementation and ensuring activities are executed in accordance with the Program Operational Manual (POM).

To that end, MoDEE is issuing this ToR to identify and appoint a firm, later referred to as "consultant" that will be responsible for the scope below.

B. ASSIGNMENT SPECIFIC BACKGROUND

1. Disbursement Linked Indicators:

The project is financed via the Investment Project Financing (IPF) instrument, to support critical investments for the growth of digital economy and create income opportunities, with Disbursement Linked Indicators (DLIs) driving a focus on results. The use of an IPF with DLI instrument enables the project to be results oriented by rewarding the achievement of results with disbursements. The DLIs for this project include outcomes, intermediate results and implementation performance targets that build incrementally over the life of the project to improve the quality and relevance of digital skills development programs and to boost the demand for these skills. The results represented in the DLIs are critical to achieving the project's development outcomes.

The components leverage DLIs for activities that require a focus on results. Component 1, supporting the supply of digital skills in Jordan, is structured against three DLIs ensuring substantive outcomes are delivered under the activities, and which cover both procurable and recurrent expenditures incurred by MoDEE, MoL and MoE during project implementation. Component 2, supporting demand in the digital sector and government e-services, is structured against pure IPF procurable expenditures as well as one DLI ensuring that outcomes for delivering e-services are achieved, and which are supported by procurable expenditures (no recurrent expenditures). Component 3 for project management is supported only by IPF procurable expenditures (no associated DLIs).

2. Incentives and Matching Grants:

2.1 Salary subsidies

The project will provide incentive packages to support growth plans of digital firms (focusing on ITO-BPO) in under-served communities, to help build/scale their activities and generate local job opportunities. These types of businesses do not need to be located within hi-technology development hubs. The project will cover employment subsidies to eligible employees of digital firms, using procedures and a transfer and verification mechanism acceptable to the Bank, not to exceed 50 percent of the first six months salaries of eligible employees.

2.2 Matching Grants for Digital Firms

The project will support the business development efforts of digital firms aimed at securing new contracts from target markets in the GCC countries, Europe, China, India, and USA. The project will provide matching grants of up to $100,000 to cover up to 50% of the cost of implementing the business development plans of those companies. Cost items covered will include travel and accommodation for attending conferences/trade shows, introduction of marketing and sales pipeline management processes and tools, retainers/success fees for intermediaries (e.g. brokers) that can help companies secure new contracts, and salaries of new business development staff.

2.3 Matching Grants for the GIG Economy

The project will support the establishment and growth of social enterprises and CSOs, which adopt technology means, including online freelancing, ITO/BPO services, marketplace platforms' adoption, job matching and networking, to support vulnerable youth and poor areas where CSOs have comparative advantage due to the limited existence of private/public service providers. The project will cover up to 80 percent of the costs and up to US$ 200,000 each. The project will provide funding in tranches, following an output/performance-based model that validates the number of beneficiaries engaged. CSOs will leverage the digital skills supply component and the shared spaces provided through the Tech Hubs.

For the purpose of this assignment, an IVA or "Independent Verification Agent", an independent verification agency or agencies, satisfactory to the Bank, will be hired under the Project to certify the achievement of the DLIs and the achievement of the employment level objectives for employment subsidies and the achievement of the result milestones for Matching Grants.

C. SCOPE OF WORK & OBJECTIVES

The objective of this assignment is to provide independent verification services for the YTJ project. In order to fulfil the verification assignment, the consultant will develop and apply a robust verification methodology for the specified activities of the project. The consultant will be responsible for preparing verification reports that track and confirm the progress in achieving the targets. The reports will inform the decisions on reimbursements, potential required amendments, and documentation of challenges and lessons learned.

The consultant is expected to:
1. Develop a methodology and action plan of conducting verification activities: that includes a detailed step-by-step process including sampling methods, sources of information, instruments of data collection, and resources needed. The action plan will need to include an annual timeline for conducting the verification.
2. Implement the verification methodology and action plan taking into consideration the DLIs matrix table and verification protocol provided in attachment 1. The verification protocol for each DLI is different, thus the action plan must account for those differences. The IVA is expected to:
- Review documents and Records: Concerned experts deployed by the IVA will review the availability and completeness of required action plan, research and strategy documents for the verification of different DLI targets, as applicable depending on the DLI (see protocol).

The IVA will also further verify that these documents had completed required endorsement and approvals as per agreed protocols in each stage.

- Physical Verification: Appropriate resources deployed by the IVA will conduct physical verification as and when required through spot checks, interviews with relevant stakeholders per the Verification Protocol. The required sampling method, designing and implementation of the survey will be documented in the Inception Report and agreed with the WB, per the Verification Protocol. (DLI targets which require physical verification in addition to desk review and interviews are shown in the protocol).

3. Supervise the implementation of the verification scheme for the purpose of verifying the achievement of the results agreed upon in the Employment Incentive Payment Agreements and the Sub-Grant Agreements.

4. Prepare periodic verification reports: the reports will be drafted using a standard format, to be agreed with the YTJ team; that typically include the following elements:
   - An executive summary of key findings;
   - Summary of progress for each DLI target indicating the comparison of achievement against annual targets;
   - Recommendations to concerned Ministries, through the PMU, on pending steps required for unmet DLIs/ partially achieved DLI target;
   - Outline of methodologies used for verification, and analysis of data used;
   - Summary of statistics for verification, including tables, figures and related written analysis; and
   - Annexes to include copies of data collection tools and complete, cleaned data

The consultant will be provided with the following documents that would guide the verification process:
   - Project Appraisal Documents;
   - Project Grant Agreements;
   - Project Operational Manual (POM);

Procedure: The following are the overall steps involved in the carrying out of the IVA tasks:
   - The PMU enters and signs a contract with the IVA;
   - The IVA develops a verification strategy and time-schedule for each DLR using the project documents;
   - For each DLR, IVA undertakes the required data collection clearances (especially for field-based verifications)
   - IVA starts the field-based and/or desk-based DLI verification process as per given protocol.
   - Once the verification process has been completed, the IVA prepares and submits its report in the agreed format to the PMU
   - The PMU reviews the report. If there are no questions, the PMU sends it to the implementing ministries for further endorsement. If endorsed, the report is sent to the WB Task Team Leaders (TTLs);
   - If the verification report receives a no-objection by the WB, the WB proceeds with disbursements

D. DELIVERABLES/SPECIFIC OUTPUTS EXPECTED FROM CONSULTANT

Expected deliverables are outlined below:
   - D.1 Confirm and communicate effectively with the PMU the IVA process, the relevant DLIs, and standards as outlined in the project documents through a kick off meeting
   - D.2 Present draft of methodology, action plan, and annual timeline of conducting verification activities, and suggested structure of the verification report
   - D.3 Present final methodology & verification report form

- D.4 Present and communicate effectively with the stakeholders the relevant IVA process, the DLIs, and standards as outlined in the project documents, in addition to the methodology and timeline of implementation
- D.5 Data collection and verification protocol implementation
- D.6 Submit draft verification report, findings, and recommendations with evidence of verification
- D.7 Final verification report, findings, and recommendations

All Consultant outputs will be submitted in English. All deliverables are subject to written satisfaction confirmation from the team within 10 days of submission.

E.   QUALIFICATIONS

The firm shall have the following qualifications:
- More than ten (10) years of demonstrated experience in the field of auditing – financial and non financial; or demonstrated competencies working with the government and private sector consulting, compliance, and audit;
- At least two (2) relatively similar contracts successfully carried out within the last five years;
- The Consultant shall have adequate technical workforce to carry out the project and complete it on time as detailed below;
- Fluency in English language, spoken and written (for all members of the team), and ability to communicate in Arabic;

The Consultant team will consist of one **Team Leader**, who will also work as a key expert and at least **two key experts** 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.

The **Team Leader** shall possess the following qualifications:
1. Minimum of (15) years professional experience in project management, Compliance, and audit, preferably in the ICT sector;
2. Demonstrated experience to work collaboratively with government institutions and the private sectorin Jordan, related to business process analysis, and projects' audit;
3. Demonstrated experience in managing teams of experts for a similar project

The **Key Experts** shall possess the following qualifications:
1. University degree in business administration, industrial engineering, human resources management, management information systems, or other related specializations;
2. 7 years of professional experience as compliance/audit specialist;
3. Specialized certification in compliance, organizational development, or human resources development;
4. One of the experts should possess experience in the the ICT sector

The qualifications of the selected Consultant and proposed team have to be satisfactory and adequate for the implementation of the assignment

F. CONTRACT DURATION & FORM

The intended commencement date is May 2021 and the period of implementation of the contract will be for the duration of the project through March 2025 on an "on demand" basis. The contract will be reviewed annually to ensure satisfactory performance.

The consultant will be selected following the World Bank's Guidelines: Selection and Use of Consultant by the World Bank for Operational Purposes and form of contract would be the Lump Sum Contract .

G. REPORTING AND SUPERVISION

The consultant will work under the guidance and supervision of the Operations Manager of the Project Management Unit (PMU) at MoDEE. The PMU will be responsible for coordinating with MoDEE team and stakeholders.

The consultant will prepare regular progress reports and communicate on an ongoing basis with the designated point of contact in the PMU.

The consultant will provide **weekly 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.

H. PAYMENT SCHEDULE

The Consultant will be paid based on the estimated schedule below, according to deliverables completion:

5%	Upon submission and the PMU's acceptance of deliverable 1
5%	Upon submission and the PMU's acceptance of deliverable 2
10%	Upon submission and the PMU's acceptance of deliverable 3
10%	Upon submission and the PMU's acceptance of deliverable 4

- The rest of the payments constituting 80% will be made based on completion of deliverables 5-7, and as per the biannual and annual work orders, DLIs will be verified based on annual task orders, and subsidy and matching grants will be verified based on binannaul task orders
- All payments are bound to receiving a written satisfaction letter from the PMU 5 working days after completion of the deliverable.

Attachment 1 – DLIs Matrix and Verification Protocol

DLI/Sub-DLI	Total Allocation	Annual Allocated Amounts				
		2020	2021	2022	2023	2024
Component 1: Increasing the supply of digitally skilled youth in Jordan						
DLI 1 - Digital skills developed through private sector collaboration						
DLI 1.2 On an annual basis, between CY 2 and CY 5, the National Skills Council (NSC)-ICT performs the following core functions as specified in the NSC-ICT's Charter: (a) conduct a gap analysis for digital skills; (b) maintain a comprehensive customer relationship management system for the trainees benefitting from the training programs; (c) publish an annual performance report; and (d) publish an annual list of certified training service providers	14.00	-	3.50	3.50	3.50	3.50
DLI 1.3 Number of performance-based contracts signed with training service providers (TSPs)	21.00	-	4.00	5.00	6.00	6.00
DLI 2- Number of graduates trained and hired						
DLI 2.1 Number of graduates from the training programs established to provide digital skills development activities	17.00	-	6.00	8.00	2.00	1.00
DLI 2.2 Number of graduates from the training programs established to provide digital skills development activities who obtained full time employment	7.00	-	-	-	3.50	3.50
DLI 3 - Enhancing digital skills competencies for public school students						
DLI 3.4 Ministry of Education completes teacher training on new digital skills courses for 70% of ICT grade 7-12 teachers	6.00	-	-	-	3.00	3.00
DLI 3.5 Number of public schools enrolled into digital skills classes for grades 7-12	6.00	-	-	3.00	3.00	-
DLI 3.6 At least 60% of students enrolled in digital skills classes in public schools pass assessment in CY 5	3.00	-	-	-	-	3.00
Component 2: Expanding the digital sector and digital government services in Jordan						
DLI 4- Support digital transformation of service delivery to citizens and businesses						
DLI 4.2 Number of new transactional e-services being made available to citizens and businesses through respective government agencies' e-portals	50.00	-	16.00	16.00	8.50	9.50
DLI 4.3 Responsible government agencies adopt recommendations of the public value assessment for at least 20 transactional e-services	14.00	-	4.00	4.00	4.00	2.00

DLI 1	Digital skills developed through private sector collaboration
Description	DLI 1.2 On an annual basis, between CY 2 and CY 5, NSC-ICT performs the following core functions as specified in the NSC- IT's Charter: (a) conduct a gap analysis for digital skills; (b) maintain a comprehensive customer relationship management system for the trainees benefitting from the training programs; (c) publish an annual performance report; and (d) publish an annual list of certified training service providers; DLI 1.3 Number of

	performance-based contracts signed with training service providers (TSPs).
Data source/ Agency	Signed agreement between MODEE and NSC-ICT Progress report detailing completion of the core digital skills development activities agreed upon. Signed performance based contracts with TSPs
Procedure	DLI 1.2: IVA checks on an annual basis, between CY 2 and CY 5, PMU performs the following core functions: (a) conduct a gap analysis for digital skills; (b) maintain a comprehensive customer relationship management system for the trainees benefiting from the training programs; (c) publish an annual performance report; and (d) publish an annual list of certified training service providers. DLI 1.3: IVA will verify the number of training provider contracts signed by the digital skills training activities .
DLI 2	Number of graduates trained and hired
Description	Scalable DLIs Y2-Y5: 2.1: DLI 2.1 Number of graduates from the training programs established to provide digital skills development activities (breakdown by women and Syrian refugees) Y4-Y5: 2.2: DLI 2.2 Number of graduates from the training programs established to provide digital skills development activities who obtained full time employment (breakdown by women and Syrian refugees) Details of Disbursement Formula DLI 2.1: from the baseline of 0, $1,000,000 for every 1000 graduates from training programs established to provide digital skills development activities, up to $10,000,000 Out of the graduates counted under DLI 2.1, from the baseline of 0, $1,000,000 additional for every 1000 females graduating from training programs established to provide digital skills development activities, up to $3.500,000 Out of the graduates counted under DLI 2.1, from the baseline of 0, additional $1,000,000 for every 500 Syrian refugee graduating from training programs established to provide digital skills development activities, up to $3,500,000 DLI 2.2: from the baseline of 0, $1,000,000 for every 1000 graduates from training programs established to provide digital skills development activities employed full time for more than four months, up to $6,000,000 Out of the graduates counted under DLI 2.2, from the baseline of 0, $500,000 additional for 2500 female graduates employed full time for more than four months Out of the graduates counted under DLI 2.2, from the baseline of 0, $500,000 additional for 1,000 Syrian refugees employed full time for more than four months
Data source/ Agency	Training Records and Social Security Database
Procedure	DLI 2.1: IVA will verify the number of graduates: receive records from training programs established to provide digital skills development activities and verify through sample-based phone, SMS interviews or site visits. DLI 2.2: IVA will check the number of graduates with full-time employment that will be defined as having held employment for more than 4 months. IVA will receive records from TSPs and verify through social security database.
DLI 3	Enhancing digital skills competencies for public school students
Description	DLIs: DLI 3.4 Ministry of Education completes teacher training on new digital skills courses for 70% of ICT grade 7-12 teachers DLI 3.5 Number of public schools enrolled into digital skills classes for grades 7-12 DLI 3.6 At least 60% of students enrolled in digital skills classes in public schools pass assessment in CY 5 Disbursement Formula Details: DLI 3.4: $6,000,000 by Closing Date Formula: from the baseline of 0, $1,500,000 for every additional 25% point increase in ICT grade 7-12 teachers trained to deliver digital courses, up to $6,000,000 DLI 3.5: $6,000,000 by Closing Date Formula:from the baseline of 0, $1,000,000 for every 10% point increase in public schools receiving digital skills classes, up to $6,000,000 DLI 3.6: $3,000,000 by Closing Date

Data source/ Agency	MoE
Procedure	DLI 3.4: IVA to check the training records of the G7-12 teachers and confirm the percentage of teachers trained on the delivery of the digital skills curriculum. Training delivery records will be verified through spot checks (virtual or field based) on a sample basis. DLI 3.5: IVA will verify that 50% of students in grades 7-10 are enrolled in new digital skills courses. Verification will include review of records and spot checks.
DLI 4	Support digital transformation of service delivery to citizens and businesses
Description	DLIs: DLI 4.2 Number of new transactional e-services being made available to citizens and businesses through respective government agencies' e-portals DLI 4.3 Responsible government agencies adopt recommendations of the public value assessment for at least 20 transactional e-services DLI 4.4 MoDEE launches a new citizen feedback system for transactional e-services DLI 4.5 MoDEE launches e-service performance dashboard for e-services Disbursement Formula Details DLI 4.2: $50,000,000 by Closing Date Formula: from the baseline of 0, $500,000 for each new transactional e-service being made available to citizens and businesses, up to $50,000,000 DLI 4.3: $14,000,000 by Closing Date Fomula: from the baseline of 0, $700,000 for each adopted recommendation of the public value assessment, up to $14,000,000 DLI 4.4: $1,500,000 by Closing Date DLI 4.5: $1,500,000 by Closing Date
Data source/ Agency	MoDEE
Procedure	DLI 4.2: IVA will verify that new Services with transactional web presence, including electronic authentication, e-filing and e-payments. Level 3 automation is defined by the UN e-Government Web Measure https://publicadministration.un.org/egovkb/en-us/About/Overview/-E-Government-Development-Index/Online-Service. Compliance will be assessed by third party validation. DLI 4.3: IVA will verify that recommendations were applied and improved services meet user acceptance testing (UAT). DLI 4.4: IVA will verify the functionality of the Citizen Feedback System DLI 4.5: IVA will verify the functionality of the e-Service Performance Dashboard