



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

Activity Reference #:

Activity Title: Global ITO/BPO Expansion - Driving Growth and Partnerships

Reference No.: JO-MODEE-517713-CS-CQS

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.

The project 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.

Objective of the Assignment

The primary objective of this assignment is to improve digitally enabled income opportunities by positioning Jordan as a key global destination for Information Technology Outsourcing (ITO) and Business Process Outsourcing (BPO) services.

This will be achieved through:

- Building strategic partnerships between Jordanian service providers and international/regional ITO/BPO buyers.
- Generating qualified leads and promoting the Jordanian ITO/BPO industry globally.
- Attracting foreign direct investment (FDI) and supporting international companies in establishing ITO/BPO operations in Jordan.
- Strengthening Jordan's brand recognition in the global outsourcing market.

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

These specific terms of reference addresses Component 2 ***Expanding the Digital Sector and Digital Government Services in Jordan*** specifically addressing bullet point (c) (i) Procuring services of selected Professional Intermediaries in key markets to support, inter alia, global scaling, attracting foreign investment opportunities, developing exit pathways and establishing commercial partnerships.

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

The service provider will be responsible for the following:

Scope 1 – Macro-Level Diagnostic & Scoping of Jordan as an ITO/BPO Destination

The consultant will conduct a comprehensive assessment of Jordan's positioning as an outsourcing destination, covering both sector potential and enabling conditions. This will include:

- Evaluating the current size, growth trends, and export potential of Jordan's ITO/BPO sector, including inflows of FDI and existing large company operations.
- Conducting an analysis of Jordan's competitiveness as an outsourcing hub, benchmarking against global indices such as but not limited to: the Kearney Global Services Location Index.
- Assessing the landscape of ITO/BPO service providers, training programs, and recruitment services in Jordan, with particular focus on private training providers.
- Analyzing the domestic supply of skilled talent, graduates, and workforce availability.
- Reviewing relevant government programs and the overall infrastructure available to support outsourcing growth.

Deliverables

- Two concise industry reports (one for ITO, one for BPO) presenting Jordan's competitiveness in terms of financial attractiveness, people skills, and business environment.
- Professionally developed promotional materials highlighting Jordan's ICT value proposition, tailored to different buyer segments and verticals.
- Six to eight detailed case studies (minimum of three guaranteed) showcasing successful FDI projects or Jordan-based outsourcing operations, with emphasis on company rationale for choosing Jordan.
- Comprehensive marketing materials and an integrated campaign plan across multiple channels (digital marketing, content creation, targeted advertising, and participation in international ICT events). Budgets for paid media or event sponsorships are excluded from this TOR; procurement will be coordinated separately with MoDEE/Jordan Source, based on a social media strategy developed by the consultant.
- Collaboration with relevant industry associations, trade organizations, and government bodies to extend the reach of promotional activities and ensure consistent messaging about Jordan's ITO/BPO brand.

Deliverable Timelines: (Within 3 months of inception)

Scope of Work 2 - Macro Level Diagnostic & Scoping (D&S) and Deep Dive Assessment of ITO/BPO Buyers

The consultant will assess international outsourcing demand and identify buyers, intermediaries, and market entry channels relevant to Jordan. This includes:

- Scanning ITO/BPO buyers across priority markets (GCC, South Asia, EU, UK, and North America) in both public and private sectors.
- Mapping sourcing advisory firms, industry associations, foundations, government programs, training providers, recruitment firms, and global events connected to outsourcing markets.
- Creating a structured database of buyers, channels, and events.
- Engaging with identified buyers and intermediaries to understand their priorities, market-entry criteria, and perceptions of Jordan.
- Analyzing global demand trends, identifying verticals with highest compatibility to Jordan's offering, and clarifying barriers to entry in others.
- Communicate and promote market potential, regulatory environment, infrastructure, and talent availability in Jordan for these providers to consider expanding locally, including Jordan Source and the Youth Technology and Jobs Project.

Deliverables

1. **Buyer Database**
 - Tier-one and tier-two potential buyers from at least three geographic regions, identified and validated through direct engagement and interviews. (50 entries initially)
2. **Advisory and Events Database**
 - List of advisory sourcing firms, associations, foundations, recruiting providers, and global events that influence buyer decisions.
3. **Outbound Market Penetration Report**
 - Market insights addressing:
 - What global buyers require to consider Jordan.
 - Which verticals are most willing to procure services from Jordan and why.
 - Reasons some markets/segments would not procure from Jordan.

Scope of Work 3 - Lead Generation and Business Development

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

- Conducting in-depth research to identify high-potential markets and target buyers.
- Designing systematic lead generation campaigns across pre-approved geographies.
- Leveraging networks, email marketing, social media outreach, direct approaches, and industry events.
- Developing compelling value propositions and tailored messaging to engage prospects.
- Establishing a CRM system to capture, track, and manage all leads, with clear scoring mechanisms to prioritize high-value opportunities.
- Ensuring quarterly outreach to at least 100 new prospects, with follow-up interviews for lead qualification.

Deliverables

1. **FQL Database (Initial Setup)**
 - Shared database containing at least 50 FQLs by the end of Month 3, with detailed profiles and contact data.
2. **FQL Database (Ongoing Updates)**
 - Monthly updates of new leads, engagement notes, CRM records, and lead scoring.
3. **Lead Generation Campaign Outputs**
 - Evidence of outreach (emails, interviews, events), demonstrating targeted engagement with at least 100 new prospects per quarter.
4. **Lead Generation Analysis Reports**
 - Monthly reports analyzing conversion rates, outreach results, success factors, and optimization recommendations.

Scope of Work 4 - Delegation Programs and International Engagement

The consulting firm is required to:

The consultant will support MoDEE and Jordan Source in engaging international buyers through inbound delegations and networking. MoDEE will coordinate logistics; the consultant will focus on business development and deal facilitation. This includes:

- Organizing two inbound delegations, targeting participation of C-level executives from international companies.
- Preparing company profiles for visiting delegates and for Jordanian ITO/BPO service providers to facilitate effective matchmaking.
- Designing business-to-business (B2B) meeting schedules and facilitating matchmaking sessions.
- Supporting negotiation of MoUs, partnership agreements, and contracts resulting from delegation visits.
- Preparing post-visit reports summarizing results, lessons learned, and recommended follow-up actions.

Deliverables

1. **Delegation Programs**
 - Two inbound delegation visits (minimum of 8 C-level delegates per delegation).
2. **Company Profiles**
 - Individual profiles for both visiting delegates and Jordanian service providers, tailored to visit objectives.
3. **B2B Matchmaking Schedules**
 - Structured agendas for business-to-business engagement during delegation visits.
4. **Delegation Visit Reports**

Reports for each visit, including outcomes, challenges, feedback, lessons, and follow-up actions.

Deliverable Timelines: (Twice during the contract duration)

Scope of Work 5 - Investment Attraction and Business Expansion Support

The consulting firm is required to:

The consultant will work to attract FDI and supporting Jordanian companies in global expansion. Tasks include:

- Providing guidance to international companies on market entry, including site selection, talent acquisition, and regulatory requirements.
- Reviewing and enhancing MoDEE's investment facilitation toolkits and guidelines.
- Monitoring and tracking the FDI pipeline from initial contact to establishment, documenting each stage.
- Supporting Jordanian companies in identifying and pursuing international expansion opportunities, including partnerships with global firms.

Deliverables

1. **Updated FQL Database**
 - Monthly updates capturing potential foreign ITO/BPO investors and pipeline status.
2. **Investment Tracking Reports**
 - Monthly reporting on FDI prospects, progress toward establishment, and support provided.
3. **Business Expansion Opportunities Report**
 - One-time report identifying international expansion opportunities for Jordanian companies, including a curated list of relevant ITO/BPO associations, organizations, and global events.

Expected KPIs and Deliverables:

Primary KPIs

1. **Lead Generation & Conversion**
 - At least **50 Fully Qualified Leads (FQLs)** identified and documented in the database within the first 9 months.
 - A minimum **20% conversion rate** from initial outreach to advanced engagement (e.g., MoU, feasibility study, pilot project, or active negotiations).
2. **Delegation Impact**
 - Support MoDEE in delivering **two inbound delegation visits** with a target of **8 or more C-level delegates** per visit.
 - Achieve at least **70% follow-up engagement** with delegates after each visit.
3. **Foreign Investment Progress**
 - Facilitate **progress toward establishment** for at least five international companies (measured through milestones such as MoUs, site visits, or operational setup steps).
 - Target a total **pipeline value of at least USD 50,000** in documented FDI or outsourcing commitments.

Secondary KPIs

1. **Business Expansion**

- Identification of at least **five Jordanian firms** connected with international partners for expansion opportunities.
- 2. **Brand Recognition**
 - Delivery of 6–8 case studies (minimum three), marketing collateral, and launch of international branding activities that achieve **measurable increases in market visibility** (e.g., a 20% increase in campaign reach or engagement in target markets).
- 3. **Partnership Formation**
 - Facilitation of at least **five strategic partnerships** (MoUs, joint initiatives, or formal collaborations) between Jordanian and international companies.

Process KPIs

1. **Content Creation**
 - Delivery of 2 industry reports (ITO and BPO), case studies, professional marketing collateral, and trend analyses as per Scope 1.
2. **Database Management**
 - Maintenance of a continuously updated FQL database, integrated with CRM tracking and lead scoring.
3. **Outreach Activity**
 - Evidence of quarterly outreach to a minimum of 100 new prospects, with documented follow-up interviews and outcomes.
4. **Stakeholder Engagement**
 - Maintenance of a stakeholder log with at least **15 substantive engagements** per quarter (meetings, interviews, or consultations).
5. **Delegation Documentation**
 - Post-visit reports summarizing outcomes, challenges, lessons learned, and recommended next steps.

Performance KPIs

1. **Timely Delivery**
 - At least **95% of deliverables** submitted within agreed timelines.
2. **Stakeholder Satisfaction**
 - Positive feedback from MoDEE and key stakeholders, with an average score of **4/5 or above** in satisfaction surveys.
3. **Knowledge Transfer & Sustainability**
 - Delivery of a **sustainability and knowledge transfer plan** in the Closing Report, ensuring MoDEE's ability to continue lead generation, promotion, and investment attraction beyond the life of the assignment.

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

Firm Qualifications / Past Experience

A. BPO/ITO Industry Experience and International Firm Engagement (Mandatory)

- Demonstrated expertise in ITO and / or BPO industries and engaging with international companies within this industry with a minimum experience of 5 years.
- A demonstrated capability to facilitate successful collaborations between international ITO and / or BPO companies with a minimum of 5 similar projects.
- Proven track record of facilitating successful international ITO/BPO collaborations (minimum 5 documented FDI cases)
- Understanding of global ITO/BPO market dynamics and trends.
- Experience in emerging markets, preferably MENA region.

B. Fully Qualified Leads Generation (Mandatory)

- History of generating FQLs and guiding companies towards international expansion opportunities with a minimum of 5 success stories.
- Experience collaborating with companies from various countries to facilitate business growth and job creation.
- Documented history of generating FQLs and guiding companies through international expansion
- Minimum 15 successful business development cases resulting in international partnerships or investments
- Experience with CRM systems and lead management processes

C. Understanding of the Jordanian ITO/BPO Sector and Cross-Border Partnerships (Preferred)

- Strong understanding of the Jordanian ITO and / or BPO sector, particularly in the context of international partnerships.
- Knowledge of World Bank procurement and project management requirements
- Experience working with government agencies and development organizations

D. Facilitating International Collaborations

Key Expert Requirements

Program Manager (Team Leader)

- A. Master's degree in Business Administration, International Business, ICT, or related field
- B. Minimum 5 years of senior-level experience in international business development
- C. Strategic Partnership Development: Proven track record of establishing strategic partnerships with international entities in the ITO and / or BPO sector.
- D. Experience in building and maintaining relationships with key stakeholders globally, including government bodies, industry associations, and multinational corporations.
- E. Demonstrated ability to identify partnership opportunities, negotiate agreements, and drive collaborative initiatives forward.
- F. Expansive network within ITO/BPO.
- G. Strong presentation and negotiation skills.

Business Development Manager

- A. Bachelor's degree in Marketing, Business Administration, or related field.
- B. Extensive experience in conducting market research and lead generation activities, particularly in the ITO/BPO sector with a minimum of 3 years of similar experience.
- C. Proven ability to conduct market research and develop go-to-market strategies.
- D. Proven track record of identifying and engaging potential clients globally, including through direct outreach, networking, and participation in industry events.
- E. Ability to develop and execute effective lead generation strategies tailored to target markets.
- F. Experience with digital marketing and CRM systems.
- G. Strong analytical and project management skills.

Reporting Requirements and Time Schedule for Deliverables

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

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

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

All reports will be delivered electronically (PowerPoint format).

Deliverables / specific outputs expected from the consultant

#	Deliverable	Details	Schedule
0	Inception Report	Methodology, scope, work plan, KPIs.	By end of first month of signing the contract
1	Industry Reports (2)	One report each for ITO and BPO covering competitiveness, skills, and business environment.	By end of 2nd month
2	Brand Strategy, Marketing Collateral & Case Studies	Brand strategy and campaign plan; marketing collateral; 6–8 case studies (minimum 3 guaranteed).	By end of 3 rd month
3	FQL Database – Initial Setup	Shared database with at least 50 fully qualified leads (FQLs).	By end of 3 rd month
4	FQL Database – Ongoing Updates	Monthly updates with new FQLs, engagement notes, and CRM tracking.	Updated on a monthly basis
5	Delegation Visit 1 & Coordination Report	First inbound delegation (8+ C-level delegates), company profiles, B2B schedules, and report.	Throughout the contracted period

6	Delegation Visit 2 & Coordination Report	Second inbound delegation with deliverables as above (D5).	Throughout the contracted period
7	Quarterly Progress Reports & Mid-Term Review	Three quarterly progress reports; mid-term assessment embedded in Q2 report.	End of each quarter
8	Business Expansion & Support Organizations Report	Report on expansion opportunities + list of ITO/BPO associations and events.	One time covering the contracted period and beyond
9	Lead Generation & Conversion Analysis	Monthly analysis of lead generation, conversion rates, and recommendations.	Updated monthly
10	Closing Report	Final review of KPIs, updated FQL database, case studies, financial summary, sustainability plan.	At closing of contract period

Contract Duration and Form

The expected commencement date is (Q4) 2025. The expected completion period is February 2027 from the order to proceed. The consultant will be selected following the World Bank's Procurement Regulations for IPF Borrowers of September 2023. The contract would be a lump sum contract.

Consultants may associate with other firms to enhance their qualifications but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

Payment schedule

#	Deliverable	Payment %
0	Inception Report	5%
1	Industry Reports (2)	10%
2	Brand Strategy, Marketing Collateral & Case Studies	10%
3	FQL Database – Initial Setup	5%
4	FQL Database – Ongoing Updates	5% (one-time release upon first update; subsequent updates included in scope)
5	Delegation Visit 1 & Coordination Report	15%
6	Delegation Visit 2 & Coordination Report	15%
7	Quarterly Progress Reports (3 × 5%)	15%
8	Business Expansion & Support Organizations Report	5%
9	Lead Generation & Conversion Analysis	5%
10	Closing Report	10%

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

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

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

Establishing the National Digital Skills Council for ICT (“NSC-ICT/ITO/BPO”) to carry out a program of activities aimed at (a) providing skilling and upskilling of digital skills training; (b) assessing the demand for specific professions in the market and the supply of talent and the acquired skills to meet this market demand; (c) reviewing national ICT/ITO/BPO occupational classifications and standards; (d) developing, accrediting, and providing online training courses and materials; (e) raising national awareness; and (f) monitoring and evaluation.

1.2 Enhancing Digital Skills Competencies for Public School Students

Carrying out a program of activities to develop and implement a digital skills curriculum in public schools.

1.3 Providing Working Spaces in Underserved Communities through Tech Hubs

Upgrading, equipping and managing technology hubs within the existing vocational training centers, or other appropriate premises, to provide venues for a variety of activities, including, inter alia, skilling programs, co-working spaces, ITO/BPO space and networking space.

1.4 Enhancing Digital Skills Competencies for Youth

(i) Technical assistance and Training to youth through eligible Training Service Providers and (ii) Provision of TSP Subgrants to eligible Training Service Providers.

Component 2 - Expanding the Digital Sector and Digital Government Services in Jordan

2.1 Expanding Access to Market for Digital Firms

(a) Developing growth plans of Digital Firms in underserved communities through payment of employment subsidies for Eligible Employees of Digital Firms;

(b) Providing Matching Grants to support implementation of business development plans of Digital Firms aiming to secure new contracts in outside markets;

(c) (i) Procuring services of selected Professional Intermediaries in key markets to support, inter alia, global scaling, attracting foreign investment opportunities, developing exit pathways and establishing commercial partnerships, and (ii) providing Intermediary Grants to selected Professional Intermediaries; and

(d) Providing Matching Grants to support growth and expansion of nonprofit companies, civil society organizations and private sector companies that adopt technology means to support vulnerable youth and poor areas;

(e) Providing technical assistance for the establishment of the Jordan Source on (i) national brand positioning and outreach, including developing an interactive website and social media presence, conducting reports, surveys and newsletters, holding meetings on good practices and lessons learned for ITO/BPO activities; (ii) preparing, conducting, and engaging in follow up activities related to yearly international exhibitions and roadshows; (iii) establishing a focal point for business facilitation of foreign ITO/BPO investors; and (iv) financing of temporary space for ITO/BPO investors to expedite their management relocation in Jordan;

(f) Supporting the development of an entrepreneurship pipeline through (i) technical assistance and training on extracurricular entrepreneurship development programs in selected universities; (ii) technical assistance to establish and operate a Government Services Acceleration Program; (iii) technical assistance and regional dialogue to increase access of Jordanian startups to neighboring markets; (iv) Technical assistance and Training to eligible Startup Firms via incubators on the development of their minimum viable products; and (v) provision of Startup Grants to eligible Startup Firms for the finalization of their minimum viable products

2.2 Supporting Digital Transformation of Service Delivery to Citizens and Businesses.

- (a) Provision of technical assistance to:
- i. MoDEE for conducting public value assessments of digital services provided through the Borrower's government portal and an assessment of shared services necessary for digital payment systems;
 - ii. (a) re-engineer, simplify and digitize the services; (b) establish necessary quality assurance instruments, including data privacy; and (c) develop a unified mobile application for online service delivery; and
 - iii. train government employees on new technologies and design of a new citizen feedback mechanism or leveraging an existing citizen feedback mechanism, communication strategy and outreach campaigns.
- (b) Upgrade the functionality and capacity of the e-service infrastructure, including, *inter alia*, development of the Borrower's document archiving and communication system, expansion of the interoperability platform for data exchange, upgrades to the government cloud, database security and public key infrastructure upgrades;
- (c) Provision of technical assistance to develop government digital transformation plan, design of a change management strategy and related activities to implement Borrower's e- Government agenda, including capacity development of MoDEE; and
- (d) Strengthening of institutional capacity of MoDEE through establishment of a digital transformation task team of consultants responsible for overseeing the implementation of the e-Gov activities including liaising with relevant ministries of the Borrower.

2.3 Digitization of Government Payments

Carrying out a program of activities aimed at facilitating digitization of government payments focused on front-end solutions providing end users with diverse options/tools to make digital payments, through technical assistance for (a) developing an overarching government payment architecture and roadmap; (b) supporting and growing capacity of an intergovernmental task force established for the digitization of government payments and revenues; (c) developing relevant policies and procedures that ensure satisfactory completion of digitization projects; (d) establishing and implementing a change management program for digital payment system; (e) developing and implementing required digital government-to-government payment enablers, including necessary regulatory changes; and (f) implementing IT enhancements in the ID systems to meet needs of the financial sector.

Component 3 - Project Management and Implementation Support

Provision of technical advisory services and goods to manage, coordinate, monitor and evaluate the Project, including Operating Costs, independent verification of the achievement of the DLIs and independent verification of completion of employment objectives for employment subsidies and relevant result milestones for Intermediary Grants, TSP Subgrants, Startup Grants and Matching Grants.