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**TERMS OF REFERENCES**

**For an International Consultant to conduct a Mid-term Evaluation for the Programme:**

**“Mitigating the Impact of Syrian Refugee Crisis through Support to Host Communities”**

# BACKGROUND

# Considered as the world’s most harmful humanitarian disaster with its continuous spillover effect to neighbouring countries, the war in Syria is a protracted and serious crisis, while peace dos not appear close to achieve. This violent war is also considered as a serious challenge in the face of development in the region, including Jordan, Iraq, Syria, Lebanon and Turkey. Today, large territories in the region are controlled by radical militias, where population fabrics and demographics have changed with little hope to recover, which all resulted into large movements of displaced people and refugees searching for safe havens around a war-torn Syria. Refugees fled Syria are mostly living in urban settings in neighbouring countries, and often in already-over-populated areas with high level of society tension, poverty and unemployment.

# Jordan has been particularly affected by the influx of refugees from Syria, exacerbating existing vulnerabilities within the country. UNHCR-Jordan has registered more than 630,000 Syrians, of which approximately 15 per cent of Syrian refugees reside in refugee camps, while the remaining live in host communities. The latest national census in 2016 indicates that out of Jordan’s total population of 9.5 million, the number of Jordanians is around 6.6 million, while the number of non-Jordanians who reside in the country is around 2.9 million, representing 30.6 per cent of overall population. Of the total non-Jordanian population, 1.265 million are Syrians, followed by Egyptians, totalling 636,270 representing 6.68 per cent of the population and Palestinians who do not have national ID numbers with 634,182 representing 6.65 per cent of the population. On the distribution of Syrians living in Jordan, 435,578 Syrians live in Amman, 343,479 in Irbid, 207,903 in Mafraq, 175,280 in Zarqa and the rest are distributed across the country’s other governorates.

The present situation places a clearly heavy burden on local host communities, exacerbating existing vulnerabilities, national resources and the governmental and sub-national budgets. As Syrian refugees are granted access to basic public services, the pressure on water and electricity supply, education, health, sanitation and solid waste management as well as the scarce employment opportunities, has drastically increased where refugees have settled. As the war in Syria has become a protracted crisis, and due to decreasing aid resources to support refugees, the international community and the Government of Jordan are now looking at innovative ways to help refugees sustain their livelihoods without jeopardizing the labor market for Jordanians.

The United Nations Development Programme (UNDP) is the lead development agency in the UN system and the lead on the resilience axis within the JRP and 3RP, and all engagements proposed in the context of this programme complement UNDP ongoing work in countries across many Arab States. UNDP enjoys International recognition for successful initiatives on stabilization and livelihoods creation programmes. UNDP also leads the UN development agencies in the preparation of the Resilience Chapters of the Jordan Response Plan. Through its work in Jordan over the past three years on host communities’ concerns, UNDP fostered a substantive network of partnerships with all stakeholders at the national, sub-national and local levels, with government and non-governmental authorities.

In Jordan, since 2013, UNDP has been leading a significant programme to support Jordanian host communities mitigate the impact of the Syria refugee crisis on the country (Programme Title: “Mitigating the Impact of the Syrian Refugee Crisis through Support to Host Communities”), through leveraging the absorption capacity of public services and improving the standards of living for local communities and enhancing social cohesion. The programme has grown over the last few years to become a multi-donor multi-UN platform for support to host communities through several pillars, namely:

1. Employment opportunities created and economic recovery initiatives developed geared towards improvement of livelihoods and basic social services delivery.

2. Improved delivery of municipal and social services

3. Strengthened trust-ship between stakeholders through conflict transformation, social cohesion, and rapid response mechanisms

4. Community Security and Access to Justice strengthened

5. Technical support for the government in effective aid coordination in response to Syrian Crisis

6. Support to Counter-terrorism, Counter violent extremism and enhance stabilization

Thus far, the programme has arrived at the significant achievements including the following:

* Emergency Employment project has resulted in creating emergency employment opportunities for around 1500 men and women in 12 municipalities in the Governorates of Mafraq and Zarqa, where the beneficiaries rehabilitated key socio-economic infrastructures. It increased the income of beneficiaries’ households by almost 54 percent. Around 50 percent of the participants in the cash for work phase (Phase I) further moved to the establishment of microbusinesses (Phase II), for whom UNDP continues to provide support to ensure the sustainability of the supported businesses.
* Skills exchange project has been launched in 2016, currently targeting a total of 750 beneficiaries (500 Jordanians and 250 Syrians, 50 % women) in the Governorate of Mafraq and Irbid.
* Entrepreneurship development project in partnership with a micro-venture fund provided 329 Jordanians (women: 40 percent) in the Governorates of Mafraq, Irbid and Ramtha with entrepreneurship training, and 80 of them were supported with microbusiness start-up in partnership.
* A total of 525 Jordanians (women: 61 percent) were provided with demand-driven vocational training in the sectors of HVAC, retail, sewing, mechanics, and hospitality, 80 percent of them moved to the on-the-job training opportunities, and 65 percent were employed.
* Local Development Units of all the 36 municipalities of the Governorates of Mafraq and Irbid capacitated to conduct community outreach, identify and prioritize the community needs, and plan and implement local development projects.
* The Conflict Development Analysis to identify the root causes of conflicts and instabilities in host communities conducted in the five Governorates of Mafraq, Irbid, Zarqa, Ma’an and Tafileh, and a Community Cohesion Grant Mechanism has been established to fund 130 CBOs to implement quick interventions and projects at high tension areas.
* Mapping of Resources and Risks of municipalities conducted in 16 municipalities in the Governorates of Mafraq , Irbid, Zarqa,Ajloun Jerash,and Amman.
* The largest landfill in the northern of Jordan (Al-Akeider Landfill) is being rehabilitated together with transfer stations, and coupled with waste livelihoods such as composting and waste bank development and promotion of welfare of waste pickers.
* Partnering with the government on developing the national strategy for preventing violent extremism
* Agreements are conducted with several relevant institutions to work on counter narrative to prevent violent extremism and implementing different programmes targeting youth in the area of countering and preventing violent extremism

**The program objectives are:**

**The overall goal** of the programme is to contribute to sustaining social and economic stability, and to safeguard the hard won human development gains of Jordanians.

**The immediate objective** of the programme is to respond to urgent needs of crisis-affected Jordanian host communities, and thus supporting Jordanian host communities to increase their absorption capacity, while contributing to preserving the humanitarian protection space for the Syrian refugees, and mitigating any possible tensions between Syrian refugees and hosting communities.

# Purpose of mid-term evaluation

A mid-term evaluation of this programme is needed to build on the outputs results as the programme has been extended vertically and horizontally and resources were mobilized to implement more outputs until the second quarter of 2017. The objectives of the mid-term evaluation will mainly focus on:

* Evaluating the achievements of the project outputs and target indicators and their contribution to the outcome.
* Assessing the effectiveness and efficiency of the project.
* Identifying issues encountered through implementation.
* Drawing lessons learned through the project implementation, and proposing further areas of intervention the project might needs to respond to and embark on.
* Evaluating the M&E programme tools.
* Identifying the national institutions that would benefit from the evaluation and recommend types of actions needed.
* Identify the level of engagement and role of the programme stakeholders.
* Programme exit strategy and sustainability mechanisms.
* Programme ownership at the level of different interventions.

# SCOPE OF WORK:

Within the context outlined above, UNDP seeks to recruit an international consultant to conduct a mid-term evaluation of the programme: “Mitigating the Impact of Syrian Refugee Crisis through Support to Host Communities” The scope of the evaluation should cover the following:

* The programme objectives, inputs, outputs and activities and their relevance to the outcome statement.
* The implementation and selection at geographic areas, and target groups.
* Issues and challenges related to the implementation of the programme.
* Level of cooperation and support of the responsible and relevant parties.

# METHODOLOGY

The consultant is expected to work with the programme team and with the Socio- Economic Analyst at UNDP Jordan. Based on the objectives and scope of work outlined above, the consultant is expected to undertake the following tasks during the evaluation process:

1. Review of all relevant documents including: documents on national policies related to the programme, the Project Documents, agreements, progress reports, and all relevant documentation related to implementation including: gap analysis, assessment reports and activity reports.
2. Conduct interviews and roundtable meetings with programme stakeholders and partners.
3. Any other methods the consultant finds valuable to determine the best methods and tools for collecting and analyzing data.

Below are the criteria to be considered for the evaluation process and the main questions to be addressed:

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| --- | --- |
| **Criteria** | **Main questions** |
| Programme Management  | * Are the programme Management arrangements and set-up appropriate to carry out its responsibility of implementation, monitoring, reporting and establishing partnerships? (*This is not an evaluation of individual performance and capacity but of the appropriateness of the structure and set-up in addressing the management*
 |
| Programme Design  | * To what extent did the design of the programme help in achieving its own goals?
* Were the context, problem, needs and priorities well analyzed while designing the programme?
* Were there clear objectives and strategy?
* Were there clear baselines indicators and/or benchmarks for performance?
* Was the process of programme design sufficiently participatory? Was there any impact of the process?
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| Relevance and appropriateness  | * Was the programme relevant, appropriate and strategic to national goals and challenges?
* Was the programme relevant, appropriate and strategic to UNDP mandate?
* Was the outcome and associated activities relevant, appropriate and strategic to national goals, and UNDP mandate?
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| Effectiveness and efficiency | * Was the programme effective in terms of design, relevance, effectiveness, efficiency, impact, sustainability, identifying challenges, constraints and success factors and providing conclusions and lessons learnt?
* Were the actions to achieve the outputs and outcomes effective and efficient?
* Were there any lessons learned, failures/lost opportunities? What might have been done better or differently?
* How did the programme deal with issues and risks?
* Were the outputs achieved in a timely manner?
* Were the resources utilized in the best way possible?
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| Impact and sustainability | * Will the outputs/outcomes lead to benefits beyond the life of the existing programme?
* Were the actions and results adopted by the local partners and stakeholders?
* Was capacity built through the actions of the programme?
* Were the modes of deliveries of the outputs appropriate to promote sustainability of the results achieved?
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# DURATION OF MISSION

# This assignment will consist of 30 working days to conduct necessary meetings and finalize the mid-term evaluation report.

# OUTPUTS AND TIMEFRAME

Below are the required activities and expected outputs, based on the objectives and scope of work stated above, respective timelines/deadlines and number of working days:

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| **Output** | **timeline** |
| 1. Evaluation inception report containing proposed methods, proposed sources of data, and data collection procedures, proposed schedule of tasks, activities and deliverables in addition to evaluation matrix
 | After conclusion of necessary meetingsAfter Review of documents.Within 5working days |
| 1. A first draft of the evaluation results, including findings/ recommendations that should be considered in any next phase of the programme.
 | within 10 working days |
| 1. Final evaluation report: the report should include the following sections:
* Title page
* List of acronyms and abbreviations
* Table of contents, including list of annexes
* Executive summary
* Introduction: background and context of the programme
* Description of the project – its logic theory, results framework and external factors likely to affect success
* Purpose of the evaluation; key questions and scope of the evaluation with information on limitations and de-limitations
* Approach and methodology
* Findings; summary and explanation of findings and interpretations
* Conclusions and recommendations; lessons learned.
* Annexes
 | within 10 working days  |
| 4.Debriefing meeting on evaluation results with stakeholders | Within 5 working days  |

# QUALIFICATIONS

* Advanced university degree in public administration, social science, economics, development, or a related discipline;
* Experience in development Issues and earlier experience in evaluation.
* Fluency in English is required, Arabic is a plus
* Full computer literacy

**General professional experience**

* Extensive experience in the field of resilience and development.
* Solid knowledge of the Jordanian natural context, government structure and national policies.
* Similar experience in evaluating development projects, within a crisis context.

**Competencies**

The candidate should be able to:

* Work under pressure against strict deadlines,
* Think out-of-the-box,
* Present complex issues persuasively and simply.
* Contextualize global trends in accordance with the dynamics of the operating (working) environment.

# EVALUATION OF APPLICANTS

Individual consultants will be evaluated based on a cumulative analysis taking into consideration the combination of the applicants’ qualifications and financial proposal.
The award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:

* responsive/compliant/acceptable, and
* Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

Only the highest ranked candidates who would be found qualified for the job will be considered for the Financial Evaluation.

Technical Criteria – 70% of total evaluation – max. 70 points:

* Technical expertise – maximum points: 15
* Relevant professional experience – maximum points: 20
* Knowledge and experience in international development – max points: 15
* Previous working experience on similar assignments – max points: 20
Financial Criteria – 30% of total evaluation – maximum 30 points.

**Annexes**

1. **Quality Criteria for Evaluation Reports**
2. **Ethical Code of Conduct for UNDP Evaluations**