

## **TERMS OF REFERENCE**

### **BASELINE ASSESSMENT ADVISOR**

#### **Launching Economic Achievement Program (LEAP) for Women in Jordan**

CBIE in cooperation with INJAZ, BPWA, Ryerson University and Humber College is seeking to engage a Baseline Assessment Advisor for the Inception phase of the project “Launching Economic Achievement Program” for women in Jordan. The Government of Canada provides funding for this Project. Please send your curriculum vitae to: [dcomerford@cbie.ca](mailto:dcomerford@cbie.ca)

#### **PART 1: LEAP PROJECT CONTEXT AND FRAMEWORK FOR THE TERMS OF REFERENCE**

##### **Summary**

Launching Economic Achievement Program (LEAP) for Women in Jordan will support women's empowerment for sustainable economic growth in Jordan. This will be achieved through programming that: 1) increases productivity and job opportunities generated by women entrepreneurs; and 2) reduces gender-specific barriers to women's entrepreneurship and to women entering into and remaining in the workforce.

The Canadian Bureau for International Education (CBIE) will lead a consortium with Ryerson University and Humber College providing technical and advisory services. In Jordan, INJAZ and the Business and Professional Women Association – Amman (BPWA) will facilitate relationships and coordinate activities with their network of business partners, education institutions and government bodies to deliver project components.

This Program will support women’s empowerment for sustainable economic growth through programming that addresses the high unemployment rates among women and improves the enabling environment and culture regarding entrepreneurship and women's participation in the workforce. Project components will take place in Amman, Irbid, Zarqa, Karak, Aqaba, and Ma'an and will build on the existing network of education institutions and partnerships with government of the local partners INJAZ and BPWA.

A total of 21,430 people, mostly women and girls, will receive support to enhance women's economic participation in Jordan.

##### **Project Goal**

The overall goal of the LEAP project is increased women’s empowerment for sustainable economic growth.

##### **Project Intermediate Outcomes**

1. Increased productivity and job opportunities generated by women entrepreneurs

2. Reduced gender-specific barriers to women's entrepreneurship and to women entering and remaining in the workforce.

## **Phases of the Project**

The LEAP Project consists of two phases: an Inception Phase (March 2017 –June 2017), and an Implementation Phase (June 2017 - January 2021). The purpose of the Design Phase of the LEAP Project is to develop a Project Implementation Plan (PIP) and Annual Work Plan (AWP). The PIP is intended to serve as a comprehensive, practical, operational plan for the subsequent project implementation phase. The document will include a detailed description of the Project, a description of expected results, a management plan, an outline of the methods and means to be used to implement the Project, a schedule for the implementation of project activities, reporting requirements for the Project and the identification of necessary project resources.

As part of the project Design Phase, CBIE will be organizing an Inception Mission to Jordan for LEAP project team (CBIE and its partners) anticipated for the last week of April 2017. The purpose of the inception mission is to establish a working relationship with the project partners and continue to build the relationship between the Canadian and Jordanian project management teams, discuss development of key components of LEAP's Project Implementation Plan, assess and validate the Logic Model and Performance Measurement Framework, initiate contact with bilateral and multilateral donors to identify opportunities for collaboration and partnership.

Following the approval of the Project Implementation Plan (PIP) by DFATD, the project is expected to enter into an Implementation Phase.

## **PART 2: SCOPE AND FOCUS OF ASSIGNMENT**

The baseline assessment is intended to provide information that will assist in establishing the following:

- Baseline data for the project as benchmarks for performance evaluation
- Information that will assist in designing the project's monitoring and evaluation plan
- Data to validate entrepreneurship and business services training modules
- Data to validate Leadership and Entrepreneurship outreach programs to women and girls in High Schools and Universities
- Data to validate the incubator model for women-led startups

As a first step, a market analysis, needs assessments and baseline assessments will be conducted (Activities 1111, 1121, 1211 and 1221) to validate the Project's assumptions and for monitoring and evaluation purposes.

The market analysis, needs assessment and baseline data collection will be conducted on the following subcomponents:

**Activity 1111:** to validate and define the incubator model for women-led start-ups

**Activity 1121:** to validate specific support services requirements for women led businesses

**Activity 1211:** identification of schools in Amman, Irbid, Zarqa, Karak, Aqaba and Ma'an and identify target grades to implement a Leaders and Entrepreneurs Program for girls

**Activity 1221:** situational analysis on barriers at national and regional levels preventing women's participation in the workforce and entrepreneurship

Moreover, the project baseline survey, which includes needs assessment, and the market analysis, will look in depth at the risks facing the project at the start of the project and will adjust the mitigation measures accordingly, if necessary. If new risks are identified during the planning phase of the project, appropriate mitigation measures will be developed in consultation with partners involved.

## **Methodology**

This baseline assessment represents the first comprehensive analysis pertaining to the Launching Economic Achievement Program (LEAP) for women in Jordan. In an effort to address the objectives of the baseline assessment, a combination of qualitative and quantitative data collection methods should be employed to seek input, including, primary and secondary data collection methods. Surveys of key documents and resources available, in person consultations and discussions with senior officials and representatives, focus groups, roundtable discussions and any other method the consultant finds of relevance in this context.

Baseline data focus minimally on measuring the value for each and every indicator of the Performance Measurement Framework at outcomes level (immediate, intermediate and ultimate) and outputs where relevant, within the corresponding target populations, using both qualitative and quantitative techniques, with a level of rigor required for a "before-and-after" comparison or evaluation. The baseline may also include data from a comparison group to enable the measurement of counterfactuals. Baseline data involving measurement of people must be gender- disaggregated.

The baseline data will also include contextual information based on diagnostic studies and other sources of information needed for the design of the Project and drafting of a PIP, including budget and activity (WBS) planning.

Wherever women and/or girls are integrated into results statements, or there are specific gender equality results, at the immediate or intermediate level, **gender-disaggregated and/or gender-sensitive baseline data must be collected.**

## **Deliverable:**

In support of the Design and Inception Phase, the Baseline Assessment Expert will submit a **comprehensive Baseline Assessment Report** of the findings in time to feed into the Project Implementation Plan. The PIP will be finalized and submitted to DFATD by June 15. High quality validation of the information collected through a validation workshop of the findings will be conducted with the partners.

### **Required Skills and Experience**

- Relevant degree in economics, social sciences or development studies or equivalent education and experience
- Experience in the design, development and implementation of Canadian official development assistance projects
- Solid understanding of Results Based Management (RBM)
- Demonstrated experience with, and knowledge of, qualitative and quantitative research methods and sampling strategies
- Strong technical expertise in women's economic empowerment and women's equal opportunities schemes
- Proven experience in conducting baseline study surveys and evaluations, preferably on development programs in the MENA region
- Excellent communication and written skills in English
- Knowledge of, and work experience on, youth and gender equality and women's economic empowerment with experience in the MENA region is a strong asset.
- Previous experience with international organizations is an advantage
- Strong commitment to gender equality
- Knowledge of Arabic is an asset

### **PART 3: ROLE OF CBIE**

In support of the Consultant's assignment, CBIE and LEAP partners in Canada and Jordan, shall assume the following responsibilities:

- Provision of ongoing advice and direction to the Consultant related to the structure and definition of expected results;
- Logistical arrangements in Jordan (including accommodation and local transportation); and
- Arrangement and participation in all meetings related to missions to Jordan, if required.
- Engagement as may be needed of a local Jordanian researcher for up to 20 days equivalent to support the Consultant