Ministry of Digital Economy & Entrepreneurship
Youth Technology and Jobs Project
Project ID: P170669
Reference#: JO-MODEE-208361-CS-QCBS

Developing a Road Map for a Revised Digital Transformation Strategy

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 that 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 consultant that will be responsible for the scope below.

B. ASSIGNMENT SPECIFIC BACKGROUND

The project will support ongoing efforts of MoDEE in developing a two-year time bound and costed action plan "roadmap" that builds upon the current Jordan Digital Transformation Strategy 2020. Such support will include conducting stakeholders' engagement sessions.

C. SCOPE OF WORK & OBJECTIVES

The selected consultant will work with MoDEE to identify, facilitate and conduct stakeholder engagement sessions with concerned entities to revise Jordan Digital Transformation Strategy 2020 and create a two-year time bound and costed action plan "roadmap" that builds upon the revised MoDEE's Digital Transformation Strategy. The roadmap will guide implementation of the Digital Strategy and contain short and medium term priorities, identifying key tasks, dependencies, contingencies and accountabilities, as well as key performance indicators.

In addition, performance measures, indicators or deliverables should also be included to ensure that progress can be reviewed, monitored and evaluated.

Measures of the Road Map are, based on their nature, divided into three groups:

- **Regulation:** Definition of concepts, preparation of strategies and proposal of the legislation framework. At a minimum this part should include the following:
    1. Digital Transformation Governance including institutional arrangements, leadership, and accountabilities
    2. Data Governance including ownership, data privacy and protection, and criteria for data exchange, storage, use and re-use, destruction, and open data.
    3. The requirements of digital transformation, especially the digital identity, signature and digital authentication
- **Structure:** Structural measures that will make possible to get prepared for the implementation in practice and for experimenting, enhancement of the technological capacity and human resources, and communication and outreach to stakeholders.
- **Projects:** Implementation of relevant measures in practice by means of projects and initiatives, considering all the different projects under MODEE.

Each measure should have the following details:
- Description of the measure
- Who is in charge of this measure
- Deadline and duration of the measure
- Main expected outputs
- Needed Resources
- Source of funding
- References
- Dependency on other Action Plan measures
- Protentional risks and mitigation measures
- clearly described performance indicators with baseline and target values.

The roadmap must also have a change management plan with key communication approaches needed for the implementation of the road map across related Ministries, Departments and Agencies and civil servants/service providers. The consultant must also provide a concise summary documents and infographics (for example, charts, tables or other short descriptive pieces) that MoDEE can use to communicate the plan throughout the Ministry and other stakeholders.

The consultant, based on the stakeholders' engagements sessions, is expected to compile a preliminary finding report and submit it to MoDEE. The Action Plan will be informed by the stakeholder consultation sessions, consultations with relevant ministries, departments and agencies, and development partners where applicable.

D. DELIVERABLES/SPECIFIC OUTPUTS EXPECTED FROM CONSULTANT

Expected deliverables are outlined in the table below:

Deliverables	Schedule
A stakeholders engagement methodology with an agreed upon number of engagement sessions (face-to-face, or virtually)	1 week
A revised Jordan Digital Transformation Strategy with key performance indicators (KPIs)	6 weeks
A report that includes brief summaries for each engagement session (date, number of people engaged, process used, prioritized input, issues discussed, and suggestions made)	10 weeks
A Road Map with measures that are broken down to strategic areas (strategic goals) as per the details mentioned in the scope of work, in addition to a change management plan	12 weeks

All Consultant outputs will be submitted in Arabic and English. Schedule refers to the number of weeks from

the start of the assignment (signing of the contract) to completion of the deliverable.

E.   QUALIFICATIONS

The team must have members who meet the following requirements:
- Led the development of a national digital transformation strategy.
- Have at least 7 years of experience in digital transformation strategy development and implementation
- Demonstrate a portfolio of at least 3 successful engagements in strategic planning for government public sector modernization
- Demonstrate experience in developing strategic plans for governmental entities including capabilities in developing Key Performance Indicators
- Demonstrated experience in developing and implementing costing methodologies for digital transformation action plans
- Demonstrated experience in conducting stakeholder consultations and engaging vulnerable populations
- Excellent written and oral language skills in Arabic and English

The Consultant team will consist of one **Team Leader**, and at least one **key expert** to perform the activities highlighted in this ToR.

The **Team Leader** shall possess the following qualifications:
1. Master's degree– or equivalent experience - in business, economics, engineering or related field;
2. Minimum of 15 years of relevant professional experience;

The **Key Expert** shall possess the following qualifications:
1. University degree in business, economics, engineering or related field;
2. Minimum of 10 years of relevant professional experience;

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

Expected commencement date is April 2021**. The expected completion period is 12 weeks** from contract signature.

The consultant will be selected following the World Bank's Procurement Regulations for IPF Borrowers of July 2016 and revised on November 2017 and August 2018. The contract would be Lump Sum.

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.

G.   REPORTING AND SUPERVISION

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

to ensure full ownership of the assessment and its findings.

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

The consultant will provide **biweekly 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 upon the following payment schedule. All payments are bound to receiving a written satisfaction letter one week following the submission of the deliverable from the PMU

10%	Upon submission and the PMU's acceptance of deliverable D.1
20%	Upon submission and the PMU's acceptance of deliverable D.2
25%	Upon submission and the PMU's acceptance of deliverable D.3
45%	Upon submission and the PMU's acceptance of deliverable D.4