



**Ministry of Digital Economy &  
Entrepreneurship  
Youth Technology and Jobs Project  
Terms of Reference**

**JO-MODEE-479501-CS-CQS**

**Consultancy Service for Delivering E-Game Design and Development Training and  
Incubation Facilitation- Northern Governorates**

## **1. 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.

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### ***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 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.

#### **TOR Overview:**

The activities under this Terms of Reference (ToR) will seek, to deliver E-Game Design and Development training for 400 Young Learners (YLS) (G8 - G11) within accessible locations in the northern governorates of Jordan, to be selected by the Training Service Provider (TSP) and approved by the PMU. These efforts aim to educate YLS about the gaming industry and equip them with the needed skills to develop digital games in hands-on, practical and interactive sessions. This program will not only support building digital competencies among learners and encourage them to apply the acquired digital skills and utilize technology in their education and in real life scenarios, it will also enhance the learners' analytical and critical thinking, team work and problem solving skills.

MoDEE is seeking to identify and appoint a Training Service Provider (TSP) that will be responsible for the below assignment under the Youth, Technology, and Jobs project.

This activity aims to support the achievement of the objectives of the [Jordanian Strategy for E-Gaming and E-Sports \(2023-2027\)](#), developed by MoDEE, and aligns with the national priorities for Creative Industries outlined in the [Economic Modernization Vision](#).

This ToR describes the services required to enhance the supply of digitally enabled youth, in the e-gaming domain.

**Scope of Work:**

This assignment's overall objective is to: Deliver the E-Game Design and Development Camp for 400 Young Learners (G8-G11) from public schools.

This assignment will contribute to the achievement of the program's long-term objective to enhance the students' ability to:

- Make an educated choice of graduate studies
- Achieve digitally enabled income
- Utilize technology in their future career
- Become employable in the local and international job market

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

Within four weeks after signing the agreement, the Consulting firm will submit a detailed action plan, outlining all activities described below, in terms of timeline, communication channels, and reporting mechanism and frequency, anticipated risks and mitigation plan. All activities should be completed within 10 months from the date of signing the agreement.

Tasks under the scope of this TOR will include:

**Task 1: Conduct the E-Game Design and Development Camp**

To complete this task, the consulting firm must achieve the following deliverables:

**Deliverable 1: Action Plan- Program Outreach and Implementation Plan**

The consulting firm will develop a detailed action plan outlining all activities described in this TOR, in terms of timeline, communication channels, and reporting mechanism and frequency, anticipated risks and mitigation plan including a detailer outreach and implementation plan for the E-Game Design and Development Camp with a clear timeframe, to ensure achieving the following program's indicators:

- Students' attendance rate: Participating students attend 80% or more of the program hours.
- Students' graduation rate: 85% of the registered participants complete the program.
- Students and parents' satisfaction rate: more than 70% of respondents report their satisfaction with the training program.
- A minimum of 10% of student projects are identified as having clear potential for incubation, based on a transparent and well-documented evaluation process.

In order to achieve the above indicators, the consulting firm will **create a detailed outreach and implementation plan for all the activities to be carried out as part of this program**, including but not limited to: selected training locations, outreach channels, selection criteria and selection methods, mode of delivery, learning topics, practical projects themes, performance and progress assessment tools. Considering the following:

- The program should be publicly announced.
- Applications should be solicited from interested candidates and filtered based on the eligibility criteria.
- Candidates meeting the eligibility criteria will then be selected by the company and approved by the PMU.

### **Deliverable 2: Students Selection**

The consulting firm will submit a list of 400 public school selected YLs to participate in the E-Game Design and Development Camp.

#### **Young Learners Eligibility Criteria:**

The E-Game Design and Development Camp is open for all Jordanian and Syrian Young Learners (G8- G11), living in the northern governorates of Jordan based on the below criteria:

1. All beneficiaries must be registered in public schools in one of the following grades: 8,9,10 or 11
2. At least 40% of beneficiaries must be females
3. Syrian Refugees should be UNHCR card holder

#### **Accessibility and Equal Opportunity:**

The PMU, through the TSP, will provide transportation and meal allowances to learners. These allowances will be disbursed upon the successful completion of the training, reinforcing commitment to the program while mitigating potential barriers to participation.

### **Deliverable 3: Program Delivery and Completion**

**Deliver the E-Game Design and Development Camp for 400 Young Learners (G8-G11) across the Northern Governorates of Jordan.**

**The proposed program design** should be:

- Accessible on an online platform
- Delivered in a total of **90** Instructor-led Face-to-Face learning **hours**.
- Practical and interactive
- Adaptive for the targeted age group
- Applicable within varied contexts
- Contextualized within trending social, environmental and entrepreneurship contexts
- Designed to facilitate independent learning and encourage lifelong learning and continuous development.
- Applies relevant assessment methods and trainees' performance feedback approaches
- Include clear start and end dates.
- Provided in locations which are safe, attractive and accessible by the targeted beneficiaries



**The proposed program** should include **78** instructor-led Face-to-Face learning **hours** to deliver the following:

- An introduction to the gaming industry and the principles of game design and development.
- An introduction about virtual and augmented reality.
- Developing 2D games with animation.
- Developing 3D hyper casual game with simple designs.
- Publishing and optimizing developed games.

**By the end of the program, students should have developed and published their own digital games.** The projects' evaluation criteria should be communicated to students at the beginning of the program, after the PMU's revision and approval.

The consulting firm will also design and deliver a specialized **12 learning hour module** on basic entrepreneurship and commercialization skills as part of the E-Game Design and Development Camp. The purpose of this component is to equip young learners with foundational knowledge and skills to understand how their developed E-games could potentially transition into viable commercial products or services.

This module should include:

- **Introduction to Entrepreneurship**
  - Overview of entrepreneurship and its relevance to the gaming industry.
  - Case studies of successful E-game startups.
  - Key entrepreneurial traits and skills development.
- **Business Basics for Game Developers**
  - Understanding the concept of a business model and revenue streams.
  - Introduction to game monetization strategies (e.g., in-app purchases, subscriptions, and ad-based models).
  - Basics of intellectual property and copyright for digital products.
  - Insights into career opportunities within the creative industries, featuring guidance from industry experts and professional mentors who can share real-world experiences and best practices.
- **Pitch Preparation and Communication Skills**
  - Training on how to craft an effective pitch for their e-game projects.
  - Guidance on presenting value propositions and unique selling points.
  - Mock pitching sessions with peer and expert feedback.
- **Incubation Pathways**
  - Explanation of what incubation means and how it supports startups.
  - Overview of potential incubation opportunities locally and globally.
  - Steps to access incubation programs, including application processes.
- **Project Evaluation and Feedback for Commercial Viability**
  - Consulting firm to guide students on refining their projects based on evaluation criteria related to market potential, creativity, and scalability.
  - Individualized feedback for teams demonstrating potential for incubation.

During the program, students will work in groups of five, to design and develop e-games, within an approved theme. At the end of the program, the consulting firm will hold pitching sessions to allow the students to pitch their developed e-games. Students' e-games will be evaluated against the outlined criteria for passing projects vs. projects qualified for potential incubation.

As a result, the consulting firm will submit a list of trained students, reference their developed e-games with their evaluation results "Passed" or "Demonstrated Potential for Incubation".

### **Task 2: Facilitate Incubation Opportunities for Outstanding Projects:**

The consulting firm will identify and establish connections with relevant incubators, accelerators, and gaming companies to provide selected student projects with incubation opportunities. The aim is to ensure that outstanding projects identified during the camp receive structured support for further development, commercialization, and scaling.

To complete this task, the consulting firm will conduct the following activities:

#### **Activity 1: Prepare an Incubator and Industry Partnership Plan**

The consulting firm will develop a detailed plan for facilitating incubation, which should include:

- Identification of at least 3-6 relevant local or international incubators, accelerators, or gaming companies willing to support the incubation of student projects.
- Outreach strategy to establish partnerships, including communication templates, partnership proposals, and follow-up plans.
- Anticipated risks and risk mitigation plan.
- Detailed outline of the types of support requested from incubators, accelerators or gaming companies who intend to support the students participating in this program.

#### **Activity 2: Secure Partnership Agreements**

The consulting firm will secure 2-3 written agreements (e.g., MOUs) with at least two incubators or gaming companies. These agreements should outline the type of support offered, which could include:

- Mentorship and technical guidance.
- Access to gaming development resources or funding.
- Networking opportunities within the gaming industry.

#### **Activity 3: Facilitate Incubation Handover and Support**

The consulting firm will facilitate the transition of selected student projects to incubation by:

- Organizing at least one virtual and one in-person matchmaking events where students pitch their projects to incubators or gaming companies.
- Preparing the students for these sessions, including final pitch refinements.
- Providing incubation partners with detailed project documentation, including student team profiles, game concepts, and project evaluations.
- Ensuring that a minimum of **2-3 of identified potential incubation projects** secure placement in an incubator or receive structured support from gaming companies.

### **Task 3: Submit Final Report:**

The consulting firm will submit a comprehensive report at the end of the program, summarizing:

- **Final Training results, including:** number and data of students trained, completed, passed/ failed and or incubated, in addition to satisfaction survey results, lessons learnt and recommendations for future interventions.
- **Final Incubation results, including:**
  - Partnerships established with incubators or gaming companies.
  - Outcomes of the matchmaking process, including the number and details of projects placed in incubation.
- **Post Incubation report, including:**
  - Report on incubated projects' progress and overall incubation outcomes.
  - Feedback from incubation partners on the readiness and quality of student projects.
  - Recommendations for scaling or improving future incubation facilitation efforts.

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

#### **Services, facilities and property to be made available to the Consultant**

- Communications with public schools could be facilitated through proper coordination with the Ministry of Education.
- The Future Stations (Knowledge Stations under MODEE), and Youth Centers across all governorates could be made available for the training and/ or outreach and awareness activities, with prior coordination.

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

Activities under this program will be coordinated with the Training Specialist at the YTJ Project- MODEE.

#### **Firm area of expertise and Team Composition and Qualification Requirements of the Key Experts**

The Consulting firm must demonstrate it has proven experience in:

1. Delivering at least one training program in E-Game Design and Development for Young Learners.
2. Experience working with incubators, accelerators or gaming companies in Jordan.

The Consulting firm's proposed team must at least include:

1. **A PROJECT MANAGER** with a bachelor degree in Education, Business Administration, Computer Science, or Engineering and a minimum of 7 years of experience in Training, with at least 3 years in managing Training Programs with multiple stakeholders, to manage the assignment and act as the main point of contact and project manager to ensure carrying out the project and completing it on time.



2. **AN INSTRUCTIONAL DESIGNER-** A Key Expert in program design and development with a bachelor degree in Education, Computer Science or Engineering and minimum 5 years of relevant experience in training, program design and planning to structure the program learning content and learning objectives.
3. **AN OUTREACH AND COORDINATION SPECIALIST-** A Key Expert in the outreach for both targeted groups of beneficiaries and in coordination with local community centers, schools, and multiple stakeholders with a bachelor degree in Education, Business Administration, Computer Science, or Engineering and a minimum 5 years of relevant experience.
4. **THREE TRAINERS-** Key Experts in delivering E-game design and development training, with a bachelor degree in Computer Science, or Engineering and minimum 5 years of experience in delivering relevant programs to YLs.
5. **TWO ENTREPRENEURSHIP TRAINERS-** Key Experts in delivering Entrepreneurship training, with a bachelor degree in Computer Science, Engineering, Business Management or related field and minimum 5 years of industry experience and 2 years' experience in delivering relevant programs.
6. **AN INDUSTRY RELATIONS OFFICER-** Key Expert in facilitating partnerships with industry partners, with a bachelor degree in Computer Science, Engineering, Business Management or related field and minimum 2 years of work experience in this domain.

## **Reporting Requirements and Time Schedule for Deliverables**

### **Reporting and supervision**

This project's management and supervision is conducted by the YTJ Project PMU under the umbrella of the Ministry of Digital Economy & Entrepreneurship (MoDEE).

The Consulting firm will prepare monthly progress reports and communicate on an ongoing basis with the assigned project team from the PMU.

The Consulting firm will provide **regular updates of implementation progress** by email to the PMU. These should include:

- Reporting on activities scheduled for the period, per task 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.

Regular meetings must be held between the Consulting firm and the PMU. Frequency of meetings to be outlined in the implementation plan.

A detailed timeline (Gantt chart) of all activities and submission dates to include a minimum of 10 business days for the PMU to review deliverables and request amendments and to include the time needed for the Consulting firm to reflect changes.

## Deliverables and Payment Schedule

The Consulting firm will be paid upon the fulfillment of deliverables.

| #    | Deliverable  | To be delivered by Week # | Type of Deliverable  | Payment % |
|------|--|---------------------------|--|-----------|
| D1   | Detailed Action Plan-including Outreach and Implementation plan as described in <u>Task 1 Deliverable 1</u>                          | Week 4                    | PDF Document and Gantt Chart   | 5%        |
| D2   | Students Selection as described in <u>Task 1 Deliverable 2 and Program outline and content as described in Task 1 Deliverable 3.</u> | Week 10                   | <ul style="list-style-type: none"> <li>➤ A list of selected students, in accordance with the eligibility criteria, including the following information:<br/>Student's Name, national number, age, school grade, current living location, email, phone number, school name, anticipated training start and end date.</li> <li>➤ Program outline and learning material in alignment with the requirements listed under Task 1 Deliverable 3.</li> </ul>  | 10%       |
| D3   | Program Delivery and Completion as described in <u>Task 1 Deliverable 3</u>  | Week 12 – Week 24         | <ul style="list-style-type: none"> <li>- a list of all registered beneficiaries for the Coding Summer Camp (YL) with supporting documents.</li> <li>- 78 instructor-led e-game design and development learning hours.</li> <li>- 12 Entrepreneurship/ incubation preparation hours.</li> </ul> <p>The list of students must contain the following information: Name, national number, age, school grade, current living location, email, phone number, school name, training start and end date, training result (pass/fail), projects' evaluation results, trainer(s) name.</p> | 40%       |
| D4.1 | Incubator and Industry Partnership Plan as described in <u>Task 2 Activity 1</u>   | Week 10                   | List of identified potential partners, outreach strategy to establish partnerships, outlined types of industry support to be provided to students, identified risks and proposed mitigation plan.  | 5%        |
| D4.2 | Partnership Agreements as described in <u>Task 2 Activity 2</u>  | Week 18                   | Reference to signed MOUs/ official confirmation of obtained support from incubators, accelerators, or gaming companies, outlining the types of support the signing partner is committing to.   | 10%       |
| D5   | Incubation Handover and Support as described in <u>Task 2 Activity 3</u>   | Week 28                   | Evidence of conducting 1 virtual and 1 in-person pitching sessions, reference to projects submitted results and initial incubation results.  | 20%       |
| D6   | Final Report (Part 1)- as described in <u>Task 3- Final Training and Incubation Results.</u>   | Week 40                   | PDF Document reflecting on the overall experience, lessons learnt and the results of the survey disseminated among learners, parents and industry partners.<br>Organized into two segments: training and incubation.   | 5%        |
| D7   | Final Report (Part 2)- as described in <u>Task 3- Post Incubation Report.</u>  | Week 52                   | PDF Document reporting incubated projects' progress and overall incubation outcomes.   | 5%        |

➤ All deliverables must be approved by the PMU.

- The verification team assigned by the PMU will attend virtual sessions and conduct focus groups with the selected participants, to be facilitated by the consulting firm.
- Payments against each deliverable will be made after written acceptance of YTJ PMU.
- Participants data requested for the deliverables above will be requested with supporting evidence.

## **2. Assignment timeframe**

Deliverables provided by the CONSULTING FIRM and approved by the PMU, should be achieved within 12 months from the date of signing the agreement.

## **3. Contract form**

The Consultancy Firm will be selected following the World Bank's Procurement Regulations for IPF Borrowers of September 2023. 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.

