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

Activity Reference #:   JO-MODEE-449475-CS-QCBS

Activity Title: Comprehensive National SEO Strategy

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

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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, *among other things*, 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

To elevate Jordans international profile as a premier destination for ITO/BPO services through comprehensive Search Engine Optimisation "SEO" strategies. This objective emphasizes the national aspect and positions Jordan as a leader. While establishing program-related webpages as globally recognized resources within the ITO/BPO industry, attracting substantial international investment and fostering strategic partnerships. This objective highlights the international recognition and collaboration goals.

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

The service provider will be responsible for the following:

- **Jordan Source** a program within the Ministry of Digital Economy and Entrepreneurship responsible for promoting Jordan as a destination for investment and collaboration in the ICT sector: Establish Jordan as a leading destination for ITO/BPO services on a global scale through comprehensive SEO strategies.
- Significantly increase organic website traffic and qualified lead generation for Jordanian ITO/BPO companies.
- Position program-related webpages as authoritative resources within the ITO/BPO industry, attracting international investment and partnerships.

The Partner will be responsible for developing and implementing a national SEO strategy encompassing the following:

- **In-depth Market Research and Competitor Analysis:**

  o Conduct thorough keyword research targeting international search terms relevant to Jordanian ITO/BPO services.
  o Analyze the global SEO landscape for ITO/BPO destinations and identify key competitor strategies.

- **National SEO Strategy Development:**

  o Develop a customized on-page and off-page SEO strategy tailored to the Jordanian ITO/BPO sector.
  o Collaborate to identify key industry stakeholders and integrate their webpages into the national SEO campaign.
  o Provide recommendations for improving website user experience (UX) and technical SEO
  o Integrate effective lead generation tools into the national ITO/BPO online ecosystem.
  o Analysis of current Jordan Source metrics that will be used as a baseline throughout the duration of the contract.

- **Unified Real-team Monitoring Dashboard**

  o Create a centralized real-time monitoring dashboard integrating GA4, Search Console, backlink intelligence, keyword visibility indexes, AI visibility metrics, and lead generation data to support PMU decision-making.

- **National SEO Implementation:**

  o Oversee on-page SEO optimization for program-related web pages and participating companies' websites.
  o Implement a comprehensive off-page SEO strategy including international link building, online reputation management, and social media engagement.
  o Establish program-related webpages as industry authorities by securing high-quality backlinks from relevant international sources.
  o Provide ongoing monitoring and reporting on national SEO campaign performance metrics, including website traffic, lead generation, and keyword ranking improvements. In addition to

quarterly KPIs reporting, the consultant is expected to submit a monthly progress reports including all metrics,.

- **LLM Optimization and Generative Search Visibility**

  o Integrate LLM Optimization (Large Language Model Optimization) and Generative Engine Optimization (GEO) into the national SEO strategy to ensure Jordan Source and its affiliated platforms are visible within AI-generated search responses across platforms such as ChatGPT, Gemini, Perplexity, and Bing Copilot.
  o Conduct an AI visibility audit to assess Jordan Source's current presence in generative search tools and identify opportunities to increase citations and mentions.
  o Structure and optimize content to align with AI-friendly formats such as FAQ-based sections, clear definitions, and entity-rich descriptions to enhance comprehension by AI models.
  o Apply structured data and schema markup (e.g., JSON-LD) to define key entities, improve machine readability, and strengthen brand recognition within generative engines.
  o Enhance authority signals through credible backlinks, media mentions, and high-quality external references recognized by AI systems.
  o Provide monthly and quarterly monitoring and reporting on AI visibility, citation frequency, and emerging generative search trends, along with recommendations for continuous improvement.

- **Expected KPIs**

The Partner's performance will be measured based on the following Key Performance Indicators (KPIs):

  o Measurable increase in organic website traffic from international search engines for Jordan Source by a minimum of 25% within 12 months.
  o A 30% improvement in ranking for targeted keywords related to ITO/BPO services in major search engines globally, such as Google, Bing and other suggestions reported by the consultant.
  o Increased domain authority and brand awareness for program-related webpages, establishing Jordan as an ITO/BPO leader.
  o Including Jordan in ITO/BPO related Search engine created lists to improve current ranking by a minimum of 30% within 12 months.
  o Implement lead generation tools to major search engines based on competitive analysis.
  o Run two lead generation campaigns on major search engines, such as Google, Yahoo, Bing, with a minimum duration of 1 months, and result in a minimum of 30% increase in leads generated online, and categorized into a lead sheet displaying their information.
  o Achieve 20% increased visibility of Jordan Source content within AI-powered search platforms (e.g., ChatGPT, Gemini, Perplexity, Bing Copilot) by month 6, demonstrated through mentions, citations, or references to program-related content.
  o Deliver detailed monthly reports in alignment with quarterly KPIs "Generative Search Visibility Report" tracking progress in AI search presence, citation frequency, and recommendations for further LLM optimization.
  o Create a centralized real-time monitoring dashboard integrating GA4, Search Console, backlink intelligence, keyword visibility indexes, AI visibility metrics, and lead generation data to support PMU decision-making.

All Consultant outputs are to be submitted in English as well as utilizing a shared database and reporting system.

Firm area of expertise and Team Composition and Qualification Requirements of the Key Experts
Firm qualifications / experience

    A. Proven track record of success in developing and implementing large-scale, international SEO campaigns for national or regional industry sectors for a minimum of 5 years and 5 international projects.

    B. Demonstrable experience working with government agencies or industry associations on national SEO initiatives.

    C. Deep understanding of international SEO best practices and the latest search engine algorithms.

    D. Extensive experience in multilingual SEO strategies and cultural considerations for international audiences.

    E. Experience integrating lead generation tools into website architecture and user flow at scale.

- **Key Expert Requirements**

  - **SEO Project Manager**: At least 3 years of relevant marketing experience with a focus on SEO, along with project management skills.
  - Educational background: A bachelor's degree in a related field and certifications in SEO or project management and reporting.
  - **SEO Specialist:** At least 3 years of experience in SEO optimization and implementation.
  - Bachelor's degree in Computer Science, Marketing, or a related field.
  - Expertise in keyword research, on-page optimization, technical SEO, and link building.
  - Knowledge of Google Analytics and Search Console.
  - Experience in conducting SEO audits and providing recommendations for improvement.

Reporting Requirements and Time Schedule for Deliverables

- format, frequency, contents of reports, and dates of submission

  The consultant will produce one Annual Report and a monthly status report highlighting the prior month's activities and accomplishments. Showcasing progress, website ranking, and traffic increase.

  The consultant and MoDEE will review the project's performance every 3 months and adjust the project as needed to optimize the KPIs.

  The consultant will work under the guidance and supervision of the Project Management Unit (PMU) at MoDEE. The PMU will be responsible for coordinating with the MoDEE team to ensure full ownership of the assessment and its findings.

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

  The consultant will provide monthly updates on implementation progress by email to the PMU. These should include:

- o Reporting on activities scheduled for the period, per component, and describing any change to the schedule or activities.
- o Reporting on results, for the period, per component.
- o Flagging findings, lessons, or emerging issues of interest or concern.
- o Identifying issues or problems that have affected or may affect task implementation.

- Number of copies, and requirements for electronic submission (or on CD ROM), etc
  One copy via email

- Deliverables / specific outputs expected from consultant

#	Deliverables	Details	Schedule
1	Market Research and Competitor Analysis	Conduct in-depth keyword research targeting international search terms relevant to Jordanian ITO/BPO services. Analyze the global SEO landscape for ITO/BPO destinations and identify key competitor strategies, and online directories, relevant lists and FAQ's about outsourcing.	Month 1
2	SEO Strategy Development	**Develop a comprehensive SEO strategy including:** • On-page, off-page, UX, and technical SEO recommendations. • Strategy tailored to multiple audience segments (startups, training providers, trainees, local companies, international investors). • Recommendations for integrating lead generation tools. • Setup a real-time unified monitoring dashboard **Baseline Establishment (Critical for All KPIs):** The consultant shall measure and submit a **complete baseline report** covering: **Baseline Metrics (Month 1–2)** • Domain Authority (Moz/Ahrefs) • Domain Rating (Ahrefs) • Backlink profile & number of referring domains • Keyword rankings for the full target keyword list • Visibility Index (SEMrush/Ahrefs) • Organic traffic to target program pages (GA4) • Branded search volume (Google Search Console) • Inclusion and ranking in ITO/BPO-related directories • Direct traffic (brand awareness proxy) • AI/LLM visibility baseline (ChatGPT, Google Gemini, Bing Copilot, Perplexity, etc.)	Month 2
3	Improve Keyword Ranking.	**Keyword Ranking Improvement (Increment-Based KPI)** • Increase aggregated keyword visibility by 30% compared to the Month 2 baseline across the contract duration. • KPI measured through Visibility Index and/or ranking position improvement.	Month 3, 6, 9, 12

		• Quarterly reporting will show incremental improvements (not 30% each quarter). **Quarterly Expected Progress:** • Month 3: ≥2–3% improvement • Month 6: ≥10% improvement • Month 9: ≥20% improvement • Month 12: ≥30% improvement (final target)	
4	Enhance Brand Authority	**Increase overall brand authority by improving:** • Domain Authority by ≥5–7 points over the baseline • Branded search volume by ≥20–30% • Referring domains by ≥25–40% • Direct traffic by ≥20% • Improvements applied to Jordan Source website, Source Directory, publications, and social media pages **Quarterly Expected Progress:** Month 3: • DA: ≥1-point movement or verified upward trend • Branded search volume: ≥5% increase • Referring domains: ≥5–10% increase • Direct traffic: measurable upward trend (≥3%) • Month 6: Noticeable increases across all indicators (generally ≥30–40% of total expected movement) • Month 9: Sustained growth (generally ≥60–70% of total expected movement) • Month 12: Full target achieved (DA +5–7, branded search +20–30%, etc.)	Month 3, 6, 9, 12
5	Improve Search Engine Listings	• Ensure Jordan is included in global ITO/BPO-related lists, directories, and ranking sites. • Improve overall visibility and ranking in these directories by ≥25% compared to baseline. **Quarterly Expected Progress:** • Month 3: Inclusion in priority directories + initial ranking improvements (≥5–10% visibility gain) • Month 6: Continued ranking gains showing meaningful progress toward target • Month 9: Strong upward trend in directory placements and positions • Month 12: ≥25% total improvement in directory visibility and ranking vs. baseline12: ≥25% final improvement	Month 3, 6, 9, 12
6	Increase Organic Website Traffic	• Achieve 25% growth in organic international traffic to program webpages by Month 12, based on the GA4 baseline. • Quarterly progress monitoring included in performance reports.	Month 3, 6, 9, 12

		Quarterly Expected Progress: • Month 3: ≥2–3% traffic increase • Month 6: ≥10% increase • Month 9: ≥18% increase • Month 12: ≥25% increase (final target)	
7	Implement two lead generation campaigns	**Details:** • Run two (2) lead generation campaigns (min. 1-month each). • Achieve ≥30% increase in qualified leads vs. baseline. **Payment Triggers:** • Month 6: Campaign #1 delivered + ≥15% lead increase • Month 9: Campaign #2 delivered + ≥30% total lead increase	Month 6, 9
8	Generative Engine Optimization (LLMO) Framework	Develop and implement an LLM Optimization framework, including an audit of current AI visibility, structured data recommendations, and a quarterly AI search visibility report. **Quarterly Expected Progress:** • Month 3: Framework delivered + initial AI visibility improvement • Month 6: Clear growth in AI/LLM visibility • Month 9: Continued improvement + implementation progress • Month 12: Verified visibility improvement vs. baseline	Month 3, 6, 9, 12

Contract Duration and Form

The expected commencement date is (Feb) 2026**. The expected completion period is 1 year** from the order to proceed. The consultant will be selected following the World Bank's Procurement Regulations for IPF Borrowers of July 2016 and revised in November 2017 and August 2018. 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

The Consultant will be paid upon the following payment schedule. All payments are bound to receiving a written satisfaction letter following the submission of the deliverable from the PMU

Payment %	Payment Trigger	Comments / KPI Logic
5%	Upon submission and PMU acceptance of **Deliverable D1**	Fixed payment (not KPI-based).
5%	Upon submission and PMU acceptance of **Deliverable D2**	Fixed payment (not KPI-based). Baseline must be approved for any KPI-based payments to begin.
15%	Upon submission and PMU acceptance of **Deliverable D3**	**Distributed as 3.75% per quarter (Months 3, 6, 9, 12).** Release each quarter is **conditional upon achieving ≥ the required incremental KPI for Keyword Visibility** (2–3% at M3, 10% at M6, 20% at M9, 30% at M12).
20%	Upon submission and PMU acceptance of **Deliverable D4**	**Distributed as 5% per quarter (Months 3, 6, 9, 12).** Release each quarter is **conditional upon achieving ≥ the required incremental KPI for Brand Authority** (DA movement, branded search growth, referring domain increase & direct traffic trend).
15%	Upon submission and PMU acceptance of **Deliverable D5**	**Distributed as 3.75% per quarter (Months 3, 6, 9, 12).** Release each quarter is **conditional upon achieving ≥ the required incremental KPI for Directory Listings Visibility** (inclusion + % visibility gains toward the 25% annual target).
10%	Upon submission and PMU acceptance of **Deliverable D6**	**Distributed as 2.5% per quarter (Months 3, 6, 9, 12).** Release each quarter is **conditional upon achieving ≥ the required incremental KPI for Organic Traffic** (≥2–3% at M3, 10% at M6, 18% at M9, 25% at M12).
15%	Upon submission and PMU acceptance of **Deliverable D7**	**Distributed as 7.5% per campaign (Month 6 & Month 9).** Each payment is conditional upon:• Running the campaign for ≥1 month• Achieving ≥15% increase in qualified leads for Campaign 1• Achieving ≥30%

		total increase in qualified leads for Campaign 2
15%	Upon submission and PMU acceptance of **Deliverable D8**	**Distributed as 3.75% per quarter (Months 3, 6, 9, 12)**. Payment released only when the consultant demonstrates ≥ **the required incremental improvement in AI/LLM visibility** per quarter (framework delivery at M3, expansion at M6, enhancements at M9, full improvement at M12).