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EuroMed Feminist Initiative  
المبادرة النسوية الأورومتوسطية  
Initiative Féministe EuroMed

## ***TERMS OF REFERENCE – MIDTERM EVALUATION***

***The program “Towards stronger economic participation of women in Jordan”  
Funded by the EU Regional Trust Fund in Response to the Syrian Crisis***

**EUROMED FEMINIST INITIATIVE**

**DEADLINE: 5<sup>TH</sup> AUGUST 2022**



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## 1. Background Information and Rationale

### 1.1 Introduction

EuroMed Feminist Initiative (EFI) is a policy network that provides expertise in the field of gender equality, democracy building and citizenship, and advocates for political solutions to all conflicts, and peoples' rights to self-determination. EFI Headquarters are in Paris, with offices in Amman, Beirut and Erbil.

From 2021, EFI in partnership with Business Development Centre (BDC), and Tamkeen for legal Aid and Human rights are implementing in Jordan a second phase of Madad for Women program, titled "Towards stronger economic participation of women in Jordan" funded by the European Union (EU) Regional Trust Fund in Response to the Syrian Crises, the "EU Madad Fund". The overall objective is to "contribute to gender sensitive national and local policy frameworks that are more conducive to women's economic participation".

### 1.2 Overview of the Program

- The **specific objective** of the program is:

Jordan through the Ministry of Labour has mechanisms to improve economic participation of women.

- The **expected results/outputs** of the program are:

1.1. Gender mainstreaming policies and measures related to women's employment are endorsed by the Inter-Ministerial Committee for Women Empowerment;

1.2. Social, cultural and professional environment supportive of women's work is promoted (by local communities and private sector employers);

1.3. Jordanian and Syrian women are equipped with specialized skills to enter the labour market and are provided with job opportunities.

- **Main clusters of activities:**

AC1: Advocacy and policy dialogue;

AC2: Supportive Services and enhancing the work environment;

AC3: Awareness raising and national campaigning;

AC4: Capacity building and enhancing employment.

- **Targeted areas** in which the activities of the program are taking place:

East Amman, Irbid, Ramtha, Zarqa, Azraq city, Ain Al Basha, Karak, Jerash and Ajloun.

- **Targeted groups:**

Syrian refugee women and Jordanian women from the host communities (70% Jordanians and 30% Syrians), women rights (WR) and human rights (HR) civil society organisations (CSOs) and networks, grassroots community-based organisations (CBOs), youth initiatives, public institutions and national stakeholders, local authorities, and unions, employers and private sector companies, women and men in host communities and social and professional groups, and media representatives and journalists.

### 1.3 Intervention Background

Jordan has experienced several protracted refugee situations over time and has been a safe haven for many large population influxes, mainly refugees from neighbouring countries. This caused a pressure on natural resources, labour market, and service delivery, and particularly affected the northern governorates which have the largest



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number of refugees. According to the UNHCR reports, Jordan hosts around 675,000 Syrian refugees, where the majority are residing in Amman (29.7%), Mafraa (25.2%), Irbid (20.2%) and Zarqa (14.6%)<sup>1</sup>.

The situation of women raises particular concerns as Jordan has the lowest female labour force participation in the world for a country not at war<sup>2</sup>. In the 2018 Global Gender Gap Index report issued by the World Economic Forum, Jordan ranked 45 out of 149 countries in Educational Attainment and 144 out of 149 in Economic Participation and Opportunity. Jordan's unemployment rate reached 22.8% during the first quarter of 2022, where unemployment rate for women reached 31.5%<sup>3</sup>. The International Labour Organization (ILO) estimated that the gender gap in Jordan's labour force participation resulted in a loss of \$8 billion USD in the value of GDP in 2018. A survey that looked at employment among 609 Syrian and Jordanian women found that the majority did not work<sup>4</sup>. Unemployment was however higher for Jordanians (94%) compared to Syrian women (80%). The survey indicated that 60% of the women linked their unemployment to the multiple gender roles imposed on them by society, reporting the following constraints: lack of child-care solutions (25%), household responsibilities (20%), and family objection (15%).

During the first phase of the program "Strengthening access to protection, participation and services for women refugees and host communities" implemented in Jordan (2018 – 2020), EFI Consortium strived to provide women with specialized skillset to meet the labour market needs and improve the work environment by collaborating with private sector companies, addressing policies and legislations, and tackling practical barriers to women's employment. The program also focused on raising the awareness of local communities on women's participation in the labour market. The first phase targeted most vulnerable women – i.e. women who experience disadvantage, marginalization, and/ or limited agency in the context of the Syrian crisis and have difficult access to livelihood opportunities – in East Amman, Azraq city and camp, Jerash, Ajloun and Deir Alla. The second phase of the program "Towards stronger economic participation of women in Jordan" is based on the achievements, lessons learned and best practices of the first phase. The program expanded its geographic outreach, and put more focus on capacity building, public awareness, institutional development, addressing practical challenges to women's economic participation such as lack of day-cares and safe and affordable transportation, and sustainability, in support and compliance with the National Employment Program 2021 – 2023 (NEP).

The unexpected shock of the COVID-19 pandemic in spring 2020 and the measures imposed by the government added more pressure on the already floundering economy. Restrictions have led to "greater uncertainty, stress, and health and psychological risks for women and girls, many of whom already face challenges of entrenched gender inequality and discrimination"<sup>5</sup>. Women are disproportionately affected by job losses as they were the first employees to be let go following the initial governmental measures to close schools and restrict movements in both public and private sectors. In May 2020, FAFO and the ILO launched the results of a rapid assessment of the impact of the COVID-19 pandemic on vulnerable workers in Jordan<sup>6</sup>. Almost half of the respondents who had been employed before the COVID-19 outbreak were out of work at the time of the assessment.

Syrian refugees, who were already fragilized by Decree number 197 and who generally work in the informal sector, were among those hardest-hit: a third who were in employment before the crisis had lost their jobs permanently, compared to 17 % of surveyed Jordanians.

1 <https://data.unhcr.org/en/situations/syria/location/36>

2 Hashemite Kingdom of Jordan: Understanding How Gender Norms in MNA Impact Female Employment Outcomes, June 1<sup>st</sup> 2018, the World Bank.

3 Department of statistics 2022.

4 REACH, Report - Jordanian and Syrian Women's Labour Force Participation and Perceptions on Employment, Amman, September 2016

5 <http://www.jordantimes.com/news/local/gender-based-violence-jordan-increased-during-covid-19-pandemic-%E2%80%94-study>

6 [https://www.ilo.org/beirut/information-resources/factsheets/WCMS\\_743393/lang--en/index.htm](https://www.ilo.org/beirut/information-resources/factsheets/WCMS_743393/lang--en/index.htm)

7 This decree, which was issued in October 2019 by the Ministry of Labour (MoL), stipulated the closed professions for migrant workers, among whom Syrian refugees. These professions include, but are not limited to office and administrative



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The Prime Minister along with the Minister of MoL launched the National Employment Program on 3<sup>rd</sup> of April 2022 announcing the government commitments within its economic action plan and its priorities for the years 2021-2023. 80 million JODs from the State's general budget for 2022 are allocated to implement the NEP. The NEP aims to help around 60,000 young Jordanians to get employment in private sector institutions and economic activities, in partnership with Social Security Institution. It also aims to provide employment opportunities for Jordanian population between 18 and 40 years old and motivates the private sector to create new and sustainable job opportunities. The private sector will be provided with direct financial support from the government for workers' wages at a value of 150 JODs/month (of which 130 JODs support worker wages, 10 JODs allowance for transportation, and 10 JODs to cover social security contributions) for a period of 6 months, provided that the work contract is concluded between the employer and the worker for a period of at least one year. The employer is obligated to sign a contract for a period of one year (12 months) with the worker to be employed through the NEP, interspersed with on-site training for one to three months based on the requirements of the job opportunity. The NEP contributes to paying the costs of training in the workplace for each person, with the amount of 50 to 80 JODs, depending on the requirements of the job. In addition, the NEP targets 35% women, 7% of those who are able to work among the beneficiaries of the National Aid Fund and will be available to those who wish to apply for it from people with disabilities.

Madad for Women Program was amended during the second phase to make sure it is contributing to the implementation of the national employment program and will be following up the measures endorsed to ensure women employment needs and concerns are addressed, and at least 35% of Jordanian women benefit from this program as per the government commitments.

Furthermore, the second phase will work directly with existing WEEUs established at municipality level in Ain Albasha, Ajloun, Irbid, Jerash, Karak, and Ramtha (and when possible Mafrqa unit and Zarqa), and will aim at establishing a unit at Azraq Municipality. The municipalities fall under the jurisdiction of MoLA, and need to provide financial reports on a yearly basis. The WEEUs' mandate is to contribute to the integration of women, especially poor women, into the development process, and enable them to gain opportunities to participate in various social, economic, political, and cultural fields. This involves building women's capacities in planning, management, communication, and other areas. While these units are relatively new – the first unit was established in Jerash in 2017 – and still lack technical and financial support to optimize outreach and impact, they are already considered as an innovative and efficient channel to engage vulnerable working women and those seeking employment<sup>8</sup>.

On the other hand, according to ILO, it is estimated that more than half of overall employment in Jordan is informal, the majority of which consists of low-income, unskilled labour, lacking any legal or trade union protection. In the agriculture sector, where the majority are women, 92.3% of skilled workers work informally.<sup>9</sup> Since March 16<sup>th</sup> 2020, Consortium partner Tamkeen has noted an increase in violations<sup>10</sup> committed in the informal sector, with numerous cases of arbitrary dismissals. Agriculture is one of the most affected sectors by the Covid-19 crisis. Even though the sector was excluded from Defence Order N°1, most of the workers in Deir Alla, Irbid, Mafrqa, Azraq as well as Lubban district in Amman were unable to reach their workplace because public transportation was suspended. Workers are thus not entitled to their wages, and since most of them work informally, they cannot claim benefits. Moreover, not all can reach the National Aid Fund or the Zakat Fund. Women working in the informal and care economy are rarely targeted by development projects, thus seldom benefiting from any public investment, be it in training, education or health, especially at the micro level. The second phase of the Madad for Women program will address formalizing the informal sector through

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work, sales, and beauty salons. Under certain conditions, an exception can be obtained for non-Jordanians to work in some sectors like care, hospitality and agriculture.

<sup>8</sup> <https://maqar.com/archives/358117>

<sup>9</sup> UNDP, The Informal Sector in the Jordanian Economy, 2013

<https://www.undp.org/content/dam/jordan/docs/Publications/Gov/The%20Informal%20Sector%20in%20the%20Jordanian%20Economy-jo.pdf>

<sup>10</sup> Tamkeen has indicated that on the first day of the lockdown/ holiday decision, 195 complaints were submitted.



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conducting a comprehensive study, and advocacy with the Inter-Ministerial Committee for Women Empowerment and relevant ministries, mainly MoL.

## 2. SCOPE, SPECIFIC OBJECTIVES AND USES OF THE MITERM EVALUATION

### 2.1. Rationale of the midterm evaluation

EFI wishes to conduct an external in-depth midterm evaluation of the program in accordance with the general terms of agreement with the EU. The purpose of the Midterm Evaluation is to measure the progress made in reaching the target of the program, assess achieved objective and results linked to the overall objective, and provide relevant findings, lessons learned, and best practices as well as recommendations that would help guide the program towards the end.

### 2.2. Scope of work

It is expected that the evaluator(s) will provide an external and independent midterm evaluation on the progress made toward achieving the impact of the action, and the continued relevance of the program. Moreover, the midterm evaluation will assess the extent to which the specific objectives and expected results were achieved so far, and the likelihood of reaching the targets by the end of the program. The program performance will also be evaluated. It is expected that lessons learned and best practices are drawn from the design, ongoing implementation, and monitoring mechanisms of the program and recommendations provided to guide the implementation of the remaining action. The midterm evaluation will also stipulate whether modification of the program is needed to ensure the achievement of impact and objectives within the lifespan of the program.

The evaluator(s) will develop a detailed methodology for the midterm evaluation, which will highlight aspects such as the research design, ethical considerations, sampling strategy and data collection in the targeted areas of the program including tools to be used, as well as a strategy in which both primary and secondary data will be analysed. The final report will comprise of both quantitative and qualitative data, which shall reflect the action's progress in achieving its targets, objectives and progress on the impact.

The midterm evaluation shall cover all aspects of the program's implementation and the period from April 2021 to November 2022. The midterm evaluation will be conducted between December 15<sup>th</sup> 2022 and March 15<sup>th</sup> 2023.

### 2.3. Midterm Evaluation Purpose and Objectives

The midterm evaluation should follow the OECD/DAC criteria. It should assess the relevance, participation, effectiveness, efficiency, coherence impact, sustainability, appropriation/ownership, alignment, coverage and visibility, design and measurability and gender sensitivity of the program and its implementation. It should assess what is working and why, highlight intended and unintended results, and provide strategic lessons and insights to guide the program. Aspects of the program's performance to be evaluated are:

1. The consortium partners (EFI, BDC and Tamkeen) effectiveness in terms of progress made towards achieving expected results and objectives, as well as the reached impact. This will include an evaluation of the quality of the activities and their deliverables, measured against the pre-defined indicators, and with particular on the program's monitoring and evaluation (M&E) framework.
2. The organizational efficiency and coordination mechanisms in progressing towards the achievement of the program results and objectives.
3. How the partners have addressed obstacles and challenges and whether they appropriately adjusted the program design, or if modifications are needed on the design including objectives, indicators, and activities and/or logistics and implementation strategies in response to the context dynamics.



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4. The level of coordination within the program, including governance, communications, sharing of information and management among the partners, and highlighting best practices and lessons learned.
5. How well the program has been building relationships with various stakeholders, the effectiveness and sustainability of national linkage, and recommendations for improvement.
6. The extent to which the program has been working towards achieving sustainability of results and impact, and how this can be achieved, in consideration of the dynamic conflict context. This will include an evaluation of the impact and effectiveness of the program's work so far in relation to the wider social, political and economic context.
7. The strategic positioning of the program within the wider community cohesion field to inform its future implementation. This analysis will consider the strategies and activities of other actors within EFI's geographical and thematic areas of work, and identification of opportunities and new points of entry for the future of the current program.
8. The connectedness and sustainability of the results, objectives and the program in advancing gender equality in the targeted areas.
9. Lessons learned, good practices and innovations, success stories and challenges experienced during the implementation period.

*The midterm evaluation will focus on tracking the indicators for overall and specific objectives and expected results in the monitoring and evaluation plan from the beginning of the program, advise whether modifications are needed, and assess the likelihood of achieving targets by the end of the program.*

**Overall Objective: Contribute to gender sensitive national and local policy frameworks that are more conducive to women's economic participation**

- Percentage of women benefiting from the implementation of the national employment and self-employment program (EUTF 9) – Target: at least 30% of all beneficiaries of the program.
- Number of ministries supporting the action (women's economic participation and formalizing the informal sector) – Target: Eight ministries (MoSD, MoL, MoPIC, MoLA, MoT, Inter-ministerial Committee for Women Empowerment, MoDEE, and MoI).
- Status of a policy framework on formalizing the informal sector – Target: The policy framework on formalizing the informal sector is endorsed by the inter-ministerial committee.

**Specific Objective 1: Jordan through the Ministry of Labour has developed mechanisms to improve economic participation of women**

- The implementation of the national employment and self-employment program has specific measures for women's employment - Target: Three mechanisms are adopted; career advice, job matching, and spreading of info on protection mechanism.

**Output 1.1: Gender mainstreaming policies and measures related to women's employment are endorsed by the Inter-Ministerial Committee for Women Empowerment**

- Number of advocacy meetings, and events conducted with decision makers (EUTF 43) – Target: 12.



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- Number of policy briefs produced with the outcomes of different meetings and national and local events (EUTF 43) – Target: 3 policy briefs.
- Number of publications produced and used to advocate for formalizing the informal sector (EUTF 43) – Target: One study and three tools; brochures and leaflets.

**Output 1.2: Social, cultural, and professional environment supportive of women’s work is promoted (by local communities and private sector employers)**

- Number of private sector companies providing supportive services to women, through the program (Day-care for their children, transportation, gender sensitive HR policies, incentives for women...etc.) – Target: 60 companies.
- Status of the workers’ bus services – Target: Bus service is fully functional.
- Number of women and men reached through thematic media campaign (EUTF 42) Target: 5,000,000 (Engagement of 50,000 on social media).
- Number of women and men reached through the actions of the CSOs and CBOs (EUTF 42) – Target: 10,000 (35% men).
- Number of day-care centers and home-based nurseries supported by the action – Target: Three day-care centers and five home based nurseries established, and 30 receive institutional support.

**Output 1.3: Jordanian and Syrian women are equipped with specialized skills to enter the labour market and are provided with job opportunities**

- Number of WEEUs with enhanced infrastructure and staff trained in institutional capacity to address women’s economic participation (EUTF 37, 38 and 41) – Target: 8 WEEUs.
- Number of women trained in employment skills, computer, finances, managing projects, agriculture, digital marketing, establishing joint ventures and HBBs to meet the labour market needs (disaggregated by community of origin) (EUTF 10) – Target: 5000 (70% Jordanian and 30% Syrians).
- Number of small joint ventures and HBBs successfully implementing their projects (EUTF 11) – Target: 30 (Including 6 business incubators).
- Number of women provided with employment and self-employment opportunities by the action (EUTF 9) – Target: 1200 job opportunities with at least 300 women getting employment/self-employment (70% Jordanian, 30% Syrians)

**2.4. Available information sources**

The following set of information sources about the program will be made available to the Midterm Evaluation team:

<p>Program Documents</p>	<ul style="list-style-type: none"> <li>- The full program proposal application, including the logical framework, the action plan, and budget, non-cost extension request, M&amp;E framework, as well as any other related documents</li> <li>- Communication between the partners, CSOs and CBOs, WEEUs, decision makers and EFI in relation to the program.</li> <li>- Agreements with partners</li> </ul>
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Intervention Information	Assessment	<ul style="list-style-type: none"> <li>- The “Capacity and needs assessment of women economic empowerment units in Jordan” conducted by EFI.</li> <li>- The assessment of transportation services offered by the private sector conducted by Tamkeen.</li> </ul>
Intervention information	monitoring	<ul style="list-style-type: none"> <li>- Annual narrative and financial progress report by EFI and partners</li> <li>- Activity reports</li> <li>- Reports and monitoring correspondence by and with the partner</li> <li>- Decision making procedures for the selection of partners</li> <li>- The quarterly M&amp;E reports</li> <li>- Minutes of key meetings between partners and decision-makers</li> </ul>
Institutional Information		<ul style="list-style-type: none"> <li>- Annual Action Plans of EFI and Partners</li> <li>- Guidelines and internal rules etc.</li> <li>- Strategies, Policy papers and previous studies conducted by any of the partners or relevant stakeholders</li> <li>- Any available databases relevant to the midterm evaluation</li> </ul>

The program’s planning, monitoring and internal evaluation tools are based on Results Based Monitoring (RBM) and shall be provided.

## 2.5. Management and Monitoring

While the midterm evaluation will be carried out externally to ensure objectivity and impartiality, it relies on the collaboration of staff from the organisation and partner organisations, which are familiar with the object under assessment and its context. This approach aims to ensure that the midterm evaluation process is appropriate for the actual situation to be assessed, while respecting the principles of impartiality and independence.

EFI’s management team, along with the program staff in Amman, and the M&E Consultant will be responsible to follow the midterm evaluation. They will work under the supervision of EFI Management Team. They will be responsible for:

- Supervise the midterm evaluation process to ensure it is carried out according to plan.
- Facilitate fieldwork activities and coordinating with consortium members, partners and stakeholders.
- Facilitate access to all relevant information and key informants.
- Supervise the quality of the midterm evaluation process.

## 3. METHODOLOGY AND WORK PLAN

### 3.1 Methodology

The midterm evaluation design should:





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- Ensure the application of quantitative and qualitative data collection methods, and that data collected is disaggregated by geographic area of coverage, community of origin, age and gender.
- Provide a methodological emphasis able to validate the four levels of analysis: I) findings, II) analysis based on the data, facts and information III) conclusions and IV) recommendations.
- Offer a standard interpretation, taking into account the dimensions of the program (design, structure, resources, processes and outcomes), and which interprets the causes and contributing factors.

The midterm evaluation will in general seek to answer the following key questions

CRITERIA	INFORMATION NEEDS	KEY QUESTIONS
<b>Relevance</b>	An evaluation of the results and the objectives of the program in relation to the context in which it is conducted.	<ul style="list-style-type: none"> <li>- Does the intervention address the short and long-term priorities and needs of the rights holders targeted by the program?</li> <li>- To what extent does the program respond to the needs and interests of local organisations?</li> <li>- Is the program design still relevant to the addressed problems?</li> </ul>
<b>Participation</b>	Determination of the agents that have been involved in the various stages of the intervention, assessing their involvement in the decision-making process.	<ul style="list-style-type: none"> <li>- Has the program led to the establishment of formal, specific and systematic mechanisms for the participation of rights holders in the decision-making process related to the design, management and monitoring of the intervention?</li> <li>- Are there channels for measuring the degree of satisfaction of rights holders with respect to the support provided as part of the intervention?</li> <li>- How can the program enhance the participation of targeted groups?</li> </ul>
<b>Alignment</b>	An evaluation of the degree of compliance with the country development strategies and international instruments and recommendations on promoting Women's Rights and Gender Equality	<ul style="list-style-type: none"> <li>- Is the program in line with international and regional instruments for the promotion of women's rights?</li> <li>- To what extent does the program respond to the "EU Syria strategy"?</li> <li>- To what extent was synergy sought with other actors on crisis response for Syria in Jordan?</li> </ul>
<b>Effectiveness</b>	A measurement and evaluation of the extent to which the objectives originally established are being met - to assess the intervention in terms of its orientation towards results.	<ul style="list-style-type: none"> <li>- Are the overall objective, specific objectives, results and indicators clearly adhered to as stated in the program's documents?</li> <li>- Are the actions taken and the level of progress in implementing the results helping to achieve the specific objectives of the program?</li> <li>- What are the factors that might lead to the achievement or non-achievement of results?</li> </ul>



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		<ul style="list-style-type: none"> <li>- To what extent have the modifications made to the program improved the intervention strategy as a whole and the impact of the intervention? Are there further modifications needed to ensure reaching the target?</li> </ul>
<b>Efficiency</b>	Analysis and assessment of the results achieved so far in comparison with the resources employed.	<ul style="list-style-type: none"> <li>- Is the transformation of resources into results being carried out efficiently? Are there any alternatives for achieving results that are more cost effective?</li> <li>- Measure the results (qualitative and quantitative) in relation to the inputs/resources devoted to the program.</li> <li>- Are the capacities of EFI and partners BDC and Tamkeen sufficient to achieve the expected results and objectives? Are sufficient human and material resources available to strengthen these capacities, particularly in regard to the integration of the gender perspective and rights-based approach?</li> <li>- To what extent are the organisations participating in the program mutually strengthen and complement each other?</li> <li>- Assess contribution of the organizational efficiency and coordination mechanisms in progressing towards the achievement of the program results and objectives.</li> </ul>
<b>Connectedness and Sustainability</b>	An evaluation of the extent to which outcomes are likely to be sustained beyond the timeframe of the program	<ul style="list-style-type: none"> <li>- What is the level of ownership and congruency of the program/their values and objectives to partner's mandates and strategic direction?</li> <li>- What is the potential for replication of program's strategies by partners and stakeholders?</li> <li>- What measures have been taken to ensure the continuity of the program's activities/repel effects by partners? (Strengthening of thematic knowledge and expertise plus organizational capacities).</li> <li>- Are the hypotheses upon which the program was designed still relevant or have there been changes that alter the viability of the program?</li> </ul>
<b>Impact</b>	An evaluation of the longer term (intended and unintended) results of the program on beneficiaries	<ul style="list-style-type: none"> <li>- To what extent has the program contributed to the implementation of national policies and programs?</li> <li>- To what extent has the program facilitated changes in perceptions among people on women's economic participation and labour rights?</li> </ul>
<b>Appropriation/ Ownership</b>	An assessment of the extent to which partner organisations and rights holders exercise effective	<ul style="list-style-type: none"> <li>- What is the level of ownership and congruency of the program/their values and objectives to partner's mandates and strategic direction?</li> </ul>



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	leadership regarding the intervention and its strategies	<ul style="list-style-type: none"> <li>- Is there a correlation between the objectives to be achieved through the program and the vision, mission and culture of the organisations participating in it, particularly with regard to the issues prioritized by the intervention?</li> <li>- Do the various institutions share and assume institutionally the reflections and consensual agreements across the different workspaces?</li> </ul>
<b>Coverage and Visibility</b>	The assessment of the coverage and the visibility of the action	<ul style="list-style-type: none"> <li>- Have mechanisms been designed to improve right holders' access to information and knowledge about the issues of the program?</li> <li>- Are the communication, awareness-raising and outreach activities and tools being carried out successfully to reach the public and the social base?</li> <li>- How does the program ensure the visibility of the activities among right holders and relevant stakeholders?</li> <li>- How does the program ensure the visibility of the EU support?</li> </ul>
<b>Design and Measurability</b>	An assessment of the program design in regards to the intervention logic and the monitoring systems established within the framework of the intervention	<ul style="list-style-type: none"> <li>- Are the proposed activities aligned to achieve the results and objectives of the program?</li> <li>- What are the strengths and weaknesses in the cause and effect logic between the proposed objectives, results, and activities?</li> <li>- Do the established indicators allow quantitative and qualitative measurements to be made with the required accuracy? Are they useful in measuring the achievement of objectives and results?</li> <li>- Are the methods of gathering and analysing data suitable for measuring the indicators?</li> <li>- Is the monitoring system suitable for measuring the progress and changes that have been made?</li> <li>- Are the mechanisms in place to measure the acquisition of knowledge of the target groups adequate?</li> <li>- Does the modification on the program design ensure the ability to measure progress and to reach targets by the end of the program?</li> </ul>
<b>Gender Sensitivity</b>	An assessment of whether the needs of women and girls have been properly identified and addressed throughout the implementation of the interventions	<ul style="list-style-type: none"> <li>- Have the specific needs of Syrian and Jordanian women, and the relevant institutions identified during the design stage of the program?</li> <li>- Have those needs been addressed throughout the implementation period? If not why?</li> </ul>



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		- Are men and boys outreached to be gender sensitized? How? How effective is the outreach in contributing to achieving the goals of the action?
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### 3.2 Work plan: phases, deadlines and deliverables

The midterm evaluation will comprise the following phases:

1. **Design and Desk Review:** During this phase, the evaluator(s) will:

- a. Examine all the documentation and obtain a detailed understanding of the program, as well as hold preparatory meetings with those in charge of running the program including the EFI, BDC and Tamkeen managers and staff, and M&E Consultant.
- b. Establish specific objectives of the midterm evaluation within the context in which the program operates, including the sources and conditions of access to information, the groups targeted, data collection methods and sampling strategy.
- c. Operationalize the key questions through indicators and propose appropriate techniques for the collection of information.
- d. Provide updated information on the context in Jordan in relation to the scope of the program in regards to women's economic participation in Jordan, work environment, women in the informal sector, relevant national policies, laws and strategies, funding mechanisms to women's small and medium projects, and all related data.
- e. Refine the methodological instruments and data collection tools, and their feasibility in terms of collecting and processing data.

At the end of this phase, the following *deliverables* should be completed:

- a) An inception report highlighting,
  - a. Objectives and scope of the midterm evaluation
  - b. Contextual updates and background on women's economic participation in Jordan including for Syrian women refugees.
  - c. An evaluation matrix comprising
    - I) Midterm evaluation criteria and relevant questions
    - II) Indicators that operationalize these questions,
    - III) Proposed techniques and information gathering tools for each case.
  - d. A detailed methodology for the midterm evaluation which will include data collection methods and tools, sampling and recruitment strategy, data analysis, and ethical procedures followed, as well as a refined work plan for the midterm evaluation.

All logistical issues will be carried out in close collaboration with EFI's Management Team. Only after validation of the Inception report, will the evaluator(s) proceed with the second phase of the midterm evaluation.

**Fieldwork:** Field work will be carried out in the different areas where the action's activities are implemented and also in local partner management, planning and administration units, as these centralised units are a key element of field work.



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2. **Analysis and report write-up:** The report should be drafted in accordance with the recommendations set forth in section 6 of this document. A final draft will be drawn up to be reviewed and discussed by all parties until a definitive report is produced. Once the final report has been produced, it will be submitted to EFI and to the donor.

Results of the midterm evaluation should be presented in a way that differentiates facts from interpretations. Conclusions (factual findings regarding the criteria and factors evaluated), and recommendations (suggestions to improve the cause-effect relationship and design logic of the intervention, information systems that should be implemented, etc.) will be presented.

At the end of this phase, the following *deliverables* should be completed:

- Presentation of preliminary findings (online) to validate initial findings
- A Draft Final Midterm Evaluation Report.
- A Final Midterm Evaluation Report based on the structure highlighted in the TOR and including an executive summary and all relevant annexes
- All raw data from the data collection will be provided to EFI as a part of the final deliverables of the evaluation.

**Work plan:**

Table: Midterm evaluation timeframe by week

PHASE	ACTIVITIES	OUTCOMES	1	2	3	4	5	6	7	8
II. Design and desk review	Document review and context updates	An initial working frame detailing the objectives, scope and description of the methodology, data collection tools, methods of analysis, key agencies and informants (Including interview scripts), review questions and work plan with the schedule of activities and outcomes. The inception report will also provide updates and background on the Jordan context in relation to the scope of the program.								
	Development of methodological tools									
	Preparation of field work									
	Preparation of the schedule and logistics plan in coordination with	Field work schedule								



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	the EFI's management team																		
III. Field work	Additional document review	Preliminary results report.																	
	Data collection																		
IV. Report drafting	Validation of initial findings	Draft of full report																	
	Drafting of draft report																		
	Feedback with comments and suggestions	EFI and partners provide feedback																	
	Drafting of final report																		

#### 4. STRUCTURE AND SUBMISSION OF FINAL REPORT

The final midterm evaluation report should not exceed 60 pages (not including appendices), and will include an executive summary of a maximum of 5-8 pages. After the submission of the report in electronic format, 2 printed copies of the final report will be presented together with 2 CDs containing copies of the reports in electronic format.

The final report will include the following sections (indicative content):

1. Executive summary: 5-8 pages, including the main results and outcomes of the midterm evaluation.
2. Introduction, outlining the purpose of the midterm evaluation, the questions and the principal results
  - a. Background and objective of the midterm evaluation
  - b. Methodology used in the midterm evaluation
  - c. Conditioning factors and limitations of the midterm evaluation
  - d. Presentation of the midterm evaluation team
3. Description of the intervention, its objectives and structure; background, organisation and management; stakeholders and updated context in which the program is conducted.
4. Analysis of information gathered, midterm evaluation questions and established criteria, analysis of the different levels (design, process, outcomes)



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5. Results of the midterm evaluation, the evidence, questions and the interpretations put forth on this evidence
  6. Findings, in relation to the established criteria, namely in log-frame indicators
  7. Lessons learned and best practices, presented in the general conclusions, and which can be extrapolated and serve as feedback for the action.
  8. Conclusions and recommendations through specific indications in regards to impact, objectives and results and future implementation to be built on the lessons learned.
  9. Appendices: ToR, proposed methodology, the data collection tools applied, the database used with all information organised and updated, the work plan and mission statement (detailed breakdown of all work undertaken), list of people/organizations interviewed if any...etc
- All documentation produced will be written in English. The draft report will be discussed by the EFI management team until a final report is produced.

## 5. TEAM COMPOSITION AND REQUIREMENTS

EuroMed Feminist Initiative requires that the External Midterm Evaluation is conducted by a team of 2 people (one main evaluator and one assistant). Competencies expected from the evaluator are:

- Master's or doctoral degree, preferably in Social Sciences, economics, gender studies, international development.
- At least 5 years' experience in conducting assessments and evaluations in gender and human-rights based interventions.
- Experience in monitoring and evaluation and in results-based management.
- Experience in conducting external evaluations especially for conflict sensitive projects and programs
- Ability to produce well-written reports that demonstrate excellent analytical and communication skills from the perspective of women's rights as universal human rights.
- A strong team leadership and management track record.
- Ability to work with the organization and with other stakeholders to ensure the delivery of a high-quality product in a timely manner.
- A full understanding of security related issues and approaches with regards to collecting sensitive information from beneficiaries and stakeholders.
- Regional/Country experience and knowledge.
- Excellent command of English and Arabic is mandatory.

The selection of the assistant will be made in agreement between EFI management and the main evaluator.

## 6. EVALUATION, AUTHORSHIP AND PUBLICATION PREMISES

- **Anonymity and confidentiality** - The midterm evaluation should respect the right of individuals to provide information with an assurance of anonymity and confidentiality.
- **Responsibility** - Any dispute or difference of opinion that may arise between the evaluator(s) and those in charge of the program will be discussed and resolved within EFI's management team.



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- **Integrity** - The evaluator(s) will be responsible for highlighting issues not specifically mentioned in the ToR, should this be necessary in order to obtain a more complete analysis for the program.
- **Independence** – The evaluator(s) should ensure the independence and objectivity of the information, statements and conclusions made regarding the program.
- **Incidents** – If any problems arising during the execution of field work or at any other stage of the midterm evaluation, these should be reported immediately to EFI management team. Otherwise, the existence of such problems should under no circumstances be used to justify the failure to achieve the results required by EFI in this document.
- **Validation of information** - The evaluator(s) will be responsible for ensuring the accuracy of the information gathered for the preparation of reports, and responsible for the information presented in the midterm evaluation report.
- **Submission of Report** - In the case of late delivery of the report or in the event that the quality of the report submitted is inferior to that agreed, the penalties set forth in the contract will be applied.

EuroMed Feminist Initiative reserves the right to direct the midterm evaluation and/or decide on its various aspects.

## 7. DEADLINES FOR THE EXECUTION OF THE MIDTERM EVALUATION

The midterm evaluation will be carried out during 15/12/2022 – 15/03/2023 (during 8 weeks within this period).

The deadlines for the completion of the midterm evaluation will be agreed by the evaluation team and EFI's management team in accordance with the technical proposal submitted by the evaluation team.

The preliminary findings for the program should be submitted and approved by EFI by January 31<sup>st</sup> 2023.

The wording of the final midterm evaluation report, its presentation and approval should be completed by March 15<sup>th</sup> 2023.

## 8. BUDGET

The total estimate for the required external midterm evaluation is:

**Total € 18,000** (including VAT and all relevant taxes).

This amount shall cover fees for the team (one main evaluator and 1 assistant), the use of online platforms, travel and accommodation, and any other expenses incurred during the midterm evaluation process.

## 9. SUBMISSION OF TECHNICAL PROPOSALS AND MIDTERM EVALUATION CRITERIA

Submission of tenders should be made by email to the address listed below, indicating on the cover page the title of the corresponding program.

The content of the tender should include the following sections as a minimum:

- A) Preliminary evaluation matrix, representing the working hypothesis based on the summary of the program and the midterm evaluation questions mentioned in this document.

The matrix must include the following elements as a minimum:

- I) Evaluation criteria and relevant questions
- II) Indicators that operationalize these questions,





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III) Proposed information collection techniques for each case.

B) Detailed schedule proposal with a breakdown of the work to be executed in all phases, including the proposed communication plan for conclusions and recommendations.

C) Budget as detailed below:

Design and Desk Review Phase:

- Document review
- Adjustment and validation of midterm evaluation design, production of midterm evaluation matrix and proposed methodology
- Design and development of data collection tools and ethical protocol

Field Work Phase:

- Execution of field work
- Data interpretation
- Results preview and feedback

Analysis and Report Write-Up Phase:

- Preliminary report and revision of conclusions, lessons learned, best practices and recommendations

D) Curriculum vitae of the main evaluator.

*All proposals must be submitted in English.*

**Criteria for Midterm Evaluation tenders:**

Tenders received will be assessed according to the following criteria and standards:

CRITERION 1: Technical quality of the proposal (maximum 5 points out of 10 for the proposal as a whole. Minimum of 3 points).

CRITERION 2: Professional profile, CV of the evaluator (maximum 3 points out of 10 for the proposal as a whole).

CRITERION 3: Budget (maximum 2 point out of 10 for the proposal as a whole).

**Place and deadline for submission of tenders:**

Tenders should be submitted in English by email to: [application@efi-ife.org](mailto:application@efi-ife.org) indicating the reference: "Madad Jordan Midterm Evaluation" in the email subject.

The deadline for submission of tenders is **5<sup>th</sup> August, 2022**.