



Ministry of Digital Economy
and Entrepreneurship

Digiskills

Digital Skills Association

Digital Skills Training Grants

On-the-Job Training (OJT) for Jordanian Youth.
Request for Applications (RFA) 3.0



1. ABOUT THE YOUTH, TECHNOLOGY, AND JOBS PROJECT (YTJ)

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 the economy's supply and demand sides. The project duration is five years.

YTJ aims to motivate private sector-led growth of the digital sector by (i) deepening the pool of quality digital skills and (ii) leveraging the government's ambitious agenda of digitizing government services to create a demand for digital services and jobs. YTJ's structure involves the two main components that aim to address opportunities and constraints in both the supply and demand sides of digitally-skilled labor in Jordan.

The first component focuses on strengthening and increasing the supply of digitally-skilled youth in Jordan by:

- Enhancing digital skills competencies of public-school students
- Establishing a digital skills training ecosystem by involving the private sector
- Providing working spaces in underserved communities through Tech Hubs

The second component of YTJ involves boosting the growth of the digital economy and digital government services in Jordan that will enable job and income opportunities by:

- Expanding access to markets for digital firms
- Supporting the digital transformation of service delivery to citizens and businesses
- Digitizing government payments

2. ABOUT THE DIGITAL SKILLS ASSOCIATION (Digiskills)

The Digital Skills Association (Digiskills) was established in 2021 under Associations Law No. (51) Of the year 2008 and connected to MoDEE as the technical relevant Ministry. Digiskills is a novel product of years of work on making workable partnerships between the public and private sectors to enhance technical and vocational labor skills.

The mission of Digiskills is to provide strong employer leadership that can deliver sustained improvements in people's competencies as a cornerstone to increasing productivity and competitiveness of the Jordanian economy. Digiskills provides bridges between employers and learning institutions to reduce the gap between demand and supply in the labor market. In this regard, Digiskills is contracting organizations referred to (Awarded Applicants) through this Request for Applications (RFA) to achieve these objectives. Through the Youth, Technology, and Jobs (YTJ) project, MoDEE is supporting Digiskills to achieve its mandate by issuing the Digital Skills Training Grants that will enable it in achieving its upskilling and reskilling objectives.

3. The DIGITAL SKILLS TRAINING GRANTS

3.1. Objective

In an era of rapid digital transformation, the need for adaptable and digitally skilled professionals has never been greater. *The Employer-Driven On-the-Job Training Program* is designed to address this demand by providing hands-on, employer-led training that equips Jordanian youth (Unemployed and employed) with the practical skills required for today's dynamic job market. On-the-job training ensures that participants not only gain relevant technical knowledge but also understand how to apply these skills in real-world work environments, making them immediately effective in their roles.

By partnering directly with employers, this program aligns training with the actual needs of the market, helping businesses stay competitive while boosting the employability of trainees. Whether it's preparing fresh graduates for entry-level roles or up-skilling / re-skilling / cross-skilling current employees to meet emerging job requirements, this approach ensures that both organizations and individuals are equipped to thrive in an ever-changing economic landscape.

Through the Digital Skills Training Grants, the YTJ Project Management Unit (PMU) will provide grants (up to USD 3,000 per trainee) to cover a wide range of training costs, including on-the-job training, transportation, and stipends. The program aims to create a demand-driven digital skills ecosystem where employers actively shape the training process, ensuring that participants gain the hands-on experience needed to meet real market demands and secure meaningful employment.

The grant amount for the Digital Enablement and Employment program is up to USD 300,000 per each. The grant amount of the Career Progression Program is up to USD 150,000 per each. The grant amount of the Career Retention Program is up to USD 150,000 per each.

While individual grant amounts vary by program, the total contract value awarded to any single applicant shall not exceed USD 500,000.

The grants will be awarded to applicants based on a proven track record of successfully training and placing individuals in sustainable jobs. Success will be measured by the percentage of trainees who secure employment post-training, enhancing their potential for long-term career stability and contributing to the overall economic growth of the digital workforce.

3.2. Scope of Work

Through this Request for Applications (RFA), Digiskills seeks to partner with qualified Applicants, to achieve the objectives of the *On-the-Job Training* programs, aimed at enhancing employment and career advancement opportunities for Jordanian youth and the existing workforce. The program focuses on equipping participants with job-aligned digital skills through direct employer engagement and practical, on-the-job training. Employers can use the awarded grant amounts to design, manage, and implement any of the outlined programs below, and may apply for multiple grants simultaneously:

- 1. Digital Enablement and Employment Program:** Provides customized on-the-job digital skills training programs tailored to specific industry needs and job roles, ensuring participants acquire relevant competencies that meet current and future market demands, and support beneficiaries in securing sustainable employment opportunities either through (direct employment at the Applicant Organization or/and any of its Subsidiaries), or /and through (in-direct employment at any other organization that is in need for the trained talents in the same industry and job role.

Examples of training topics can be provided under this program:

- ❖ **Junior Network Technician Training:** Trainees shadow senior engineers during network setup and maintenance, gaining hands-on experience in troubleshooting and real-time system monitoring.
- ❖ **E-commerce Inventory Management:** Trainees work within an online retail company's inventory team, learning to manage stock using automated systems and gaining experience with supply chain logistics.
- ❖ **Digital Reservations and Customer Service Systems:** Trainees work in hotel management systems, learning how to manage online bookings, customer databases, and digital guest service platforms.

The effectiveness of this program will be measured against the following Key Performance Indicators:

- **Targeted Beneficiaries:** Unemployed Jordanian Diploma or University Graduates. Age (20 – 35 Years Old).
- **Number of Beneficiaries:** Number of targeted beneficiaries should be a minimum of 10.
- **Attendance Rate:** Beneficiaries' attendance must be at least 80% throughout the training.
- **Completion Rate:** 95% of beneficiaries enrolled in the program should complete the training requirements.
- **Employment Rate:** A minimum of 60% of beneficiaries should achieve employment prior agreement end date.

2. **Career Progression Program:** Provides tailored training programs focused on enhancing participants' skills for career growth. These programs will align with industry needs and advanced job roles, ensuring participants gain the competencies required for higher-level positions. Support career progression through structured mentorship, career development guidance, and opportunities for promotion within the employer organization or its subsidiaries.

Examples of training topics can be provided under this program:

- ❖ **Advanced Financial Data Analytics:** Employees participate in projects analyzing real-time banking data to identify trends, helping them prepare for leadership in data-driven decision-making roles.
- ❖ **Inventory Control and Digital Stock Management:** Mid-level employees work on streamlining warehouse operations using digital inventory systems, preparing for leadership in supply chain management.
- ❖ **Building Information Modeling:** Employees involved in construction work on real projects using advanced software, learning to manage complex infrastructure projects with digital tools.

The effectiveness of this program will be measured against the following Key Performance Indicators:

- **Targeted Beneficiaries:** Current Jordanian employees within the employer organization (who have been working for the employer for at least 1 year), aiming for career advancement or transitioning into higher roles aged 21 – 35 years old.
- **Number of Beneficiaries:** Range (5 to 50) participants (depending on the size of the organization and internal development needs).
- **Attendance Rate:** Beneficiaries' attendance must be at least 90% throughout the program, given that these participants are balancing work and training.
- **Completion Rate:** 95% of participants enrolled in the program should complete the upskilling or cross-skilling training requirements.
- **Career Advancement Rate:** A minimum of 50% of participants should get promoted, given increased responsibilities or advanced roles, **and** receive salary increases within 12 months post-training.

3. **Job Retention Program:** This program helps employers retain employees whose jobs are at risk due to automation, digital transformation, or shifting industry demands. The goal is to retrain these workers with the essential digital and technical skills required to transition into new or evolving roles within the employer organization, ensuring their continued employment and enhancing the company's adaptability and long-term sustainability.

Examples of training topics can be provided under this program:

- ❖ **Point of Sale System Management:** Employees in stores are trained to operate and troubleshoot new POS systems, helping them transition from manual to digital sales processing.
- ❖ **Basic Machine Maintenance and Automation Monitoring:** Employees train to oversee automated production machinery, learning basic troubleshooting and maintenance to secure their roles in a digitally transformed environment.
- ❖ **Digital Document Management:** Office staff are trained to manage, archive, and retrieve digital documents efficiently, ensuring a seamless transition from paper-based systems to digital tools.

The effectiveness of this program will be measured against the following Key Performance Indicators:

- **Targeted Beneficiaries:** Current Jordanian employees within the employer organization (who have been working for the employer for at least 3 years) identified as being at risk of job displacement due to automation or digitalization, typically mid-career employees aged 23 – 35 years old.
- **Number of Beneficiaries:** Range (5 to 50) participants (depending on the scale of automation or digitalization in the organization).
- **Attendance Rate:** Beneficiaries' attendance must be at least 90% throughout the retraining program, given that they are in a critical transition period.
- **Completion Rate:** 95% of participants enrolled in the retraining program should successfully complete the necessary digital skills and role transition training.
- **Role Transition Rate:** A minimum of 50% of participants should successfully transition into new roles **in addition** to salary increases within the organization within 12 months post-training and before the grant agreement ends.

3.3. Eligible and Ineligible Costs

The grant is intended to support the following costs/activities, as justified in the applicants' proposals:

Eligible Costs:

- **Training Delivery Costs:** Trainers' fees, including travel, accommodation, and any related costs.
- **Beneficiaries/Trainee Recruitment and Selection Costs:** Expenses related to promoting, recruiting, and selecting program beneficiaries (This is applicable for the Digital Enablement and Employment Program only)
- **Training Venue and Logistics:** Costs associated with venue rentals, refreshments for participants, and training materials or stationery.
- **Stipends Costs:** To ensure equitable access and support beneficiaries' full participation in the Digital Enablement and Employment Program, a monthly stipend of up to JOD 150 per beneficiary is to be provided. This stipend is designed to cover essential costs, including transportation, internet, and meal allowances, helping beneficiaries engage in the program without financial barriers. Additionally, female beneficiaries who require childcare support to receive an extra JOD 50 per month to help cover childcare expenses.
Stipends cost is applicable for the Digital Enablement and Employment Program only

- **Digital Tools and Subscriptions:** Costs for software subscriptions, digital tools, training content, and teleconferencing platforms.
- **Certification and Assessment Fees:** Expenses for exams, assessments, and certification to validate the skills acquired by trainees.
- **Outsourcing Specific Services:** Costs associated with outsourcing specific training or program management tasks as long as they are directly linked to the program's success.

Ineligible Costs:

The grant will not cover the following costs:

- **Sub-contracting the Entire Program:** Delegating more than 70% of the entire program execution to a third party is not permitted.
- **Purchase of Capital Assets:** Acquisition of laptops, buildings, vehicles, or other physical assets.
- **Construction and Civil Works:** Any costs related to construction or infrastructure development.
- **Degree-Based Programs:** Funding for formal education programs leading to a university degree or diploma.
- **Fines and Penalties:** Any fines, penalties, or legal costs incurred during the program.
- **Indirect Administrative Costs:** Overheads or administrative costs not directly related to the delivery of any of the programs.
- **Salaries for Employed Beneficiaries Post-Graduation:** The grant cannot be used to cover wages or salaries for beneficiaries once they complete the training program and enter employment.

3.4. Eligible Applicants

To be eligible for the On-the-Job Training (OJT) Program grant, applicants must meet the following criteria:

1. The applicant must be an officially registered entity under the Ministry of Industry and Trade in Jordan. Entities registered under Ministries other than the Ministry of Industry and Trade will not be eligible.
2. Entities from any industry can apply, including but not limited to ICT, banking, healthcare, retail, manufacturing, and other sectors, as long as they can provide structured, work-based training on digital skills aligned with the program's objectives.
3. The applicants must follow structured training methodologies that integrate practical, hands-on learning into real or simulated work environments. Acceptable methods include but are not limited to:
 - **Project-Based Learning:** Engaging beneficiaries in real industry projects to develop practical, job-relevant digital skills.
 - **Job Shadowing:** Allowing beneficiaries to participate in daily work activities under the supervision of potential employers.
 - **Work Simulation:** Providing hands-on experience in a controlled, realistic setting, enabling beneficiaries to practice key job tasks before transitioning into actual work environments.
4. Unions and sector representatives may apply on behalf of multiple entities within the same industry or sector. However, they must ensure that participating entities are actively involved in both the training and employment processes to maximize program success. Applicants must also provide a written reference or formal agreement from the participating entities, confirming their intention to collaborate and their commitment to fulfilling the program's objectives.
5. The applicant must have a qualified team with the necessary expertise to deliver on-the-job training, particularly in digital enablement or other relevant skill areas.

6. The applicants are strongly encouraged to provide evidence of a successful track record in training individuals, securing their employment, and promoting long-term workforce retention through similar initiatives.
7. To maximize employment opportunities, applicants may hire beneficiaries within their organization, subsidiaries, or any other organization within the same industry or sector. However, the assigned job role must align with the digital skills and competencies gained during the training, ensuring that beneficiaries can effectively apply their newly acquired expertise in relevant positions.

3.5. Training Programs

The proposed training programs must adhere to the following criteria to ensure they align with market demands:

1. Training programs must be based on actual market needs, identified through research and industry insights. The training should target sectors experiencing significant skills gaps, incorporating the latest industry trends and anticipating future skills requirements.
2. Training programs should cover high-demand topics across all sectors.
3. Training programs should be intensive and concise, between (1 - 3) months, ensuring that participants gain the required skills efficiently.
4. Training programs should include practical, hands-on experience either at the applicants' entity or through a simulated work environment, equipping beneficiaries with the digital skills needed for future roles.
5. Training methods should be engaging and interactive, utilizing both digital and in-person learning experiences to facilitate active participation and retention.
6. Training programs should support independent learning and foster a mindset of continuous development. (Digital content is preferred for its flexibility and accessibility).
7. Implement relevant evaluation tools with individual progress tracking and provide regular feedback to ensure learning objectives are met.
8. Training venues should be accessible, especially for women, with provisions for childcare and transportation support where necessary to ensure equal opportunity for participation.
9. Training programs that facilitate remote employment opportunities are strongly encouraged, as they enhance accessibility to high-demand job markets and enable beneficiaries from governorates outside Amman to secure employment without the need for relocation.

Additional criteria for the Digital Enablement and Employment Program:

10. The program should address specific digital skills required by employers at all stages:
 - Trainee Selection: Clear prerequisites for digital skills.
 - Training Delivery: Comprehensive technical training plans with pre-assessments.
 - Graduation Requirements: Explicit digital skill benchmarks for graduation, including post-assessment.
11. Program should integrate training in Employability Skills such as communication, business writing, problem-solving, and presentation skills. At least 8 hours should be dedicated to **Entrepreneurship Awareness** to foster a holistic skill set.

3.6. Targeted Beneficiaries

The training programs (Digital Enablement and Employment, Career Progression, and Job Retention) are designed to serve a broad range of Jordanian youth and employees. The general eligibility criteria for all programs are as follows:

1. Trainee's age: as has been determined in each program's KPIs above.
2. All programs are exclusively for Jordanian nationals, holding a valid national ID number.
3. Trainees should have an academic background.
4. Employment status:
 - For the Digital Enablement and Employment Program: Trainees must be unemployed at the time of enrollment, targeting fresh graduates and job seekers.
 - For the Career Progression Program: Participants should be current employees who have been working for the employer for **at least one year** and looking to advance into higher-level roles within their organization.
 - For the Job Retention Program: Participants should be current employees who have been working for the employer for **at least 3 years** and at risk of job loss due to automation or digital transformation, focusing on reskilling for internal mobility.
5. A minimum of 30% of the trainees in each program must be women, promoting gender equality and encouraging the participation of women in the digital workforce.

The programs emphasize the inclusion of underprivileged youth, women, and individuals from underserved communities, providing equitable access to training and career development opportunities. All trainees must demonstrate a strong commitment to completing the program and pursuing employment, career advancement, or transitioning to new roles within their organization.

3.7. Cost terms:

Applicants are advised that the total program cost should not exceed **500,000 USD**, inclusive of all associated expenses. It is recommended that the cost of training for each trainee be up to 3,000 USD, depending on the program's objectives, duration, and the number of beneficiaries.

Applicants must provide a detailed and transparent budget that adheres to these cost limitations, demonstrating the financial feasibility of their proposed program. The budget should include all relevant costs, such as training delivery, trainee support (transportation, childcare, etc.), and any other associated expenses. It is the responsibility of the applicant to ensure that the proposed program is financially sustainable within the stated cost parameters.

3.8. Awarding Process and Payment Terms

The awarded Applicant will enter into a Sub-Grant Agreement with MoDEE which will stipulate the grant amount the organization will receive, the milestones to be achieved, and the payments associated with each milestone (payment terms).

The grant will be disbursed in incremental payments tied to specific milestones, with each payment contingent upon the verification of the successful completion of each agreed-upon milestone.

The awarded Applicant needs to present evidence that the grant request does not exceed the size of the yearly operating budget of the applicant.

1. Digital Enablement and Employment Program – Payments Milestones

Milestone	Milestone sub component	Achieved Milestone	Verification Documents on Milestone	Awarded Amount
1 st Milestone: Outreach, Planning & Training Design	<ul style="list-style-type: none"> - Development of the digital enablement project plan - Development of training related documents 	Submission and approval of: <ul style="list-style-type: none"> • Project Plan • Training related documents 	<ol style="list-style-type: none"> 1. Project Plan 2. Training related document: <ul style="list-style-type: none"> • Digital enablement/ technical skills outlines • Employability skills outline • Entrepreneurship awareness outline • Pre and post assessment template / methodology • Attendance tracking template and methodology 3. Financial Documents: <ul style="list-style-type: none"> • Proof of payments (if any) • Budget versus actual analysis 	100% reimbursement of corresponding budget line will be provided if the milestone is fully achieved, the payment will be based on actual expenditures, subject to a 40% withholding.
2 nd Milestone: Outreach, Trainees’ Selection, Training and assessments	2.1 Complete trainees’ selection and acquisition <i>(One-time intake or through multiple cohorts)</i>	Submission and approval of recruited trainees’ records <i>(One-time intake or through multiple cohorts)</i>	1. Recruited trainees records: <ul style="list-style-type: none"> • ID • Graduation proof • Unemployment proof (Social Security) 	100% reimbursement of corresponding budget line will be provided if the milestone is fully achieved, the payment will be based on actual expenditures, subject to a 40% withholding. (In the case that the TSP does not meet the 100% target <i>[One-time intake or through multiple cohorts]</i> the due payment will be adjusted on a prorated basis.)
	2.2 Trainees undertake pre-assessment <i>(One-time intake or through multiple cohorts)</i>	Submission and approval of Pre-assessment results and proofs for soft skills, entrepreneurship, and technical skills <i>(One-time intake or through multiple cohorts)</i>	1. Updated trainees records reporting pre-assessment results + proofs	
	2.3 <ul style="list-style-type: none"> - Trainees undertake post-assessment - Full training delivery <i>(One-time intake or through multiple cohorts)</i> 	<ul style="list-style-type: none"> - Submission and approval of post assessment results and proofs - Training delivered to selected trainees - Trainees attend at least 80% of training - 95% of trainees complete the training <i>(rounded down to the nearest whole number)</i> <p><i>All above apply for (One-time intake or through multiple cohorts) rounded down to the nearest lower whole number</i></p>	<ul style="list-style-type: none"> - Updated trainees records reporting post-assessment results + proofs - Training attendance records + proofs - Official letter of training completion - Financial Documents <ul style="list-style-type: none"> • Proof of payment (if any) • Updated Budget versus Actuals. 	

3 rd Milestone: Employment	A minimum of 60% of contracted beneficiaries achieve employment or report sustainable income generation	At least 60% of program graduates (as defined in this RFA) secure employment or sustainable income generation opportunities prior agreement end date.	<ol style="list-style-type: none"> 1. Updated trainees' records with employment status 2. Employment or income generation proof as stated in Annex A**. 3. Financial Documents: <ul style="list-style-type: none"> • Proof of payments (if any) • Budget versus Actuals analysis 	<p>The full milestone amount reimbursement based on actual expenditures will be released if 60% or more of the graduates secure employment or sustainable income generation opportunities prior agreement end date, subject to a 40% withholding.</p> <p>(In the case that the TSP does not meet the 100% target for total trainees the due payment will be adjusted on a prorated basis.)</p>
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Explanation of [Digital Enablement and Employment Program] milestone table terminology:

- **Project Plan:** A document outlining the breakdown of project activities by milestone, along with the expected timeline for completing these activities.
- **Digital Enablement/Technical Skills Outlines:** A document detailing the key topics, activities, and objectives to be covered during the On-the-Job Training (OJT). It serves as a roadmap for delivering content in a logical sequence, ensuring that all necessary skills and knowledge are addressed, including the total number of required training hours' breakdown over activities indicating if the modality is online or onsite. The number of outlines submitted depends on the distribution of the target across different programs (if applicable).
- **Employability Skills Outline and Entrepreneurship Awareness Outline:** Documents specifying the key topics and objectives to be covered, along with the total planned training hours' breakdown over activities indicating if the modality is online or onsite.
- **Pre and Post Assessment Template/Methodology:** the methodology to be used or the template developed to assess trainees' progress and measure their improvement throughout the training.
- **The outlines of digital enablement/technical skills, employability skills, and entrepreneurship awareness can be submitted as a single combined document.**
- **Graduation Proof:** A digital copy of the university or college certificate or any other official proof.
- **Recruited Trainees' Records:** The awarded applicant is required to upload trainees' data into the DigiSkills data management system, providing all necessary basic information and supporting documents for proper tracking and verification during project implementation.
- **Attendance Tracking Template and Methodology:** The awarded applicant must create or propose a methodology for tracking trainee attendance to verify that the required attendance rate is met by the end of the training in addition to the template to be used.
- **Official Letter of Training Completion:** The awarded applicant must issue an official letter confirming that the trainee has successfully completed the OJT program.
- **Rounded to the Nearest Lower Whole Number:** If the committed target is (50), and the requirement is to graduate 95% of this target, the number (47.5) should be rounded down to the nearest whole number, resulting in a count of (47).
- **Prorated basis:** the payment due will be proportionally adjusted based on the actual achieved percentage, relative to the agreed-upon target. The TSP will only be reimbursed for the portion of the milestone achieved, calculated as a percentage of the target met.
- **40% withholding amount:** The Ministry will withhold 40% from each payment due to the service provider until the employment results are verified. Upon completion of the program and after the employment outcomes of the trainees are assessed, the withheld amount will be released. If the service provider successfully achieves the full targeted employment rate of 60%, they will receive the full amount of the retained 40% from each payment. However, if the employment rate achieved is lower than the target, the release of the withheld amount will be made proportionally based on the actual employment rate achieved. This ensures that the release of the withheld payments is directly tied to the service provider's performance in meeting the agreed employment outcomes.

Annex A **: Employment Verification Proofs

Employment Type	Verification Documents
Full-time	<p>إثبات دخل من عمل مرتبط بالمهارات الرقمية (كشف ضمان اجتماعي تفصيلي، و/أو عقد عمل، و/أو خطاب رسمي يثبت أن الموظف يعمل في مجال يتطلب استخدام المهارات الرقمية أو أدوات التحول الرقمي كجزء أساسي من مهامه، و/أو كشف راتب تفصيلي، و/أو تحويل بنكي مفصل، و/أو أي مستندات أخرى يتم طلبها من المشروع، بما يثبت للمشروع ممارسة العمل فعلياً لمدة لا تقل عن 5 أشهر). علماً بأن المهارات الرقمية تشمل المهن التي تستخدم أنظمة و/أو أدوات و/أو بيانات و/أو خدمات رقمية بما فيها الإقتصاد الرقمي، مثل: المحاسبة، التسويق الرقمي، تحليل البيانات، البرمجة، إدارة نظم الموارد، تصميم تجربة المستخدم، الأتمتة، التجارة الإلكترونية، خدمات العملاء الرقمية، أو غيرها من المجالات ذات الصلة.</p>
Part-time, Freelancing, Self-employment	<p>إثبات دخل من العمل الجزئي مرتبط بالمهارات الرقمية مثل (عقد عمل و/أو خطاب رسمي يثبت العمل (أن الموظف يعمل لدى الشركة بشكل جزئي ومسماه الوظيفي ونوع العمل)، و/أو كشف ضمان تفصيلي، و/أو كشف راتب تفصيلي، و/أو تحويل بنكي مفصل، و/أو أية مستندات أخرى يتم طلبها من المشروع على أن يكون متوسط الدخل المتحصل يساوي أو يزيد عن الحد الأدنى للأجور لمدة (4 أشهر). علماً بأن المهارات الرقمية تشمل المهن التي تستخدم أنظمة و/أو أدوات و/أو بيانات و/أو خدمات رقمية بما فيها الإقتصاد الرقمي، مثل: المحاسبة، التسويق الرقمي، تحليل البيانات، البرمجة، إدارة نظم الموارد، تصميم تجربة المستخدم، الأتمتة، التجارة الإلكترونية، خدمات العملاء الرقمية، أو غيرها من المجالات ذات الصلة.</p> <p>ويتم التأكد من الحد الأدنى للأجور من خلال احتساب مجموع الدخل خلال فترة العمل ويقسم على 4 أشهر على أن يكون الناتج يزيد عن أو يساوي الحد الأدنى للأجور</p>
Entrepreneurship (startup of a digital firm by a beneficiary)	<p>سجل تجاري حديث باسم الشركة أو المؤسسة مرتبط بالمهارات الرقمية (يتضمن اسم المتدرب كمؤسس أو شريك) يثبت تاريخ تسجيل بعد انتهاء فترة التدريب، ورخصة مهن سارية المفعول ومسمى وظيفي إذا كان شريكاً، و/أو كشف ضمان له لمدة 5 أشهر باسم الشركة أو المؤسسة، و/أو أية وثائق أخرى قد يتم طلبها من قبل المشروع . علماً بأن المهارات الرقمية تشمل المهن التي تستخدم أنظمة و/أو أدوات و/أو بيانات و/أو خدمات رقمية بما فيها الإقتصاد الرقمي، مثل: المحاسبة، التسويق الرقمي، تحليل البيانات، البرمجة، إدارة نظم الموارد، تصميم تجربة المستخدم، الأتمتة، التجارة الإلكترونية، خدمات العملاء الرقمية، أو غيرها من المجالات ذات الصلة.</p>
Work through digitally-enabled online platforms	<p>إثبات دخل خلال فترة العمل يزيد عن أو يساوي الحد الأدنى للأجور متأتي من العمل من خلال المنصة (digitally-enabled online platform). ويتم التأكد من الحد الأدنى للأجور من خلال احتساب مجموع الدخل خلال فترة العمل ويقسم على 4 أشهر على أن يكون الناتج يزيد عن أو يساوي الحد الأدنى للأجور.</p>

Regarding early hiring approvals and the associated employment verification requirements, kindly be informed that DigiSkills will consider early hired students under the following measures:

1. Trainees who commence employment during the training period may be counted under the employment milestone, and their employment will be considered valid, provided that:
 - 1.1 The trainee has reached at least the midpoint of the training program before being employed in an opportunity directly related to the digital skills gained through the training;
 - 1.2 The trainee completes a minimum of 80% of the total training hours;
 - 1.3 The trainee undertakes the post-training assessment;
 - 1.4 The trainee graduates and receives a certificate, in accordance with the verification criteria outlined for Milestone 2;
 - 1.5 All required employment verification documents, as detailed under Milestone 3, are submitted and formally approved.
2. The employment period will be calculated starting from the actual employment start date, even if it overlaps with the training end date.

Applicants are encouraged to employ program graduates in the same entity or within its subsidiaries.

2. Career Progression Program – Payments Milestones

Milestone	Milestone sub component	Achieved Milestone	Verification Documents on Milestone	Awarded Amount
1 st Milestone: Employee identification and selection	<ul style="list-style-type: none"> - Identification of potential employees for progression - Selection of participants - Development of the career progression plan - Development of attendance tracking template and methodology 	<ul style="list-style-type: none"> - Applicant submits: <ul style="list-style-type: none"> • Career progression plan for participants • Attendance tracking template and methodology - Recruited participants’ records - 100% of committed trainees are recruited including 30% female beneficiaries. 	<ul style="list-style-type: none"> - Career progression plan - Attendance tracking template and methodology - ID - Proof that the participant is an existing employee - Proof of payment (if any) - Budget vs Actual Analysis 	100% reimbursement of corresponding budget line will be provided if the milestone is fully achieved, the payment will be based on actual expenditures, subject to a 40% withholding.
2 nd Milestone: Training and assessments	<ul style="list-style-type: none"> - Full training delivery 	<ul style="list-style-type: none"> - Training delivered to selected participants - Trainees attend at least 90% of training - 95% of trainees complete the training including 30% female beneficiaries. <i>(rounded down to the nearest whole number)</i> 	<ul style="list-style-type: none"> - Updated trainees records - Trainees attendance records + proofs - Official letter of training completion - Proof of payment (if any) - Updated Budget versus Actuals. 	100% reimbursement of corresponding budget line will be provided if the milestone is fully achieved, the payment will be based on actual expenditures, subject to a 40% withholding. (In the case that the TSP does not meet the 100% target for total trainees <i>(including 30% female beneficiaries)</i> , the due payment will be adjusted on a prorated basis.)
3 rd Milestone: Promotion / Progression	<ul style="list-style-type: none"> - Internal promotion or role progression for at least 50% of participants 	<ul style="list-style-type: none"> - A minimum of 50% of participants promoted or progressed within 12 months from the program completion date and before the grant agreement ends including 30% female beneficiaries. <i>(rounded down to the nearest whole number)</i> 	<ul style="list-style-type: none"> - Updated trainees records - Promotion letters, and/or updated job descriptions - Proof of receiving salary increases - Proof of payment (if any) - Budget vs Actual Analysis 	100% reimbursement of corresponding budget line will be provided if the milestone is fully achieved, the payment will be based on actual expenditures, subject to a 40% withholding . (In the case that the TSP does not meet the 100% target for total trainees <i>(including 30% female beneficiaries)</i> , the due payment will be adjusted on a prorated basis.)

Explanation of [Career Progression Program] milestone table terminology:

- **Career Progression Plan:** A document listing all selected employees for progression, providing basic employment records: (1) employee current job title, (2) department, (3) hiring date, (4) main current job responsibilities, (5) skills that need improvement, (6) how this training will help in improving these skills (training main objectives), (7) training details: training is internal/external, training is within working hours/outside working hours, training ends with an industry recognized certificate/ doesn’t provide certificate, (8) type of progression planned for this employee after successful completion of training (promotion, given increased responsibilities or advanced roles), and salary increases.
- **Attendance Tracking Template and Methodology:** The awarded applicant must create or propose a methodology for tracking trainee attendance to verify that the required attendance rate is met by the end of the training in addition to the tracking sheet template.
- **Recruited Trainees’ Records:** The awarded applicant is required to upload trainees’ data into the DigiSkills data management system, providing all necessary basic information and supporting documents for proper tracking during project implementation.

- **Proof that the participant is an existing employee:** Employer must provide a proof that the trainee has been working for the organization for a minimum of 1 year (employment contracts for the last year, and/or detailed pay slips for the last year, and/or detailed social security statement), in addition to the department/ job title/ and salary.
- **Official Letter of Training Completion:** The awarded applicant must issue an official letter (*in case of successful completion*) confirming that the trainee has successfully completed the training program.
- **Rounded to the Nearest Lower Whole Number:** If the committed target is (50), and the requirement is to graduate 95% of this target, the number (47.5) should be rounded down to the nearest whole number, resulting in a count of (47).

Note: Internal promotion involves moving up in rank or hierarchy, while role progression focuses on expanding responsibilities, and skills, or transitioning into different functions without necessarily changing the title or level.

3. Job Retention Program – Payments Milestones

Milestone	Milestone sub component	Achieved Milestone	Verification Documents on Milestone	Awarded Amount
1 st Milestone: Employee identification and selection	<ul style="list-style-type: none"> - Identification of at-risk employees and the new needed digital/technical skills required to transition to new roles - Selection of participants - Development of the job retention plan for selected participants - Development of attendance tracking template and methodology 	<ul style="list-style-type: none"> - Applicant submits: <ul style="list-style-type: none"> • Job retention plan for participants • Attendance tracking template and methodology - Recruited participants’ records - 100% of committed trainees are recruited including 30% female beneficiaries 	<ul style="list-style-type: none"> - Job retention plan - Attendance tracking template and methodology - ID - Proof that the participant is an existing employee - Proof of payment (if any) - Budget vs Actual Analysis 	100% reimbursement of corresponding budget line will be provided if the milestone is fully achieved, the payment will be based on actual expenditures, subject to a 40% withholding.
2 nd Milestone: Training and assessments	<ul style="list-style-type: none"> - Full training delivery 	<ul style="list-style-type: none"> - Training delivered to selected participants - Trainees attend at least 90% of training - 95% of trainees complete the training including 30% female beneficiaries (<i>rounded down to the nearest whole number</i>) 	<ul style="list-style-type: none"> - Updated trainees records - Trainees attendance records + proofs - Official letter of training completion - Proof of payment (if any) - Updated Budget versus Actuals. 	100% reimbursement of corresponding budget line will be provided if the milestone is fully achieved, the payment will be based on actual expenditures, subject to a 40% withholding. (In the case that the TSP does not meet the 100% target for total trainees (<i>including 30% female beneficiaries</i>), the due payment will be adjusted on a prorated basis.)
3 rd Milestone: Role transition	<ul style="list-style-type: none"> - Role transition for at least 50% of participants 	<ul style="list-style-type: none"> - A minimum of 50% of participants transitioned into new roles within 12 months post-training and before the grant agreement ends including 30% female beneficiaries <p style="text-align: center;"><i>(percentages will be rounded down to the nearest whole number)</i></p>	<ul style="list-style-type: none"> - Updated trainees records - Official role transition letters, and/or updated job descriptions - Proof of receiving salary increases - Proof of payments (if any) - Budget vs Actual Analysis 	100% reimbursement of corresponding budget line will be provided if the milestone is fully achieved, the payment will be based on actual expenditures, subject to a 40% withholding. (In the case that the TSP does not meet the 100% target for total trainees (<i>including 30% female beneficiaries</i>), the due payment will be adjusted on a prorated basis.)

Explanation of [Job Retention Program] milestone table terminology:

- **Job retention Plan:** A document listing all selected employees for job retention, providing basic employment records: (1) Employee current job title. (2) Department. (3) Hiring date. (4) Main current job responsibilities. (5) Reasons for identifying this role [at risk]. (6) The planned new role for the employee. (7) New role will be under same department or different department, if different, new department should be mentioned. (8) will the job title be

changed, if yes what is the new job title. (9) state the planned salary increase, (10) What are the new needed digital / technical skills required to transition to this new role, (10) training details: training is internal/external, training is within working hours/outside working hours, training ends with an industry recognized certificate/ doesn't provide certificate, and salary increases.

- **Attendance Tracking Template and Methodology:** The awarded applicant must create or propose a methodology for tracking trainee attendance to verify that the required attendance rate is met by the end of the training in addition to the tracking sheet template.
 - **Recruited Trainees' Records:** The awarded applicant is required to upload trainees' data into the DigiSkills data management system, providing all necessary basic information and supporting documents for proper tracking during project implementation.
 - **Proof that the participant is an existing employee:** Employer must provide a proof that the trainee has been working for the organization for a minimum of 3 years (employment contracts for the last three years, and/or detailed pay slips for the last three years, and/or detailed social security statement), in addition to the department/ job title/ and salary.
 - **Official Letter of Training Completion:** The awarded applicant must issue an official letter (*in case of successful completion*) confirming that the trainee has successfully completed the training program.
 - **Official role transition letters:** The awarded applicant must issue an official letter confirming that the trainee has transitioned to new role with the same employer.
- Rounded to the Nearest Lower Whole Number:** If the committed target is (50), and the requirement is to graduate 95% of this target, the number (47.5) should be rounded down to the nearest whole number, resulting in a count of (47).

Awarded Applicants should be mindful of the following crucial points:

1. Compliance with World Bank requirements: Awarded Applicants must adhere to the regulations set forth by the World Bank.
2. Prior approvals: Awarded Applicants need to obtain necessary approvals from Digiskills before progressing to the next phase or initiating training.
3. To proceed from one phase to another, Awarded Applicants must submit the verifications above for each milestone and obtain prior approvals from Digiskills
4. Meeting deadlines is crucial: Digiskills considers adherence to program timelines critical to successful project execution. Awarded Applicants failing to meet deadlines may face serious consequences, including potential reassessment of eligibility and project continuation.
5. Document requests: Awarded Applicants should anticipate and be prepared to provide any requested documents as per the World Bank and government requirements throughout the contract.
6. Financial claim submission: The submission of the Financial Claim should occur once the verification process has been completed.

Awarded Applicants need to keep these points in mind to ensure smooth and compliant operations.

4. APPLICATION SUBMISSION AND INFORMATION

4.1. Submission Instructions

Interested Awarded Applicants are invited to submit their applications electronically through [Digiskills Submit](#), ensuring that all required documents and information are provided.

This Request for Applications (RFA) remains open tear-round, allowing entities to apply at any time. Applications will be processed immediately upon submission.

Applicants may submit their applications in Arabic or English. Incomplete applications will not be considered.

The required documents and information include:

1. The Digital Skills Training Grants Application
2. The applicant's registration and certificates
3. The applicant's last audited financial statements .
4. Letters of successful completion of relevant projects (Preferable but not mandatory)
5. Project work plan (Project Implementation plan).
6. Annex 1: Proposed Training Programs (Use the template provided by Digiskills)
7. Annex 2: Project Budget (Use the template provided by Digiskills)
8. HR Internal Policy
9. Financial manual that describes the Applicant's financial systems and procedures. Such a document ensures that Applicants make enough profit to sustain operations and provide returns to shareholders.
10. Procurement policy

4.2. Questions and Inquiries

Applicants may submit any inquiries regarding the RFA to (submitadmin@Digiskills.jo)

There is no deadline for submitting inquiries, and responses to frequently asked questions will be made available in the FAQ section on the application platform. The FAQ document will be updated regularly as needed.

4.3. Application Processing and Administration Cycle

Applications will be reviewed and processed on an ongoing basis as they are received. The processing time will depend on the volume of applications, but all efforts will be made to ensure an efficient review and response process.

Once submitted, applications will undergo the following stages:

- Eligibility and Compliance Review: Ensuring applicants meet all requirements and have provided complete documentation.
- Evaluation Phase: Assessing program alignment, feasibility, and expected impact.
- Approval and Contracting: Finalizing agreements with selected applicants.
- Program kick-off

5. EVALUATION CRITERIA

Digiskills intends to award grants to Applicants whose proposals best align with the objectives and requirements outlined in this solicitation. Applications will be evaluated on a rolling basis as they are received, ensuring continuous and timely processing.

Upon submission, the Grants Team will conduct an eligibility and completeness check to ensure that:

- The application meets all formal submission requirements.
- All mandatory documents are provided.
- The applicant complies with eligibility criteria.

Incomplete or non-compliant applications will not proceed to the evaluation stage. Only eligible applications will be reviewed by the Evaluation Committee based on the following key criteria:

Evaluation Criteria Categories	Evaluation Criteria
Proposed Training Program	<ul style="list-style-type: none">• The proposed training program activities are aligned with and effectively support the overarching objectives of the grant, as well as the specific goals outlined in this RFA.• The training programs are developed based on current market demands and industry trends.• The training programs address topics that are in high demand within the labor market.• The training is designed to be focused and intensive, with a duration of 1 to 3 months.• The training program emphasizes practical, hands-on experience to ensure real-world application.• The training follows structured training methodologies such as Project-Based Learning, Job Shadowing, or Work Simulation, in alignment with work-based training principles.

	<ul style="list-style-type: none"> • The program incorporates a valid and reliable assessment/evaluation method to track trainee progress and measure learning outcomes. • The program should facilitate remote employment opportunities, where applicable, to expand accessibility and allow beneficiaries in governorates outside Amman to secure jobs without relocation. • The proposed targets should be in alignment with the Applicant’s capacity to achieve them. • The applicant demonstrates the capacity to conduct outreach, identify skills, and execute selection processes that effectively target and recruit beneficiaries, with a particular focus on women’s inclusion. • The digital enablement program incorporates employment-related skills and entrepreneurship awareness as key components of the training curriculum. • The applicant can design a clear path for career progression and job retention for participants.
Financial Proposal	<ul style="list-style-type: none"> • Proposed costs are realistic and reasonable to the current market rates • The applicant is financially capable of managing such a project.

Applicants are reminded that Digiskills is not obliged to make an award based on the lowest proposed cost or highest technical evaluation score. Although for this RFA technical merits are considered more important than cost when determining which Applicant might best perform the work. Therefore, after the final evaluation of applications, Digiskills will make the award to the applicants whose proposals offer the best value, considering both technical and cost factors.

6. MONITORING & EVALUATION PLAN

Awarded Applicants under the Digital Enablement and Employment, Career Progression, and Job Retention programs will be subject to continuous monitoring and evaluation after receiving the award. Applicants will be required to submit programmatic reports and collect data on specific performance indicators monthly, or as requested by Digiskills, to ensure alignment with the program’s objectives. The following indicators will be tracked to monitor the progress and effectiveness of the programs:

- **Number of individuals trained across all programs:** This indicator tracks the number of Jordanian youth and employees aged 20-35 who enroll in the three programs. Participants are considered for successful completion as long as they attend 80% or more of the program duration for the Digital Enablement and Employment program, and 90% or more in the career progression and Job retention programs, regardless of their sector or employment status.
 - For the [Digital Enablement and Employment] program, participants are counted if they are unemployed at the start and receive job-aligned digital/technical training.
 - For the [Career Progression] program, the focus is on current employees’ upskilling or cross-skilling for career advancement.
 - For the [Job Retention] program, current employees identified as being at risk of displacement due to automation or digitalization are tracked.
- **Percentage of females trained across all programs:** This indicator measures the percentage of female beneficiaries trained across all programs.
- **Number of beneficiaries reporting new income:** This indicator measures the number of participants who secure employment or report sustainable income generation. Employment verification will be tracked for the [Digital Enablement and Employment] program. Applicants must track and document the frequency and nature of income reported by the beneficiaries.

- **Percentage of trained female beneficiaries reporting new income:** This indicator measures the percentage of female beneficiaries who, after completing their training, secure fulltime or part time employment.
- **Number of beneficiaries reporting career advancement opportunities:** This indicator measures the number of participants who, after completing their training, get promoted, given increased responsibilities or advanced roles, and receive salary increases within 12 months post-training.
- **Number of beneficiaries reporting job retention:** This indicator measures the number of participants who, after completing their training, successfully transition into new roles in addition to salary increases within the organization within 12 months post-training.
- **Retention and promotion outcomes for participants:** In the Career Progression Program, the success of the program will be measured by how many participants achieve promotions or progress to more advanced roles and receive salary increases within the organization. Similarly, for the Job Retention Program, participants will be tracked to ensure that their newly acquired skills have enabled them to transition into new roles in addition to salary increases.
- **Training program completion rate:** Across all three programs, the program completion rate will be tracked to ensure that at least 95% of participants finish their training.
- **Employment Rate:** Employment verification for the Digital Enablement and Employment Program, this indicator measures how many of the beneficiaries have secured employment or reported sustainable income generation prior agreement end date.

6.1. Attendance and Completion Tracking:

Digiskills will accept attendance and tracking sheets directly from awarded applicants. These sheets must be submitted in a clear, organized format and digitally. The attendance sheets should accurately reflect daily participation, ensuring that participants meet the program's attendance requirements. Applicants are responsible for maintaining accurate records and ensuring that trainees meet the minimum attendance threshold of 80% for successful program completion for the digital enablement and employment program and 90% for progression and retention programs.

Additionally, applicants are required to submit completion reports confirming that participants have met all training requirements. These reports must be supported by completion certificates (if requested by Digiskills), post-training assessments, and any other relevant documentation that verifies the successful completion of the program by trainees.

Digiskills reserves the right to audit attendance and completion records to ensure compliance and accuracy.

6.2. Post-Training Follow-Up:

- For the Digital Enablement and Employment Program, beneficiaries' employment status and income will be tracked for up to 6 months post-training, with employment and income proofs required.
- For the Career Progression Program, progress will be monitored up to 12 months post-training, through promotions letters or changes in job responsibilities, and salary increases.
- For the Job Retention Program, employee retention and role transition will be monitored up to 12 months post-training, with proof of new job roles or responsibilities and salary increases.

6.3. Verification and Reporting:

- Digiskills reserves the right, at its sole discretion, to engage an Independent Verification Agency (IVA) to conduct audits and verifications of the data and documentation submitted by the awarded applicants. This may include - but is not limited to - attendance records, training completion reports, employment verification, and any other relevant information provided throughout the program. The IVA will be authorized to request additional documentation and clarifications as necessary to ensure full compliance with the terms and conditions of the grant. Failure to cooperate with the IVA or to provide the required information in a timely and accurate manner may result in corrective actions, including potential suspension or termination of the grant.
- Applicants will be required to submit quarterly narrative reports, providing insights into key challenges, achievements, and lessons learned during the implementation of the program.

6.4. Feedback and Continuous Improvement:

Applicants are encouraged to collect feedback from trainees and participants regarding the performance, technical skills, and professional conduct of the trained beneficiaries. This feedback will be used to continuously improve program design and execution.

7. DISCLAIMERS

- Applicants will not be reimbursed for any costs incurred in the preparation and submission of an application. All preparation and submission costs are at the applicant's expense.
- MoDEE reserves the right to independently negotiate with any applicant, or to make an award without conducting discussions based solely on the written applications if it decides it is in its best interest to do so.
- MoDEE reserves the right to fund any or none of the applications received.
- MoDEE may cancel the RFA and not award.
- MoDEE may reject any or all applications received.
- MoDEE reserves the right to disqualify any application based on applicant failure to follow RFA instructions.
- MoDEE may choose to award only part of the activities in the proposal.
- MoDEE reserves the right to waive minor proposal deficiencies that can be corrected prior to award determination to promote competition.
- These Instructions to applicants will not form part of the application or of the award agreement. They are intended solely to aid applicants in the preparation of their applications.
- The signing of the agreement will depend on the finalization and the approval of the Y TJ restructuring between the World Bank and the government of Jordan and the availability of funds.
- An applicant may not submit more than one Application under this grant opportunity at the same time.
- The applicant should include and carry all/any applicable taxes
- Applicable Social Safeguards provisions will be implemented. These can be found at the following links:
 - [Environmental and Social Commitment Plan \(ESCP\)](#)
 - [Labor Management Procedures \(LMP\)](#)
 - [Social Assessment Study](#)
 - [Stakeholder Engagement Plan \(SEP\)](#)