

## **Terms of Reference for the recruitment of Monitoring, Evaluation, Accountability and Learning (MEAL) experts for the Gender Equality and Social Cohesion Project<sup>1</sup>**

— TAKATUF —

**6 January 2025**

### **GENERAL INFORMATION**

Title of assignment	Monitoring, Evaluation, Accountability and Learning (MEAL) of the Gender Equality and Social Cohesion Project
Country	Jordan (including locations of pilot Local Community Development Centres, see list in Annex) <sup>2</sup>
Estimated number of planned days	200 days

### **ASSIGNMENT CONTEXT**

According to data from the United Nations High Commissioner for Refugees (UNHCR), Jordan is the third largest host country for Syrian refugees, after Turkey and Lebanon. Of the 760,000 refugees and asylum seekers registered by UNHCR in Jordan, approximately 660,000 are from Syria. With an unemployment rate of 23% in Jordan, many refugees, despite having a work permit, face difficulties in populations but is above 75% for Syrians. These difficulties are accentuated for women, who constitute more than half of the refugee population and who often suffer gender-based discrimination and violence.

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<sup>1</sup> The name 'Takatuf', meaning 'to shoulder', encapsulates the Project's mission to promote mutual support and collaboration aiming to enhance community services through Local Community Development Centres, benefiting both vulnerable Jordanians and Syrian refugees.

<sup>2</sup> This list has been validated by the Ministry of Social Development (MoSD). Based on the JORISS application, up to 16 Local Community Development Centres (LCDCs) may ultimately be included

Despite the fact that refugees are not officially included in the National Social Protection Strategy (NSPS), Local Community Development Centres (LCDCs), which come under the supervision of the Ministry of Social Development (MoSD), have developed a pragmatic approach for the provision of social services, based on the needs of local populations, nationals as well as refugees.

Building on the Civil Society Organisation (CSO) component of the European Union-funded “Support to Social Protection in Jordan” previously implemented by Expertise France (EF), EF is seeking to provide further assistance to the Ministry of Social Development (MoSD) through a new “Gender Equality and Social Cohesion Project”, with financial support from the French Development Agency (AFD).

This Project, implemented in the Karak and Jerash Governorates and Amman pilot areas, aims to improve gender equality and social cohesion by enhancing access to social services for vulnerable people, including both nationals and refugees. It will work towards making LCDCs, in partnership with CSOs and other stakeholders, more effective as single entry points for social services, while also strengthening coordination between the MoSD and the LCDC network to improve the structures and services provided.

More specifically, the Project aims to:

- (1) Develop sustainable, inclusive and appropriate social services in the LCDCs, in collaboration with CSOs, including Community Based Organisations (CBOs), in order to strengthen social cohesion and gender equality;
- (2) Strengthen the network of LCDCs by ensuring that their premises are functional and sufficiently equipped to meet the social service delivery needs and that their teams and partners have the appropriate skills and tools to carry out inclusive activities;
- (3) Support the MoSD at the central level and in the field in its role of stewardship, coordination and monitoring/evaluation of the LCDCs, notably with indicators to enhance social cohesion and equality between women and men.

Foreseen activities of the Project include:

**Component 1:** creating intersectional and multisectoral Steering Committees at the LCDCs; mapping of the local social services; funding, including grant funding and capacity building for CSOs; promoting women’s participation and leadership; gender analysis and planning for Gender Based Violence (GBV) prevention and response at the LCDC level; implementation of protocol for responding to GBV first-line support/disclosure; support plan on sexual and reproductive rights; trainings for preventing over-indebtedness and special loans for women in vulnerable situations; entrepreneurship support paths for loan beneficiaries; ensuring pilot LCDCs are able to provide childcare options; launching awareness and advocacy campaigns on the redistribution of care tasks between women and men; creating networks of family caregivers.

**Component 2:** strengthening the capacities of the LCDCs on gender and multiculturalism; creating a single entry point system; introducing “social mediators”; mobile units; infrastructure renovation (including a health and safety audit); improving accessibility and mobility for users; car driving lessons for women.

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**Component 3:** creation of a national network of LCDCs; strengthening capacities of the MoSD on MEAL and coordination; improving data collection; coordinating the participation of the LCDCs in policy development; drafting/implementation of protocols related to GBV; supporting the participation of CSOs, including CBOs, in the NSPS.

## **JUSTIFICATION OF THE ASSIGNMENT**

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To guide project implementation, development and support during the whole period of the Project, Expertise France would like to develop a dedicated complete and robust MEAL system based on clearly defined roles and responsibilities between EF and partners such as grant aided CSOs, services providers.... This system should aim for continuous improvement in the quality, regularity, and accuracy of data collection, processing, and analysis, in order to refine the course of action over the Project implementation period in an iterative way. This will involve defining key quantitative and qualitative measures, systems for collecting and analysing data and the means of feeding the results back in order to improve activities during the course of the Project. It is expected that aspects of the learning from this process and, more broadly, from the implementation of the Project will also be transferable to MoSD, other stakeholders, projects and contexts.

## **PURPOSE OF THE ASSIGNMENT**

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Expertise France is seeking experienced long-term national MEAL experts to support the establishment and effective utilisation of a comprehensive MEAL framework. This framework will enable the systematic collection, analysis and application of monitoring and evaluation information throughout the Project.

Under the supervision of the Deputy Project Director and in close collaboration with the Project Director and the Headquarters MEAL Advisor (based in Paris), the MEAL Experts will work with the Project team and relevant partners to develop and promote the use of the MEAL system to ensure that:

- Data on project activities are collected in a systematic way, consolidated, analysed and shared to support project management and to enhance Expertise France and relevant partners' performance;
- Mechanisms for upwards (donors) and downwards (beneficiaries) accountability are in place;
- Evidence-based data is available to measure the outcomes and progress of the Project on the capacities and living conditions of the target groups, as well as the development and implementation of new governance models within the Ministry
- Learning from the Project is captured and is applied to improve ongoing and future activities and projects.

The MEAL experts will accomplish this through the design and deployment of the comprehensive MEAL framework/system focusing on building the capacity, as well as promoting and fostering a culture of shared learning and accountability within the Project ecosystem. The MEAL system should not only track progress but also support continuous learning, particularly in relation to the governance aspects

of the Project, which aim to support the Ministry of Social Development (MoSD) in developing a new model.

## MAIN ACTIVITIES

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The MEAL experts will undertake the following activities:

1. **Assist in developing and updating the Project's logical framework (logframe) and Theory of change.**
2. **Evaluate Monitoring Needs:** Assess the needs of the Project in terms of monitoring systems, data collection, and reporting to ensure both efficiency and effectiveness.
3. **Develop the MEAL Plan:** Based on the Project's logframe, the experts will support the development of a comprehensive MEAL plan. This will include:
  - Review and explain in detail the Project theory of change to relevant stakeholders;
  - Refine the M&E indicators based on the theory of change;
  - Provide detail on the definitions, methods of calculation and disaggregation of indicators;
  - Define reference values (baseline) and target values for each indicator;
  - Update the logical framework;
  - Describe the data flows, data collection, processing and analysis mechanisms, storage locations, software and hardware used, data quality control and reporting mechanisms;
  - Set out the sources: access, methods, reliability, limitations;
  - Develop an action plan detailing the key activities for the MEAL system, the schedule, budget and roles and responsibilities.
4. **MEAL Operating Manual:** Develop an operational manual covering methodology, data collection tools, data flow maps, and analysis plans. This manual should facilitate constant learning and capture best practices throughout the Project implementation period.
5. **Data Collection System:** Design and implement a data collection system (e.g. KoboToolBox, ODK, or equivalent) and a data-visualisation/dashboard tool (e.g., PowerBI or equivalent) to efficiently consolidate and manage MEAL data. Check the data quality and General Data Protection Regulation compliance of the system.
6. **Training:** Provide training to the EF Project team and relevant stakeholders on the MEAL tools and processes established, ensuring capacity building for sustainable implementation.
7. **Support Report Consolidation:** Assist in consolidating and performing quality control on reports, ensuring compliance with both internal and donor requirements.
8. **Lessons Learned and Accountability Reports:** in close coordination with the EF Project team, draft reports and concept notes on lessons learned from Project activities, with a focus on governance as well as accountability to beneficiaries. Contribute to the bi-annual reporting exercises and presentations to the steering/monitoring committees with the Project team.
9. **Contribute to THEMA Reporting:** The MEAL experts will also contribute to the regular reporting of THEMA, the internal indicators; Developed by Expertise France to enhance accountability both internally and externally, The MEAL experts will ensure these indicators are updated and integrated into the overall monitoring system, and adapt them as necessary throughout the Project's lifespan.

10. Develop, with the head office Project Manager and the Project Director / Deputy Director in the field, the terms of reference to identify external service providers for MEAL plan, if necessary, and support them to select and supervise them.

**Important to note:** The Project includes MEAL support aimed at helping MoSD assess the contributions of LCDCs and their CSO partners to MoSD's mandate and national strategies. Project MEAL experts will coordinate closely with the separate team of experts who will later assist these MoSD MEAL activities related to measuring these contributions, ensuring alignment across both efforts.

## TIMELINE AND DELIVERABLES

The support mission will have a total duration of maximum 200 days spread out from February 2025 to November 2027 and will include the following activities:

Activities	Deliverable
Inception report including an analysis of needs and available resources	A detailed report
Assist in developing and updating the Project's logframe and revised the Theory of Change	An updated realistic logframe and Theory of Change
Support the assessment and identification of the Project's MEAL needs	Assessment report with recommendations on monitoring, data collection and reporting systems
Develop a comprehensive MEAL plan	MEAL plan of the Project, based on the logical framework and ToC Reference values (baseline) and target values for each indicator Set of complementary / disaggregated indicators Data collection tools for all indicators MEAL operating manual
Design and implement a data collection system	Data collection system and data visualisation / dashboard software in place
Train EF Project team and relevant stakeholders on MEAL tools	EF team and partners project staff are trained on MEAL tools Training material is provided
Support consolidation and quality control of reports, integrating lessons learned and accountability mechanisms	Draft reports and concept notes on lessons learned from Project activities, with a focus on governance as well as accountability to beneficiaries.
Developing ToRs for external evaluations (mid-term and final evaluation)	ToRs for external evaluations
Contribute to THEMA reporting	Collecting the THEMA indicators
Other contribution	Presentation material

A detailed workplan will be elaborated by the Project MEAL experts in coordination with the EF Project team at the start of the assignment to agree on milestones and a timetable for the deliverables and work modalities for each stage of the process.

## **SKILLS AND EXPERIENCE OF THE EXPERTS**

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- Post-graduate degree in Political or social science, international development, monitoring and evaluation, economics, or other relevant area
- At least 8 years of work experience in MEAL design and implementation at the project and programme level;
- Strong knowledge and relevant experience with monitoring, evaluation and learning approaches and tools;
- Experience in database design and management;
- Competent user of Microsoft Office applications and data collection and processing software (e.g. Kobo, Survey CTO, Eval&Go, STATA, SPSS, Power BI/Tableau, or other)
- Excellent knowledge of tools and methods related to project cycle management, results-based management, quality assurance, social cohesion and gender mainstreaming;
- Experience in designing and facilitating training in the field of monitoring and evaluation;
- Ability to work and cooperate in a diverse multicultural environment;
- Familiarity with EU/AFD policies related to evaluation and performance management;
- Experience in DAC2 (OECD DAC2 gender marker) projects would be a very strong asset;
- Excellent command of English and Arabic (oral and written);

## **APPLICATIONS**

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All applications must include the following:

- CV of the proposed Experts, including references;
- A Technical offer, maximum 10 pages, including:
  - a time frame, with a tentative number of days per activity and deliverable,
  - a presentation of the team structure:
    - the team leader should have at least 8 years of experience,
    - the division of tasks,
    - presentation of the understanding of the Project and MEAL assignment,
    - a proposed methodology;
- A Financial offer (including tax): consultancy fees for the services. Please note that Expertise France will cover all other field mission costs directly (accommodation, per diem, etc.).

**Evaluation grid:**

	Criterion	Maximum score
Technical offer /60	Methodology: approach, relevance of the tools proposed, anticipation of potential challenges	30
	Understanding of the ToRs and the services to be provided	20
	Management and time	10
	Expertise and qualification of experts	20
	Financial offer	20

## Gender Equality and Social Cohesion in Jordan – Takatuf Project

### Factsheet

- **Total amount:** 10.000.000 EUR
- **Donor:** AFD (Minka Peace and Resilience Fund)
- **Implementer:** Expertise France
- **Main institutional partner:** Ministry of Social Development of Jordan (MoSD)
- **Other official institutional partners:** Ministry of Health, Higher Council for the Rights of Persons with Disabilities, and Jordan National Commission for Women
- **Expected duration:** 4 years (January 2024-January 2028)
- **Project pilot areas:** Karak, Amman, and Jerash Governorates
- **Overall objective:** To improve gender equality and social cohesion in Jordan, by developing the role of Local Community Development Centres (LCDCs) in the Project pilot areas and the social services they provide in partnership with Civil Society Organisations (CSOs) for the benefit of nationals and Syrian refugees and by reinforcing the capacities of MoSD, LCDCs, and CSOs.

The Project's focus on gender equality is reflected in activities including awareness campaigns, economic empowerment, Gender Based Violence prevention and response, promoting co-responsibility and care redistribution between women and men, improving accessibility and inclusivity of LCDCs, and promotion of community participation and gender balanced leadership models. The Project contributes to the following Sustainable Development Goals:



Three

**Components:**

- Component 1: Develop sustainable, inclusive, and adapted social services in selected LCDCs, in collaboration with CSOs.
- Component 2: Ensure that the premises of selected LCDCs are adequate for them to improve social service delivery and that LCDC teams are able to carry out inclusive activities.
- Component 3: Support MoSD in its leadership role of the LCDCs and contribute to the National Social Protection Strategy.

*In Arabic, the word تَكَاتُفْ, transcribed as Takatuf and pronounced /Təkætuf/, is derived from the word كَتِفْ, which means "shoulder" in English language. So, the Arabic word Takatuf is a gerund that metaphorically translates into the process of lending others a shoulder to lean on, which aligns with the Project's mission to strengthen the social fabric and symbolise mutual support among people while supporting the MoSD mandate.*



**Annex 2 : TAKATUF list of LCDCs****Amman**

1. Um Nuwara LCDC
2. Iskan Al Taybeh LCDC
3. East Wehdat 2 LCDC
4. Hayy Al Lawziyeh LCDC
5. Hayy Al Mahasreh LCDC
6. Al Mustanadeh LCDC
7. Um Nuwara 2 LCDC

**Karak**

1. Qura Al Hamaideh LCDC
2. Qura Al Khresha LCDC
3. Al Mujib LCDC
4. Al Taybeh LCDC
5. Muhai LCDC

**Jerash**

1. Al Naseem LCDC
2. Burma LCDC