



## Contractor Scope of Work and Service Description

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**Service required Title:** Project End-line Evaluation

**Tender Number :** MC-36-2020

**Project Location(s):** Jordan

**Timeframe:** December 2020 – March 2021

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### **Project Background:**

The “Leadership and Community Development” project funded by the UKaid was launched in December 2012 in 6 neighborhoods aiming at enabling Jordanian hosts and Syrian refugees to manage current and emerging tensions between their communities and develop common solutions to immediate problems that threaten to destabilize relations between these two groups and to enable Jordanian local governance institutions. Since then, and for the following 6 consecutive years a new wave of communities were targeted by the project every year, each wave of communities consists of 6 new communities/ neighborhoods, the projects currently works in 36 communities in 11 governorates.

As the “Leadership and Community Development” project moves into its final year of implementation, there is greater risk of increased tensions derived by the deteriorating economic situation in Jordan. Even before the Syrian crisis, and now the COVID-19 pandemic, heightened competition for jobs and resources, Jordanians faced water and housing shortages and high overall rates of unemployment, paired with a youth bulge and some of the highest unemployment rates among youth and women in the world. Today, Mercy Corps Jordan programmes that incorporate feedback from youth leaders showcase how youth continue to highlight un- and underemployment as major barriers to participation in society. These same youth identify unemployment as a barrier to Jordan’s wider stability, with many laying blame on the government for not adequately responding to the high levels of youth unemployment.

The project was recently extended through March 2021, and the final year of implementation will focus activities on responding to the current COVID-19 crisis and its long-term effects, bridging divides between citizens and government, and increasing youth engagement in civil society and economic activities. Recognising that economic instability is increasingly the key driver of social tensions in Jordan, year five activities will also pilot interventions that target the cultivation of private sector partnerships to drive job creation, particularly for young women and men, and to help restart economic growth that has been stalled as a result of the COVID-19 shutdown.



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### Purpose of the Evaluation

In close collaboration with the Senior Program Manager, Monitoring and Evaluation program team, and members of Mercy Corps' Research and Learning team, the firm is expected to lead the end-line study; including but not limited to data collection for both quantitative surveys and qualitative interviews in 42 communities/ neighborhoods.

The study should build upon the previously conducted baseline, midterm, end-line studies, providing an opportunity for more in-depth analysis and understanding on why certain intended or unintended outcomes have/ have not occurred along with providing project staff with lessons learned and recommendations for any upcoming similar projects. The research will also expand the scope of previous evaluations by focusing on governance-related issues in addition to social cohesion within and between communities.

The End-Line evaluation aims at accomplishing the following:

- Identifying project outcomes by comparing end line data against baseline data. Including assessing social cohesion dynamics, perceptions of governance, and state-society interactions across different intervention areas and comparing them to control communities in order to measure any positive or negative impact at the end of the project – or how relationships changed over the timer period.
- Assessing the validity of the theories of change that underpinned project activity over the course of eight years.
- Documenting significant and relevant findings on issues of efficiencies, effectiveness, relevance and value for money that might inform future projects and interventions.
- Assessing the sustainability of the project and the quality of the exit strategy.
- Assessing social cohesion, perceptions of governance, and state-society interactions across different intervention areas and comparing them to control communities in order to measure any positive or negative impact at the end of the project.
- Gathering data to feed into the Strategic Review.
  - Determining the extent that the project has helped drive job creation as a result of stronger private sector partnerships.
  - Potential implications that Covid19 has had on achieving project outcome related to social cohesion, and the relationship between citizens and state.

Use End-line measurements for the project expected outcomes, examining the following indicators:

- % of people who believe their communities are able to manage shared resources peacefully.
- % of people who report satisfactory government services at the local level.
- % of people who report a positive interaction with the other community (Jordanian/Syrian).
- % of people who believe the use of violence is never justified.
- % of people reporting satisfactory results on an issue brought to local government authorities that was effectively addressee.



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- Other indicators and questions may be added in consultation with the Mercy Corps team.

### **Audience**

The audience for this study is the CSSF Programme team, the Mercy Corps Team and the MEMEL Strategic Review team.

### **Indicative Questions**

The Contractor will work with the MEMEL Strategic Review Team to co-create an Evaluation Matrix which will be used to inform data collection for the endline and the Strategic Review.

The following is a list of indicative questions to guide the design of the endline study. It is expected that the service provider comment on these in their proposal, and develop a full set of evaluation questions following discussions with the Jordan CSSF programme team and Mercy Corps.

### **Relevance**

- How relevant are the interventions to the context and to CSSF priorities?
- How relevant are the interventions to the needs of the project beneficiaries?
- How robust is the theory of change?
- How has the project changed over time to the changing context?
- Are the activities sensitive to local needs and nuances?
- To what extent is the project gender and conflict sensitive?

### **Effectiveness**

- How well has the project delivered against its outputs and outcomes?
- Were the inputs appropriate towards producing the intended outputs and outcomes?
- To what extent has the project considered the cross-cutting issues of conflict sensitivity and gender? How well are these addressed in programming? How well are they being delivered against? How is progress/success/impact measured?
- What's the level of buy in and ownership from the beneficiary and other stakeholders?
- How effective has the level of oversight of delivery partners and relationship with National stakeholders and donors been?
- Are risks being mitigated properly?

### **Efficiency**

- What is the quality of implementation, including value for money, risk, monitoring and evaluation?
- What value for money considerations were taken into account?

### **Impact**

- What evidence exists that the project has contributed to the Theory of Change outcomes?
- What has been the impact of research generated from this project?

### **Sustainability**

- Are the project's outputs and impact likely to be sustainable into the future? What are the recommendation to ensure sustainability?

### **Lessons learned and recommendations**



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- What are the lessons learned from and recommendations for the project going forward including design, implementation, exit strategy and M&E.?

### **Background & Relevant Documents**

Since 2012 Mercy Corps has been implementing this project in Jordan to address causes of tension between communities, one component of the project to respond to community urgent needs is to provide infrastructure support (e.g. rehabilitation of water, schools, and health clinics) and promoting social cohesion by equipping community leaders, civil society actors including youth and community-based organizations (CBOs) , and local government representatives with the skills necessary to identify and respond to sources of tension, while facilitating positive interactions and collaboration.

The quality of life in host communities most affected by the Syrian refugee crisis has kept declining, particularly in the so-called poverty pockets that were impoverished even before the crisis began (both rural and urban). As a consequence, public infrastructure, including schools, health centers, roads, and water and wastewater networks, are overwhelmed. Currently the project is running in 36 communities divided into 6 waves based on the year they joined the project:

- Wave 1 communities started programming in December 2012: 6 communities/ neighborhoods (AL-Za'atri, AL-Janoubi & AL- Hussein in Mafraq city, AL-Hamrah, AL-Turra, Emraweh & Thniebeh and AL-Shajara).
- Wave 2 started in April 2014: another 6 communities/ neighborhoods (AL-Sareeh, Bait ras, Mghaier Rahoob, Harima, Kharja and Edoun).
- Wave 3 started in April 2015: 6 communities/ neighborhoods (Sakeb, Sakhra, Nuaimah, Mo'ta, Al Mazar Al Jnoubi and Ma'an).
- Wave 4 started in April 2016: 6 communities/ neighborhoods (Madaba (Hai Sharqi and Hai Gharbi), Ramtha (Hai Sharqi and Hai Gharbi), Bushra and Manshiat Bani Hassan).
- Wave 5 started in April 2017: 6 neighborhoods (Waqqas, Taibeh, Samma, Sukhneh), Dajaneyah, Rehab).
- Wave 6 started in April 2018: 6 neighborhoods (Amman (Sahab), Zarqa (Qasabeh), Duleil, Russeifah, Salt (Qasabeh) and Tafila (Qasabeh))

**Before conducting the End-line study, the firm should obtain the official approvals from Jordanian Authorities.**

### **Evaluation Design**

The End-line should be conducted in a transparent way, including consultation with a broad range of stakeholders in the assessment including community leaders, community-based organizations, mayors, heads of municipalities, school headmasters, and heads of health centers. Final results should be disaggregated by age, gender, nationality, Employment status and disability

The methodology for the End-line study will comprise desk research along with mixed-methods field research combining quantitative and qualitative data collection.



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The Contractor will work collaboratively with the MEMEL Strategic Review team to ensure a joined-up approach to data collection and analysis. This will include a kick-off meeting and periodic check-ins over the course of the evaluation to develop a common Evaluation Matrix, data collection tools, and an evidence assessment framework. The Contractor shall also participate in a findings and analysis workshop with the Strategic Review Team.

**The desk research will** be the first step for the consultancy firm team for understanding the Project.

Mercy Corps team will share the Project log-frame, Previous Baseline reports, Mid-term report and End-line report with the consultancy firm. The consultancy firm should verify population numbers from census 2019 for Jordanian and Syrian in the 42 communities

### **The field research**

#### **Will include the following:**

- A Household Survey using a structured questionnaire. The firm should develop a sampling approach using power calculations and provide Mercy Corps with two sampling scenarios necessary to detect an effect size of 10% using a 95% confidence level and a 90% confidence level. The questionnaire will repeat questions asked in the baseline, mid-line, and previous end-line surveys, and feature several new questions developed in consultation with Mercy Corps.
- Key Informant interviews (KIIs) with key stakeholders and beneficiaries (Community leaders, Community based organizations), Mayors, heads of projects that the project has implemented, school headmasters, heads of health centers and hospitals, etc..., using semi-structured questionnaires. (2 KII's for 42 neighborhoods only): 84 KII's
- Focus group discussion (FGDs) using open-ended questions as well it should be 2 sessions for 42 neighborhoods with only 84 FGDs in total.
- Case Study about the newly formed Community Leaders National Network, which was formed as a result of implementing the project, where around 700 Community Leaders who were enrolled in the project decided to form a national entity that contributes to keeping Jordan stable by playing the role of peace awareness raising, building communities capacities in negotiations and dispute resolution and mediating conflicts. The case study is to examine this unintended impact of the project and to highlight the Network achievements, mission, vision, and Challenges, by conducting interviews with the Network members.

**Note: FGDs and KIIs should be subsequent to the initial analysis after Household surveys.**



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### The consultancy firm Main Activities

Preparation	Data collection and Analysis	Follow up
<ol style="list-style-type: none"> <li>1. Kick off Meeting with Mercy Corps team and Strategic Review Team from DFID.</li> <li>2. Discuss and review outcome indicators and previous baseline, midterm and end-line approaches and results.</li> <li>3. Co-develop Evaluation Matrix, data collection tools and a common evidence assessment framework with Mercy Corps and Strategic Review Team from DFID</li> <li>2. Develop a detailed work plan for the assignment, including sampling strategy and data collection plans (including household/interviewee identification strategy).</li> <li>3. Finalize household survey (to be provided by Mercy Corps), including any needed translation</li> <li>4. Develop and finalize key Informative interviews and Focus group tools and methodologies with Mercy Corps.</li> <li>5. Propose analysis framework for assignment.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conduct a workshop for enumerators in collaboration with Mercy Corps M&amp;E team.</li> <li>2. Conduct pilot study before the main survey is conducted, then reflect results on End line survey Questions and household/interviewee identification procedures – through validating tools and running reliability tests.</li> <li>3. Conduct Household Survey, Key Informative interviews, Focus group discussion to collect the data.</li> <li>4. Verify and validate data from the data collection activity (perform Data quality checks).</li> <li>5. Analyze qualitative data and summarize key findings</li> <li>6. Analyze quantitative data using SPSS/STATA/R software and summarize key findings</li> <li>7. Present and discuss findings with the M&amp;E team.</li> </ol>	<ol style="list-style-type: none"> <li>1. Submit weekly updates to the project team.</li> <li>2. Periodic Updates with Mercy Corps Team and Strategic Review Team.</li> <li>2. Re-collect insufficient data for the selected indicators, if needed (This mission will be addressed at the end of the assignment)</li> <li>3. Submit the final End-line and report in English. (It should include detailed descriptive for each neighborhood followed with comparison between the baseline and End line results along with in-depth information for the project Impact and link the results with theory of change. Furthermore it should include visual presentation for the data).</li> <li>4. Design and deliver workshops to disseminate study results for the project and concerned staff using PowerPoint slides. This should also include reflections on how findings could inform future Projects.</li> <li>5. Highlight measures in place to support the sustainability of the project.</li> </ol>

### Targeted communities

Governorate	Treatment communities	Control communities
Irbid	Kharja	Irbid Qasabah
	Hareema	Huwwara



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	Mghayer Rahoob	
	Sareeh	
	Bait Ras	
	Edoun	
	Shajara	
	Tura	
	Emrawa&Ethnibeh	
	Nuaimah	
	Bushra	
	Ramtha Hai Sahrqi	
	Ramtha Hai Gharbi	
	Sama	
	Taybeh	
	Waqas	
<b>Mafrq</b>	Hamra	Um Jmal
	Za'tari	
	Hai Al Janoubi & Hai Al-Hussien	
	Manshiat Bani Hassan	
	Rehab	
	Dejaniah	
<b>Ajloun</b>	Sakhra	
<b>Jarash</b>	Sakeb	
<b>Karak</b>	Al Mazar Al Janoubi	Ghor Almazra'a
	Muta	
<b>Maan</b>	Ma'an	Shoubak
<b>Zarqa</b>	Sukhneh	
	Ruseifeh	
	Thuleil	
	Qasabat Al-Zarqa	
<b>Madaba</b>	Madaba Hai Sharqi	Mlaih
	Madaba Hai Gharbi	
<b>Amman</b>	Sahab	
<b>Al-Balqa</b>	Salt	
<b>Tafila</b>	Qasabat Al-Tafila	

#### 1. Description of Deliverables

- Detailed work plan
- Finalized and tested data collection tools in English and Arabic.



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- Electronic copies of the raw data for the Household survey and qualitative interviews, which should include GPS locations for all interviewees and their phone numbers.
- Final report using Word format in English should include executive summary, graphs, tables, correlations and recommendations.
- Case study about the National Network.
- Summary report highlighting main findings and recommendations.
- Presentation for the Donor and the project team members in English that summarizes key findings.
- Two hard copies of the final report
- Risk analysis and risk mitigation plan for the data collection.

## **2. Activities**

- Conduct Household Survey using a 95% confidence level or a 90% confidence level
- Conduct 84 Key Informative interviews.
- Conduct 84 Focus group discussion.
- Case Study about the newly formed Community Leaders National Network
- Produce final report.
- The Firm will work with the team to assess the Relevance of the project
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- The Firm will work with the team to assess the Efficiency of the project
- The Firm will work with the team to assess the Impact of the project
- The Firm will work with the team to assess the Sustainability of the project
- The Firm will work with the team to assess the Lessons learned and recommendations of the project

The End-line study should be launched in January 2020 and the final report should be submitted by March 2021.

The consultancy firm shall be working closely with: Senior Program manager, M&E team.

The consultancy firm shall be reporting to: the Senior Program Manager and the Senior M&E Coordinator.

## **3. Qualifications of the Consultancy Firm**

- At least 6 years of experience in conducting qualitative and quantitative studies and research.
- Previous similar consultancy with international organizations is preferred.
- Strong familiarity with the Jordanian context required; familiarity with the Syrian refugee context and related needs preferred.
- Experience in conflict management is preferred.