



**وزارة الاقتصاد  
الرقمي والريادة**

**Ministry of Digital Economy and Entrepreneurship**

**Youth, Technology and Jobs Project**

**Terms of Reference (TOR)**

**Activity Reference #: JO-MODEE-547046-CS-CQS**

**Activity Title: PR, Marketing and Communications Agency**

## **Background**

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 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.

### ***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 Digital Skills Association (Digiskills), which will perform the tasks of the National Skills Council for ICT (“NSC-ICT”) to carry out a program of activities aimed at (a) providing digital skills training; (b) assessing the demand for specific professions in the market and the supply of talent; (c) reviewing national occupational standards; (d) developing, accrediting, and providing online training courses and materials; (e) raising national awareness; and (f) monitoring and evaluation.

#### **1.2 Enhancing Digital Skills Competencies for Public School Students**

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

#### **1.3 Providing Working Spaces in Underserved Communities through Tech Hubs**

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

#### **1.4 Enhancing Digital Skills Competencies for Youth**

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

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

#### **2.1 Expanding Access to Market for Digital Firms**

- (a) Developing growth plans of Digital Firms in underserved communities through payment of employment subsidies for Eligible Employees of Digital Firms;
- (b) Providing Matching Grants to support implementation of business development plans of Digital Firms aiming to secure new contracts in outside markets;
- (c) (i) Procuring services of selected Professional Intermediaries in key markets to support, inter alia, global scaling, attracting foreign investment opportunities, developing exit pathways and

establishing commercial partnerships, and (ii) providing Intermediary Grants to selected Professional Intermediaries; and

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

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

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

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

(a) Provision of technical assistance to:

i. MoDEE for conducting public value assessments of digital services provided through the Borrower's government portal and an assessment of shared services necessary for digital payment systems;

ii. (a) re-engineer, simplify and digitize the services; (b) establish necessary quality assurance instruments, including data privacy; and (c) develop a unified mobile application for online service delivery; and

iii. train government employees on new technologies and design of a new citizen feedback mechanism or leveraging an existing citizen feedback mechanism, communication strategy and outreach campaigns.

(b) Upgrade the functionality and capacity of the e-service infrastructure, including, *inter alia*, development of the Borrower's document archiving and communication system, expansion of the interoperability platform for data exchange, upgrades to the government cloud, database security and public key infrastructure upgrades;

(c) Provision of technical assistance to develop government digital transformation plan, design of a change management strategy and related activities to implement Borrower's e- Government agenda, including capacity development of MoDEE; and

(d) Strengthening of institutional capacity of MoDEE through establishment of a digital transformation task team of consultants responsible for overseeing the implementation of the e-Gov activities including liaising with relevant ministries of the Borrower.

## 2.3 Digitization of Government Payments

Carrying out a program of activities aimed at facilitating digitization of government payments focused on front-end solutions providing end users with diverse options/tools to make digital payments, through technical assistance for (a) developing an overarching government payment

architecture and roadmap; (b) supporting and growing capacity of an intergovernmental task force established for the digitization of government payments and revenues; (c) developing relevant policies and procedures that ensure satisfactory completion of digitization projects; (d) establishing and implementing a change management program for digital payment system; (e) developing and implementing required digital government-to-government payment enablers, including necessary regulatory changes; and (f) implementing IT enhancements in the ID systems to meet needs of the financial sector.

### ***Component 3 - Project Management and Implementation Support***

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

### **Objective (s) of the Assignment**

The primary objective of this assignment is to engage a qualified PR, Marketing and Communication Agency to enhance Digiskills Association's visibility, outreach, and communication strategies. The Agency will work collaboratively with Digiskills to achieve the following specific objectives:

- Increase public awareness of Digiskills' mission and programs.
- Improve stakeholder engagement and communication.
- Enhance the organization's reputation and credibility.
- Promote Digiskills' initiatives and events.
- Generate media coverage and positive publicity.

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

- Scope of Work / services

The selected PR, Marketing and Communication Agency shall provide a comprehensive range of services during a contract duration of 12 months, commencing from the date of the agreement signature. The services include, but not limited to:

- Enhance brand guidelines, visual identity, and communication templates.
- Create brand narrative, tagline, and key messages to guide all communication.
- Creating and disseminating media advisories, and news articles.
- Producing multimedia content, including videos and infographics.
- Managing Digiskills' social media presence and campaigns.
- Developing and implementing digital marketing strategies.
- Monitoring media coverage and providing regular reports.
- Develop donor decks, impact briefs, and success videos for fundraising and partnerships.

- Expected Deliverables

No.	Activity	Deliverable	Expected Timeline	Quantity
1	Digital Identity	<ul style="list-style-type: none"> <li>- Produce a comprehensive assessment report outlining the current digital and brand identity of DigiSkills Association on all online platforms (website and social media), including strengths, weaknesses, opportunities, and threats. This report will benchmark against local and regional brands in similar industries.</li> </ul>	1 <sup>st</sup> month of the contract	<ul style="list-style-type: none"> <li>- 1 complete SWOT analysis report</li> </ul>
2	Brand Narrative and Key Messages	<ul style="list-style-type: none"> <li>- Develop a narrative that guides DigiSkills positioning in all its public presence</li> <li>- Develop a tagline to be used in communication materials and platforms</li> <li>- Develop key messages that promote the narrative and strengthen the Association’s positioning</li> </ul>	1 <sup>st</sup> month of the contract	<ul style="list-style-type: none"> <li>- 1 positioning narrative</li> <li>- 1 tagline</li> <li>- At least 15 key messages</li> </ul>
3	Donor communication packs	<ul style="list-style-type: none"> <li>- Develop donor communication pitch decks</li> </ul>	<ul style="list-style-type: none"> <li>- 2<sup>nd</sup> month</li> <li>- 2<sup>nd</sup> month</li> <li>- When requested</li> </ul>	<ul style="list-style-type: none"> <li>- 1 pitch deck</li> <li>- 4 impact briefs</li> <li>- 3 success videos tailored for donors</li> </ul>
4	Social Media Engagement and Management	<ul style="list-style-type: none"> <li>- Develop a comprehensive strategy that outlines the objectives, target audience, messaging themes, and platforms to be utilized</li> <li>- Develop social media templates for infographics, carousels, testimonials, and reels for all social media platforms</li> <li>- Provide a detailed monthly calendar that:               <ul style="list-style-type: none"> <li>o Lists all planned social media posts, including post content, graphics, and posting dates</li> <li>o Differentiates between organic posting and sponsored/paid/promotional posting</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Strategy in the 2<sup>nd</sup> month</li> <li>- Templates in the second month</li> <li>- Weekly posts</li> </ul>	<ul style="list-style-type: none"> <li>- 1 social media strategy</li> <li>- At least 5 social media templates</li> <li>- 12 monthly calendars – content.</li> <li>- (9-10%) demonstrable monthly growth in social media engagement and followers</li> <li>- Social media monthly performance report</li> <li>- Allocation of \$2000 for social media promotions per year</li> </ul>

		<ul style="list-style-type: none"> <li>○ Ensure production and plans are aligned with the Social Media/Communications Strategy</li> <li>- Clearly define a budget for promotional activities on different platforms. This should detail: <ul style="list-style-type: none"> <li>○ Specific allocation for promotions on Meta platforms (e.g., Facebook, Instagram)</li> <li>○ Specific allocation for promotions on YouTube, LinkedIn, and other platforms</li> <li>○ Set any other platform-specific promotional budgets</li> </ul> </li> <li>- Post content weekly as per the social media calendar on DigiSkills' social media platforms</li> <li>- Implement strategies to increase engagement and followers on DigiSkills' social media platforms, as outlined in the Social Media/Communications Strategy</li> <li>- Provide monthly reports on social media performance, including metrics like engagement rate, follower growth, and ROI on promotional campaigns</li> </ul>		
5	Campaign Management	Recommend, organize and implement (online, offline, or both) campaigns including related creative concepts, artwork, materials and media plan	When requested	1 campaigns per year (Awareness, informative, new programs, etc.)
6	Multimedia Content Production	Regular production of multimedia content (graphic videos, infographics, etc.)		- 1 regular monthly production of multimedia content and/ or as needed (average 30-90 seconds duration per item)
7	Influencer Marketing and Strategic Partnerships	<ul style="list-style-type: none"> <li>- Identify 3–5 local tech/education influencers</li> <li>- Engage influencers in 1-2 campaigns annually</li> <li>- Create partnership packages and collaboration content</li> <li>- Coordinate influencer content across social platforms</li> <li>- Monitor and report impact and reach</li> </ul>	When requested	At least 1 influencer campaign
8	Filmed Stories and Real-Time Content	<ul style="list-style-type: none"> <li>- Film and post short stories (Instagram/Facebook) capturing real-time updates from ongoing programs</li> <li>- Curate “Story Highlights” on social channels to archive important moments (success stories, tips, announcements)</li> <li>- Build storytelling around real beneficiaries and training themes</li> </ul>	2 monthly	<ul style="list-style-type: none"> <li>- 20 creative directions</li> <li>- Videography during at least 20 training sessions</li> </ul>

		<ul style="list-style-type: none"> <li>- “Success Spotlight” video (real student/employer stories)</li> <li>- Thematic campaigns (e.g. “Women in Tech”, “Cybersecurity in Action”)</li> <li>- Educational mini-series (e.g., “1-minute Skill Tips”)</li> <li>- Coordinate with trainers and participants for quick interviews or testimonials</li> </ul>		
11	Event photography and videography	<ul style="list-style-type: none"> <li>- Produce photos and videos covering events</li> </ul>	Monthly/ when requested	<ul style="list-style-type: none"> <li>- Photos and short videos for 8-10 events per year</li> </ul>
12	Monitoring and Evaluation	<ul style="list-style-type: none"> <li>- Monthly reports summarizing activities</li> <li>- Monthly performance reports with KPI tracking</li> </ul>	Monthly	<ul style="list-style-type: none"> <li>- Minimum 12 monthly reports over the course of one year. More reports to be provided upon request</li> <li>- Monthly reports show not just activities but also outcomes</li> <li>- Reports content outline shall be approved by Digiskills team prior to development</li> </ul>

**All Consultant outputs will be submitted in Arabic and English. Schedule refers to the number of (Day, Week, Month, Year) from the start of the assignment (signing of the contract) to completion of the deliverable.**

### **Client's Input and Counterpart Personnel**

Digiskills Association will provide relevant information, access to stakeholders, and collaboration throughout the contract period to facilitate the Agency's work. More specifically, it will:

- Provide guidance, feedback and oversight.
  - Support the Agency's access to any available documents and information about Jordan in general and the ICT sector in specific.
  - Facilitate the Agency's access to private sector and public sector representatives as needed.
  - Provide the necessary support to the Agency to ensure the smooth implementation of the assignment.
  - Provide final approval on all submitted deliverables.
- Digiskills will assign professional and support counterpart personnel who will work closely with the Consultant's team.

### **Firm's Area of Expertise and Team Composition and Qualification Requirements of the Key Experts**

#### **Firm's Area of Expertise**

The selected Agency shall possess the following qualifications:

- At least 6 years of proven experience in PR, marketing and communication strategy development and execution, particularly in the non-profit or development sector (list of references is needed along with contact details, preferably not less than five references / projects).
- Demonstrated expertise in digital marketing and social media management.
- Demonstrated experience in Public Relations and Brand Creation and promotion.
- A portfolio showcasing successful PR campaigns and media coverage.
- Availability of a dedicated team with expertise in PR, media relations, content creation, and digital marketing.
- Ability of the team to communicate effectively in English verbally and in writing.

#### **Team Composition and Qualification Requirements of the Key Experts**

The selected Agency shall ensure the availability of a qualified project team to manage and execute all activities under this TRP, including but not limited to the following positions:

- Team Leader: holds a Master's degree in marketing, mass communication or any relevant area with a minimum of 10 years of experience in managing similar assignments.
- Media and Communication Specialist: holds a bachelor's degree in marketing, mass communication or any relevant area with a minimum of 7 years of experience in designing and executing similar assignments.
- Content writer: holds a bachelor's degree in communications, Journalism, English or any relevant areas with a minimum of 5 years' experience in writing, editing, proof-reading, and developing

communication materials (web content, publications, articles, whitepapers, success stories, and narratives).

- **Graphic Designer:** holds a bachelor’s degree in graphic design, digital media or any relevant area with a minimum of 5 years’ experience in graphic design and artwork creation.
- **Public Relations and Brand Creation Specialist:** holds a bachelor’s degree in communications, journalism, marketing or any relevant area, with a minimum of 10 years’ experience in public relations.
- **Social Media Specialist:** holds a bachelor’s degree in marketing, communications, media, or any relevant field, with a minimum of 5 years of experience in managing social media platforms, developing content strategies, and analyzing digital performance.

**Reporting Requirements and Time Schedule for Deliverables**

- format, frequency, contents of reports, and dates of submission **aligned as per the below deliverable table per product**

The consultant will work under the guidance and supervision of the **Marketing and Communication officer** at DigiSkills. DigiSkills will be responsible for coordinating with Y TJ and MoDEE team to ensure coordination.

The Consultant will prepare required progress reports and coordinate with the designated point of contact at DigiSkills as per the provided table of deliverables

- Deliverables / specific outputs expected from consultant

#	Deliverables	Schedule
1	<b>Monthly performance report:</b> provides a comprehensive overview of the Consultant’s performance, detailing key metrics and insights related to ongoing campaigns and marketing /media activities.	Monthly
2	<b>Quarterly strategy report:</b> Reviews the current marketing and communication strategies, offering updates and proposed adjustments to enhance effectiveness.	Quarterly
3	<b>Budget and Financial Report:</b> Focuses on the financial aspects of the marketing activities, ensuring transparency and effective budget management.	Monthly

## **Contract Duration and Form**

Expected commencement date is 1 June 2026. **The expected completion period is one year** 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 Time Based.

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.

## **Payments (Time-Based Contract):**

Billings and payments in respect of the Services shall be made as follows:

- Advance payment is not applicable.
- The selected consultant shall submit itemized invoices, accompanied by the receipts or other appropriate supporting documents, not later than fifteen (15) days after the end of each calendar month during the period of the contract.
- Each invoice shall be comprehensive and transparent, showing remuneration and reimbursable expenses separately.
- In case of any discrepancies found between the actual payment and costs authorized to be incurred by the consultant, the client reserves the right to adjust subsequent payments accordingly.
- The final payment shall be processed upon the submission and approval of the final report and a final invoice, explicitly identified as such by the consultant and approved as satisfactory by the client.
- Remuneration for services shall be determined based on the actual time spent by each Expert in the performance of the Services. This calculation shall commence from the date of commencing the Services or any other agreed-upon date specified in the contract. The remuneration rate shall remain fixed for the duration of the Contract.
- The client shall reimburse the consultant for all reimbursable expenses that are actually and reasonably incurred in the performance of the Services. Reimbursement for expenses shall be made at the actual cost, unless otherwise explicitly provided in the contract. Under no circumstances shall the reimbursement exceed the total Contract amount.

Payment details, including the schedule and method of payments, will be included in the contract.

## **Annexes – NA**