

## Terms of Reference- Evaluability Assessment for Phase IV & V of the project: Employment through Labour Intensive Infrastructure in Jordan

### Context

Jordan has a population of 9.56 million, including 2.9 million foreign nationals – chiefly Palestinians and Syrians.<sup>1</sup> According to the latest census, there are 1.3 million Syrians residing in Jordan, 637,000 of whom are persons of concern<sup>2</sup> to the United Nations High Commissioner for Refugees (UNHCR), equivalent to about 7 per cent of the total population. These migration flows are putting a heavy strain on Jordanian society, its natural resources and on its economy, including the labour market.

ILO is partnering with the German Federal Ministry for Economic Cooperation and development (BMZ) and the Kreditanstalt für Wiederaufbau Development Bank (KfW) to assist the Jordanian government in ensuring that Syrian refugees and Jordanians can access better living conditions through increased employment and improved infrastructure. The Project '**Employment through Labour Intensive Infrastructure Program in Jordan**' makes use of an Employment Intensive Investment approach and methodology to improve rural infrastructure, and in so doing ensure that Jordanian women and men, and Syrian refugees have better access to the labour market. The project has been started in 2016 and four phases of the Project were implemented so far and the fifth phase is starting shortly.

### Project Background

The overall development objective of the Project is that **Syrian refugees and Jordanians have better living conditions because of increased employment and improved infrastructure**. The Project outcomes are as follows:

- to generate employment opportunities and to improve the access to the labor market for Syrian refugees and Jordanians; and
- to improve infrastructure through the use of labour intensive methods for men and women;

The project objectives are the same for the two phases under consideration in this ToR, phase IV and phase V.

The projects implemented in the governorates of Amman, Zarqa, Irbid, Ajloun, Jerash and Mafraq. The main partners in Phase IV are Municipalities under Ministry of Local Administration (MOLA) and Ministry of Public Works and Housing (MPWH).

Phase V was signed in December 2019 but there was a need to re design some activities so its paused until most probably August 2020. Phase V will continue the support of the Project to the governorates of Irbid, Mafraq, Amman, and Zarqa, and will ensure the expansion to the

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<sup>1</sup> Jordanian Department of Statistics, Census Results, 2016

<sup>2</sup> They are referred to as “persons of concern to UNHCR” because Jordan has not ratified the Refugee Convention, 1951. They are not therefore refugees as defined by this Convention. However for the purposes of this project document they shall be referred to as refugees.

southern region through the launching of road maintenance and community works in selected municipalities in the governorate of Karak.

The ILO project developed a theory of change and monitoring and evaluation framework to define review the M&E components. The project has been running since 2016 under the same Theory of Change and main objectives; since there is a potential to launch new phases ILO is planning to conduct this evaluability review to determine the extent to which the project is ready for an evaluation and identify changes required to improve M&E components to be taken into consideration when designing new phases. In this regard, the ILO seeks the assistance of a consultant to conduct the evaluability review.

### **Objective of Assignment**

The overall objective of the assignment is to evaluate the extent to which the project is ready for an evaluation and identify changes required to improve M&E components for enhanced and effective performance. Sub objectives include:

- Identify useful methods for defining and evaluating impacts and good practices;
- Document good practices for planning M&E, and for monitoring implementation and performance; and
- Provide technical support to the CTA and M&E team in order to develop their M&E operations in the coming phases in the project.

### **Scope of Assignment**

The assignment will be restricted to Phase IV and V of the project. The project staff will collect relevant documentation and conduct a preliminary stock-taking of the M&E plan, system and activities to date. A brief summary of materials, and the materials themselves, will be provided to the consultant at the start of the assignment. The consultant will spend a minimum of three working days conducting a review of the documents.

Under the scope of this assignment the consultant will also:

- Analyse the project's log frame, to identify the logic between the activities, outputs, objectives, appropriateness of related indicators and risks/assumptions. This will also consider the logical fit between the nine-month exploratory phase activates and full, four-year project.
- Review the logical fit of the risk management plan, aimed at tracking and testing assumptions.
- Review the initial preparations made, including baseline measures taken by the project to assess the effectiveness and impact of the project, and determine the soundness of the approach in terms of the future evaluability of project.
- Gather information on monitoring and evaluation systems and capacities of the project team, key partners and organizations to report on the desired areas, in addition to determining existing useful linkages, information exchanges and other collaboration across ILO projects supporting similar outcomes.

- Review the resources and management arrangements for implementing the M&E plan to ascertain feasibility and appropriateness and make recommendations for improvements if needed.
- Consider any national or external systems that could support monitoring and evaluating ex post, in order to determine the sustainability of M&E information and practices after the project ends.
- Review ownership of the project's results by national constituents, as evidenced through implementation planning, monitoring and reviewing.
- Identify good practices and specific improvements that should be made to the M&E system, giving specifics for acting upon these recommendations.

## Methodology

The evaluability review will involve three complementary data collection and review activities:

- 1) Document review, including project proposal, work plan, communication plan, minutes of stakeholder meetings, and other information sources;
- 2) Stakeholder consultations with several key informant interviews, either through email, telephone, or in person;
- 3) Review of relevant data sources from complementary ILO projects, based on materials provided by ILO ;

The desk review and initial interviews will suggest a number of findings that in turn will point to additional issues and information to find. The M&E appraisal checklist can also help to guide the analysis. Key steps to be followed in the analysis are:

- a. Mapping of logic and analysis of indicators:
  - Analyse the context (social, political and economic information)) to verify that the problems the ILO project seeks to address are still valid and whether new factors should be considered;
  - Review the logic and each intended outcome, as well as the baseline or starting conditions, specified indicators and targets (if these are not documented, attempt to compile through interviews or other communications what these should be);
  - Note key partners for each outcome that should be involved in M&E knowledge exchange;
  - For each outcome, identify the logical fit between activities, major outputs, indicating the time frame for each and how these align with the targets, milestones, and proposed measurements;
  - For each outcome, review the identified risks and assumptions as well as adequacy of mitigation plans; and
  - For each outcome identify the contribution and logic between outcome and impact.
- b. Choice and fit of the project with the results framework and monitoring plan:
  - Analyse whether the planned results and monitoring indicators are relevant to the national constituents and UN partners;

- Analyse the alignment of project indicators with those used by ILO partners. Determine if fit is sound and if not, how it could be improved; Analyse the effort made to manage risk, including uncertainty about resource levels and use by ILO partners;
- Make a critique of the logic/fit of major actions and outputs with the intended outcomes;
- Analyse the strategic fit of the ILO in the area of the outcome; its comparative advantages in terms of expertise and level of effort; its partners and the potential to influence policy and decision making processes; and
- Analyse the scope and quality of tripartite participation in M&E and how they are using the information.

d. Operational risk management:

- Analyse whether there is evidence that the ILO's interventions are configured to be gradually and effectively handed over to national partners; and the extent to which the approach will lead to national ownership through improved capacity, will, and an enabling environment (changed laws, policies, behaviours, budgets);
- Determine whether the four year project has articulated a clear and relevant exit strategy for its support;
- Analyse the actions taken to design and implement a knowledge management strategy with national partners and civil society;
- Consider the adequacy of resource mobilization to support future work;
- Determine the extent to which the ILO is working coherently to jointly support outcomes, and whether this was efficient, while also avoiding duplication, inconsistencies, and fragmentation; and
- Consider the likely cost-effectiveness of ILO's work in relation to each outcome and major output.

e. Efficiency of organizational arrangements:

- Analyse the work planning, implementation management and reporting practices of the M&E system set up so far or still being planned;
- Make a critique of the communication practices with project stakeholders, both internally and externally;
- Analyse the match between supply and demand for technical expertise to support the M&E plan; and
- Take note of any concerns related to the transparency and integrity of the operations.

## **Deliverables**

The consultant is expected to deliver three principle outputs:

- A revised logframe based on the review and interviews, including baseline and milestone data and suggestions for improving the monitoring system as required;
- Short findings reports for each of the project outcomes including specific suggestions for improvements; and
- A summary overview of issues, with recommendation of systemic improvements for the project and office to make.

## **Timeline**

The consultant will work over eighteen days, to be completed within eight weeks of signing the contract. Five days will be spend reviewing documents provided by the project team. Day 6-10 will be spent collecting information from key stakeholders. Day 11-15 will be spent writing up the desired outputs and the final three days will be spent revising the outputs according to ILO feedback.

Day 1-5: Review of project documents

Day 6-10: Stakeholder interviews

Day 11-15: Writing up

Day 16-18: Final revisions

Day 18 COB: Submit final drafts

## **Qualifications**

Individuals are eligible for selection for this assignment. Individuals are requested to submit CVs and submit their proposed daily rates. The applicant will demonstrate extensive experience conducting monitoring and evaluation exercises and plans, both as an individual and as part of a team. The applicant will have the following qualifications

- Advanced degree in social sciences or related fields;
- Demonstrated experience conducting monitoring and evaluation exercises for International and UN agencies;
- Demonstrated experience developing M&E Plans;
- Fluency in Arabic with advanced proficiency in English;
- Excellent writing skills

## **Payment**

The assessment and all other material mentioned in the ToR shall be owned by the ILO. Under no circumstances, the consultant shall use the material for any other purpose, publish electronically or in print, or disseminate in any other form without consent from the ILO.

Payments will be disbursed in two tranches, based on the receipt of quality deliverables, up to the satisfaction of the ILO, and estimated working days. The ILO Project Manager reserves the right to withhold payment if the assigned deliverables fail to comply with quality standards. A total of 18 working days have been reserved for this activity.

Deliverable	Due Date	No of Working Days	Payment %
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Proposed stakeholder interview list	COB Day 5	5	40%
Revised M&E Plan, short term findings report and summary overview	Day 18	13 Working Days	60%

### **Selection**

The applicant(s) will be assessed on their merit and experience, their price and ability to start work as soon as possible. Interested candidates should send their daily rates and CVs to [alazab@ilo.org](mailto:alazab@ilo.org) by 18.09.2020 COB.