

## Terms of Reference

### Youth Programme Evaluation in Camps

#### 1. Consultancy assignment background

The Norwegian Refugee Council (NRC) is a non-profit organization registered with the Ministry of Interior of Jordan since 2008 and operational in Jordan since 2012. Since 2012, NRC has worked to build the resilience of Syrian refugees and Jordanian communities that host them. NRC supports vulnerable refugees and Jordanians in north and central Jordan and Azraq and Zaatari camps. In Jordan, NRC provides services in the following sectors: Shelter, Education, Youth, Basic Needs, Livelihoods and Information, Counselling, and Legal Assistance (ICLA).

Jordan is home to over 1.4m youth and 70% of the population is under 30 years old<sup>1</sup>. This 'youth bulge' creates challenges in provision of youth services and meeting socio-economic needs, but also presents a potential 'youth dividend' to support Jordan's development. 75% of Syrian refugees in Jordan are below 35 years old<sup>2</sup>. Both Jordanian and Syrian youth are affected by economic and social challenges stemming from inequality in access to education, high levels of youth unemployment (39%)<sup>3</sup> and from a transition gap between education and employment. The two most important factors quoted by young people as affecting their wellbeing are access to education and livelihoods opportunities<sup>4</sup>. Syrian and Jordanian youth also place a strong emphasis on community service and civic participation and show interest and motivation to effect change<sup>5</sup>. However, overall youth participation in civil society in Jordan is low<sup>6</sup>. Despite these challenges, youth in Jordan demonstrate the potential to build and pursue their aspirations and are eager to positively contribute to their communities.

In order to respond to this situation, the NRC Youth Programme in Jordan supports young people gain skills and build relationships to pursue a variety of pathways including social engagement and volunteering, livelihoods, and further study.

As of January 2020, there are 123,260 Syrian refugees in Azraq and Zaatari camps, of which 29,959 are aged 15 to 32 in Zaatari and 8,492 in Azraq. The last external evaluation of programme underwent took place in 2015 and there have been major contextual and programmatic changes since. Changes include for example the establishment of an additional centre in Azraq camp as well as the easing of regulations on work permits and HomeBased Businesses. There have also been some significant structural developments to the programme, including the redesign of learning pathways, the introduction of more advanced learning levels, the introduction of certification and the establishment of new partnerships. The youth centres were established with funding from the Norwegian Ministry of Foreign Affairs (NMFA) and the Swedish International Development Cooperation Agency (SIDA) and are funded by NMFA, SIDA and UNICEF.

The evaluation aims to learn more about the impact of the current programme on young people as well as the effectiveness and relevance of activities given the contextual changes in the camps. This learning will contribute to shaping the upcoming multi-year Core Competency strategy that the team will design in Q3 of 2020.

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<sup>1</sup> Youth wellbeing report, OECD

<sup>2</sup> NRC REACH youth Assessment Zaatari and Azraq camps 2016.

<sup>3</sup> Jordan Department of Statistics Q1 2019 data [http://www.dos.gov.jo/owa-user/owa/emp\\_unemp.show\\_tables1?lang=E&year1=2019&round=1&t\\_no=21](http://www.dos.gov.jo/owa-user/owa/emp_unemp.show_tables1?lang=E&year1=2019&round=1&t_no=21)

<sup>4</sup> OECD Youth Well-Being Policy Review of Jordan. 2018. and NRC REACH youth Assessment Zaatari and Azraq camps 2016

<sup>5</sup> USAID Jordan National Youth Assessment 2015

<sup>6</sup> OECD Youth Well-Being Policy Review of Jordan. 2018

## 2. Objectives and scope of work

### Objectives

The main purpose of the evaluation is to support programme learning and provide guidance for future programme direction and strategy at the Jordan level and to feed into global programme development for adolescents and youth more widely in NRC. In addition, the evaluation should be an opportunity for NRC to be accountable to beneficiaries, partners and donors.

The primary user of the evaluation is the programme and management team in Jordan who will directly utilise the evaluation findings to adjust programme implementation, improve quality and to guide the future direction of the Programme. Findings will be shared with young people and community members, who will also be part of the programmatic response. In addition, the Education and Livelihoods Core Competency teams in HO may use the findings to inform and feed into ongoing global and national youth programme development.

Secondary users include the MERO regional office and NRC Education Staff in the region. Tertiary users include partners, donors, and other stakeholders. The findings and conclusions of the evaluation will be shared with these actors.

### Scope of work

The work will evaluate the youth has in support of Syrian refugee youth, which has been implemented in Za'atari since early 2013, and Azraq since early 2015. The evaluation will focus on the period between Jan. 2019 – to date and will employ qualitative and participatory methodologies.

### Lines of Inquiry

The evaluation will look to answer the following questions:

- To what extent is the current programme design and implementation appropriate to the needs of Syrian refugee youth in the context of Azraq and Zaatari camps in Jordan?
- Is the programme perceived to be relevant by young people and communities in Azraq and Zaatari camps in Jordan?
- Is the programme reaching the right people in response to inclusion, gender, and disability needs?
- Does the programme strategy and theory of change reflect actual impact and outcomes on the ground?
- How has the Programme improved the lives of young people, local community volunteers, and the broader community?
- To what extent is the Level 3 component of the programme a viable and scalable approach, and what is the potential for cost recovery?
- Does the programme strategy include relevant and adequate sustainability measures?
- Do young people feel they have a space to voice their opinion within the programme, and how could youth participation be improved?
- What value have partnerships added to the programme and what are some principles of good partnerships?
- What has been the role of advocacy, coordination, and representation in the programme and how can it be improved?

It is anticipated that the questions and sub-questions would be further refined by the consultant in collaboration with NRC upon commencing the consultancy.

### Outputs/Deliverables:

The work will take place over a period of approximately 4 months, including 59 working days for the consultant. An additional 20 days are scheduled throughout the period for NRC review of deliverables. The consultant is free to undertake this work on days of their choosing but field-work should take place on

Jordanian working days (Sun – Thurs) and coordination calls and discussions with the Jordan team would also need to be scheduled during the Sun – Thurs working week.

**All the outputs should be delivered by July 2020.** An exact timeframe can be established once the consultant/s are selected.

#### PROGRESS PLAN:

Progress plan with milestones and delivery dates – note that the consultant will be expected to refine the work plan to include actual dates upon commencing the assignment.

Approximate Timeline and # days	Action	Milestones / Output
	- Briefing call (initial and post-desk-review)	
15 days (Consultant)	- Desk review of existing documentation, development of draft inception report and tools.	Submission of inception report and tools to NRC.
5 days (NRC)	- NRC review and feedback on inception report and tools.	
5 days (Consultant)	- Final inception report and tools. Submission to NRC.	Submission of final inception Report and tools
5 days (NRC)	- Logistics and planning	
15 days (Consultant)	- Data collection in Country (to include min. 2 validation sessions)	Debrief Presentation to the steering committee
15 days (Consultant)	- Compilation of draft report V1.	Submission of draft report V1 to NRC.
5 days (NRC)	- NRC review and feedback on V1	
5 days (consultant)	- Development of draft report V2	Submission of draft report V2 to NRC
5 days (NRC)	- NRC review and feedback on V2	
4 days (consultant)	- Submission of the final report and youth-friendly presentation of key findings	Submission of final report and presentation

Throughout the consultancy, progression to the subsequent stage and milestone payments in the progress plan is contingent upon satisfactory receipt and sign off on deliverables by NRC. Payments will not be made until deliverables have been signed off, which may, in turn, affect the timeline without additional payment to the consultant.

### 3. Institutional and organisational arrangements

#### Duties of the consultant

1. NRC shall be authorized to deduct from each invoice the applicable **withholding tax (5% for national consultants and 10% for international consultants)** as may be levied from time to time under the applicable tax legislation in Jordan, and pay such withholding directly to the tax department. Proof of payment will be provided to the consultant upon request.
2. All consultant companies, ltd or sole-trade, must be registered in accordance with the legal requirements at their base. **Proof of registration must be provided by the consultant** before a contract will be signed. This can be business registration documentation, and/or VAT or company tax registration. If the consultant is a sole-trader, he/she should be able to provide a confirmation of this status from a certified accountant or the tax authorities. If the sole-trader is based in a European country, he/she should be able to submit a sole-trade certificate/registration document. If the sole trade consultant is from the US a certification from his/her registered accountant about the sole-trade status is sufficient. All sole-trade consultants from a European country must also provide an A1 certificate from the social authorities to verify that he/she is a member of the national social security scheme.
3. In addition to the requirements provided in paragraph (2) above, the Consultancy and its Key Personnel, as the case may be, shall provide NRC with the following documents that can be requested from the Consultancy and its Key Personnel:
  - The Certificate of Incorporation
  - Certificate showing the objectives, management structure and authorized signatories
  - Certificate of registration with the Tax Department.
  - Certificate of registration with (...Specify the entity. This depends on the type of Consultancy services...)
  - Copies of last 2 years audited financial statements.
  - Insurance Policy
  - Valid Vocational License
  - Any other documents or certificates that NRC may request from time to time.
4. The consultant is responsible to provide **their own insurance** and must provide details before a contract will be signed.
5. If the consultancy requires substituting the Key Personnel, the **Consultancy shall provide details of the subcontracts in their bid**. The consultancy shall notify NRC where it intends to substitute all or part of the services and shall obtain the prior written approval of NRC for all subcontractors. The list in annex 2 shall be in line with the received and accepted bid.

*Reports should be submitted in Microsoft Word format, in UK English [amend as appropriate]. All text should be unformatted. Graphs or other graphical devices should be editable (i.e. not pictures). All references must be cited according to convention, and detailed in a bibliography, using the Harvard system as set out in the [UNESCO Style Manual](#). All verbatim quotations must appear in quotation marks, and must not be of excessive length. All data collected under the consultancy must be submitted with the deliverables, in a widely recognised format such as Microsoft Excel.*

*Everything submitted to NRC must be the original work of the consultants. Any plagiarism in any form, or any other breach of intellectual property rights, will automatically disqualify the consultant from receiving any further payments under the contract by NRC, and NRC will seek to recover any payments already made.*

#### Duties of NRC

1. NRC will assign a steering committee that will be responsible for the management of this consultancy and for feedback on deliverables according to the progress plan. A dedicated focal point from the steering committee will coordinate directly with the consultant throughout the consultancy period.
2. NRC shall be authorized to deduct from each invoice the applicable withholding tax (5% for national consultants and 10% for international consultants) as may be levied from time to time under the

applicable tax legislation in Jordan, and pay such withholding directly to the tax department. Proof of payment will be provided to the consultant upon request.

3. NRC will cover only the bank fees charged by its bank. But any other fees such as the intermediary bank fees and the recipient bank fees, if any, should be covered by the consultant
4. **For international consultants:**
  - Per diem amount for NRC Jordan is 50 USD per day (subject to deduction of Jordanian withholding tax) for the days the consultant is working in Jordan and submission of receipts will not be required. Alternatively, consultants can include the required per diem in their fees
  - Accommodation in Amman will be covered by NRC in shared guesthouse facilities of a good standard. Flights, visa and local travel in Jordan will be also be covered by NRC.
  - Flights will be booked through the NRC Travel agent and paid for directly by NRC through the NRC travel agent. Alternatively, International travel is booked by the Consultant and later reimbursed based on receipts. The total amount must not exceed the amount specified in the budget. The Consultant will cover the eventual extra costs
  - NRC shall reimburse visa fees based on receipts provided by the consultant
5. **For national consultants:**
  - Per diem will not be paid separately, this must be included in the daily rate
  - Accommodation will not be provided under this consultancy

### **Experience and qualifications**

NRC seeks expressions of interest from individuals or joint applications, ideally with the following skills/qualifications and expertise:

- Post-graduate degree in a relevant field in the humanities or social sciences.
- Proven experience in conducting field level programmatic evaluations, particularly utilization and learning-focused evaluations.
- Expertise in participatory qualitative data collection techniques.
- Background or sound practical understanding of education/youth programming.

### **Additional, desirable knowledge includes:**

- understanding of refugee youth development;
- Understanding of global and regional trends and initiatives on youth.

### **Necessary Skills:**

- fluency in written and spoken English is required;
- prior experience working in/on the Middle East
- proven experience of managing evaluations of humanitarian projects, preferably in camp settings;
- experience of designing qualitative data collection methods and of managing participatory and learning focused evaluations;
- Excellent team working and communication skills, flexibility and good organisational skills.

The application must be sent in PDF files as an attachment to the resume. Only shortlisted candidates will be contacted.

### **Applications should include the following:**

- CV (max 3 pages)
- Cover Letter (max 1 page)
- Technical proposal; project proposed methodology (max 2 pages)
- Sample of previous consultancy report/lessons learned/evaluation document (max 2 relevant samples)
- Proposed budget, detailing consultancy fees

Proposals should be submitted by Tuesday, 25<sup>th</sup> Feb 2020 strictly through the email address: [jordan.procurement@nrc.no](mailto:jordan.procurement@nrc.no)

Failure to meet the closing date and manner of submission will result in the bid being rejected.

### Evaluation criteria

NRC is not bound to select any of the companies/individuals who submitted bids and does not bind itself to select the lowest price offer.

NRC will award the consultancy contract after evaluation based on the following themes and prioritisations:

<b>Description</b>	<b>:</b>	<b>Weight</b>
Project methodology and suitability for NRC	:	30%
Proven ability and experience with similar consultancies	:	30%
Experience and demonstrable understanding of the context	:	10%
Financial offer (Proposed budget, detailing consultancy)	:	30%
<b>Net total</b>		<b>100%</b>

### Evaluation process:

- 1- Administrative check: a document check will be conducted for all the compulsory documents. If the documents don't meet NRC requirements, then the service provider offer will be rejected. Otherwise, the service provider offers will be accepted for the next round of Technical Evaluation. Below is the list of the compulsory documents:
  - a. CV (max 3 pages)
  - b. Technical proposal; project proposed methodology (max 2 pages)
  - c. Sample of previous consultancy report/lessons learned/evaluation document (max 2 relevant samples)
  - d. Proposed budget, detailing consultancy fees
- 2- Technical and financial evaluation: initially a technical Evaluation of all shortlisted bids will be conducted. Criteria that will be used to evaluate and score the bids are outlined in the "Evaluation criteria" section. Then, price comparison will be conducted for NRC established expectation and in comparison to other bidders of comparable technical quality
- 3- NRC may conduct online interviews which will be considered as part of the evaluation process.

NRC reserve the right to sign multiple contracts, to change and amend any step of the evaluation process in accordance with their needed and requirements.

## Schedule of Deliverables or payment plan

### Commencement

The Assignment shall commence as soon as possible.

### Period for the Assignment

The Assignment shall be provided on an ongoing basis until the total number of hours has been reached based on mutually agreed upon work-plan between the consultant and NRC.

The project progress plan/schedule of deliverables

# working days*	Deliverable	% payment
20	Inception report and tools	30%
15	Debrief presentation	30%
24	Final report and youth-friendly presentation	40%

\*# of working days are approximate. Payment is made against the deliverables at the specified % of the total consultancy amount and not based on # of days worked.