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**Terms of Reference**  
**On-Granting Provision Under the “Enhancing Women Participation in the Solid Waste Management Sector in Jordan” Project**

Project Title:

Enhancing Women’s Participation in the Solid Waste Management Sector in Jordan

Duration and level of effort

Expected Contract start date: September 2021

Expected Contract end date: December 2022

Total level of effort: over 16 months

Duty Station: Irbid Governorate – Jordan

## **1. BACKGROUND**

UNDP partners with people at all levels of society to help build nations that can withstand crisis, drive and sustain inclusive economic growth to improve the quality of life for everyone. On the ground, in 177 countries and territories, UNDP converts global perspective and local insight towards helping to empower lives and build resilient nations.

Inclusive economic growth continues to be an important thematic area for Jordan’s Country Programme that aims at addressing vulnerabilities at individual, community, local authority and national institutional levels by supporting initiatives that foster an inclusive enabling environment for livelihoods and job creation for all, especially among vulnerable Jordanian and Syrian refugees’ youth and women in crisis-affected areas.

The further evolving impact of COVID-19 crisis in Jordan has deepened a sense of urgency to tackle the root causes of socio-economic fragility by promoting resilience through systems strengthening, enabling self-reliance among refugees and vulnerable Jordanians and signifies the importance of ‘resilience’ as core to programming.

The Inclusive Growth and Livelihoods Programme seeks to provide resilience-based development solutions for local economic recovery, including green economy opportunities and enabling equitable access to financial service solutions to ensure no one is left behind. The core of its programme strategy embraces a mid- to long-term approach to self-reliance for all including refugees.

This assignment specifically related to the UNDP’s **“Enhancing Women Participation in the Solid Waste Management Sector in Jordan”** Project which aims to improving the socio-economic empowerment, well-being and stability of rural women in northern Jordan, especially in the Solid Waste Management (SWM) sector.

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## 2. CONTEXT AND SITUATION

Women in rural Jordan face multiple challenges such as high unemployment rates and low public and socio-economic participation – factors attributed to underlying social norms, gendered roles, power relation, and the lack of income-generating opportunities that meet women’s skills and needs exacerbated by the local economic and social pressures stemming from hosting 659,673 Syrian refugees in country and economic stagnation due to regional instability, fiscal pressures and economic impact of COVID-19 pandemic lockdown measures.

The “Enhancing Women Participation in the Solid Waste Management Sector in Jordan” project seeks to address the barriers currently hindering socio-economic gender equalities as well as empowering women in engaging in decision-making at the household level as well as the local governance policy level. The project targets women in four municipalities in Irbid Governorate: three municipalities of Northern Shouneh district (Moa’t’h Bin Jabal, Tabqet Fahel & Sharhabeel Bin Hassnah) and Dair Abi Said municipality of Kourah district. The number of households in the Northern Shouneh is 24,659, with an average family size of 5.8 person, which is higher in comparison to the national family size average of 5.5. Social indicators show that female-headed households constitute 12.2% of the total number of households in Northern Shouneh.

In Jordan, women’s economic participation and political empowerment remain a challenge. As evident in demographic trends throughout Jordan, women are lagging behind men in terms of formal economic participation due to well identified barriers including social norms, legal framework, care responsibilities and transport. The gender gap is reportedly wider for Jordan’s most vulnerable women. For those with only a primary education, the statistic can be up to six men working for every one employed woman, at the same level of capacity. In 2020, the Global Gender Gap Index Report of the World Economic Forum (WEF) placed Jordan at 138<sup>th</sup> out of 153 countries. In Irbid governorate in particular, (geographic target of this project), unemployment rate in third quarter of 2020 reached 23.9% in general; with women’s unemployment rate reaching 33.6% compared to 21.2% among men. As for women’s economic participation in Irbid Governorate, the proportion was 14.9% which is near the national rate that ranged between 14% and 16% over the past years. The highest recorded unemployment rate was for women university graduates which reached 77% for bachelor’s degree holders.

Globally, the average rate for women’s total entrepreneurial activity (TEA) is 10.2%. In Jordan specifically, women’s entrepreneurship represented a small share of total early-stage entrepreneurial activities of only (3.3%). The low rate of women’s TEA in Jordan needs to be addressed in relation to skills and capacities of women intending to begin a new business. This is also attributed to non-conducive enabling environment at the regulatory, juridical level, lack of access to suitable financial support schemes (i.e., micro-loans), as well as lack of tailored women micro-business support services.

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The “Enhancing Women Participation in the Solid Waste Management Sector in Jordan” project contributes to improving women’s quality of life in north of Jordan through enhancing their livelihoods, participation in public life, and their well-being. The entry point of this project is women’s economic empowerment and equality as means to addressing barriers that are hindering women from active participation in their communities as workers, entrepreneurs and change makers, anchored in the understanding that women’s economic empowerment can only be achieved if women and girls are provided with the same opportunities as men and boys in terms of education, training and skills-building, economic opportunities, decision-making power, as well as access to and control over assets and resources, enabled through gender-sensitive policies.

The design of the project is built around three tracks:

- 1) Enhancing and strengthening the role of CBOs/CSOs to enable such organizations to work effectively and efficiently with women within the targeted communities to become a vehicle for women and women’s voices in decision-making processes.
- 2) Provision of financial support to the CBOs/CSOs and cooperatives to start working on increasing participation of women in the local economy, particularly in/or linked to the solid waste sector, through designing and managing green business groups’ projects.
- 3) Working with national and local government to enhance gender informed and responsive policy making in SWM at local and national levels.

### 3. OBJECTIVES, SCOPE OF WORK AND EXPECTED OUTPUTS/DELIVERABLES

The “Enhancing Women Participation in the Solid Waste Management Sector in Jordan” project is designed to utilize and upscale the UNDP’s expertise in the solid waste management and related local market dimensions to provide interventions aiming at empowering women economically, strengthening their voice and representation at the local level, and enhance the institutional capacities to accompany this process. Furthermore, this project will benefit from UNDP’s global and regional experience in implementing such projects. It will also link and build on other relevant interventions implemented by other international organizations, government, and others.

New business models for women will be introduced pursuing green entrepreneurial solutions embracing challenges and opportunities pertaining to the solid waste value chain, recognizing the 5Rs principles and employing a dedicated green circular economy strategy. The value chain and marketing of all reused, upcycled, and recycled materials in the targeted areas will be taken into account throughout the business development process to ensure achieving a win-win situation for both targeted women and their communities. Under this framework, the roles that each actor has will be defined and clarified, leading women to become drivers of change addressing environment challenges and building local forward tracks for green economy in Jordan. The project therefore is built on the notion that sustainable development can only be achieved when all people have

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opportunities to fulfill their potential and when their knowledge and contributions are valued and mobilized.

Furthermore, the project will seek strong partnerships with the women in the targeted communities, women serving organizations, local artists and designers, local government and private sector by utilizing innovative ways that would contribute to removing gender stereotypes and discriminatory practices through increasing women's economic empowerment opportunities in the hope that it would result in a more productive economy, reduced poverty and inequalities, as well as more resilient local communities.

Selected women's organizations (CBOs) will be coached to enable and support green business groups projects pertaining to the SWM value chain, as means to increase the economic opportunities for individual women to engage in and to demonstrate their organizational learnt knowledge and skills in implementing green business group projects that are responsive to their constituents and community needs.

### **Scope of Work**

The "Enhancing Women Participation in the Solid Waste Management Sector in Jordan" Project aims at improving the quality of life and livelihoods for women in the north of Jordan. The UNDP Jordan develops this TORs to identify a Responsible Partner (RP) who will support the project implementation in connection to the implementation and management of a Grant Programme that aims at providing financial support to 10 green business group projects implemented by 10 women-led CBOs (1 group project per CBO), in order to provide employment and entrepreneurial opportunities for women in the solid waste management sector and the circular economy.

The overall objective of this assignment is subject to coordination with the WEE project manager and team, the CSO/NGO, specific deliverables will include, but won't be limited to, the following:

### **Specific deliverables**

#### **Preparatory phase & development of tools and methodologies phase:**

- Proposed Action Plan for the implementation of grant management.
- Systems, tools and methodologies are developed to manage the Grant Program.
- Technical and financial proposals submitted, by the CBOs assessed and managed by the RP.

#### **Signing grant agreements with UNDP pre-selected CBOs phase:**

- Grant agreements are signed with the 10 pre-selected women-led CBOs.

#### **On-granting mechanism implementation phase:**

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- Providing technical and operational administration of the green business grants programme. The grants will be disbursed on three tranches one in 2021 and 2 tranches in 2022. Upon approval and coordination with the UNDP team, three tranches for each of the 10 green business projects will take place and upon a set schedule.

#### M&E and reporting phase:

- Monitoring CBOs financial management of the green business group project, in accordance with the submitted financial and technical proposals by CBOs.
- Support of the grant funds returning procedure in case a grantee violates or does not fully comply with scope and the terms of the grant agreement.
- Submission of financial and narrative progress reports to UNDP, including but not limited to, grant recipient(s) consolidated reports, paid bills, financial records and reports according to budget lines.

#### Time Frame and Deliverables

#	Deliverables	Output	% of payment (US %)	Targeted date
1	Preparatory phase & development of tools and methodologies	<ul style="list-style-type: none"> <li>• Proposed Action Plan for the implementation of grant management.</li> <li>• Systems, tools and methodologies are developed to manage the grant program.</li> <li>• Technical and financial proposals submitted, by the CBOs assessed and managed by the RP.</li> </ul>	20%	Upon signing the agreement and submission of an Action Plan.
2	Signing grant agreements with selected CBOs	<ul style="list-style-type: none"> <li>• Grant agreements are signed with the 10 pre-selected women-led CBOs.</li> </ul>	10%	
3	On-granting mechanism Implementation	Technical and operational administration of the grants programme for 10 green business group projects managed by CBOs.	50% 20% 1 October 2021 20% 1 April 2022 10% 1 November 2022	3 installments as below: 1 October 2021 1 April 2022 1 November 2022
4	M&E and reporting:	<ul style="list-style-type: none"> <li>• Grant recipient(s) activities and achievement of specific results pursuant to the</li> </ul>	-	Throughout the implementation period and submission of a

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		proposal(s) submitted including the schedule set forth therein.		financial report at the end of each tranche.
5	Reporting and Audit	Grant recipient(s) reports are consolidated and submitted in a form of a financial and narrative progress report to UNDP	20% 10% end 2021 10% end of 2022	No later than 30 days after the end of each year
	Total:	Total:	100%	100%

The Responsible Partner shall ensure that the UNDP pre-selected CBOs adhere to the following:

- a. The grant recipient is duly organized and in good standing in its state/country of organization, as well as the eligibility of activities to be carried out with the grant award;
- b. Grant funds are channeled transparently and effectively to grant recipients;
- c. Procedures are in place (and set forth in any agreements the RP enters into with grant recipients pursuant to the Agreement) to:
  - i. recover grant funds unduly paid, and/or to prevent and address irregularities and fraud by the grant recipient; and
  - ii. In close coordination with UNDP suspend, reduce or terminate the grant if the grant recipient fails to comply with its obligations. A notice period shall be given to the grant recipient(s).

### Duration of the Work

The duration of the assignment is 16 months to be conducted during the period of September 2021 to December 2022.

### Project Structure

The proposed project structure consists of Grants Manager, Finance Officer and Monitoring and Evaluation officer.

## 4. QUALIFICATION OF THE RESPONSIBLE PARTNER

- Applying to this Call for Proposal is open for National Non-Governmental Organizations (NGOs).
- A minimum of 7 years of relevant experience in grant management for business start-ups;

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- Proven knowledge and understanding of women's economic empowerment, entrepreneurship and business development. An emphasis on these topics in relation to the circular economy and green businesses would be an asset;
- The CSO/NGO has the programmatic, financial and management capacities and systems to effectively undertake its roles under this Terms of Reference;
- Possess sufficient financial and grant management skills to bear responsibility for on-granting funds to grant recipient(s);
- Experience in working with international cooperation partners;
- The CSO/NGO has been established as a non-profit organization;
- Proven previous experience implementing projects in partnership with UN agencies and international organizations.

#### Language

- Excellent knowledge of English and Arabic languages;
- Capacity to communicate fluently with different stakeholders (Government authorities, development partners, civil society, etc.);

#### Core competencies

- Demonstrate integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism;
- Fulfills all obligations to gender sensitivity and zero tolerance for sexual harassment;

## 5. Institutional Arrangements

### 5.1 Supervision & Reporting:

The Responsible Partner will be under the overall guidance of UNDP' Inclusive Growth & Sustainable Livelihoods Team Leader and direct supervisor of the Women's Economic Empowerment Project Manager.

The mid-term, final technical and financial progress reports should be comprehensive and include the extent of achievements of results/progress in consistency with set KPI's and timelines. It will also include risk analysis, proposals for improvements, challenges, and lessons learned. The financial reports will contain a comparison of the planned budget with actual expenditures, an explanation of differences between budget and expenditures, and cumulative expenditures. The followings should be considered (narrative and financial progress reports):

- ☐ Inception report, (Action Plan for the implementation of grant management).
- ☐ Progress Report at end of each stage, (at the end of each tranche).

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□ Progress & Financial Closure Report, (Annual financial and narrative progress report to UNDP).

### **5.2 Progress & Follow-up Meetings:**

Regular meetings between the Responsible Partner and UNDP's Inclusive Growth and Sustainable Livelihoods Team will be held throughout the implementation period to discuss the progress achieved and other emerging issues. All correspondences/reports between UNDP and the responsible partner must be in English unless otherwise agreed.

### **5.3 Schedule of payments**

The payments will be effective to the Responsible Partner upon the achievement of the corresponding milestones and for the following amounts:

Percentage	Description
20%	Preparatory phase & development of tools and methodologies.
10%	Signing grant agreements with selected CBOs.
50% Divided over three installments	On-granting mechanism Implementation:  Technical and operational administration of the Grants Program with financial support provided to 10 green business group projects managed by CBOs, divided accordingly: <ul style="list-style-type: none"> <li>○ First installment: 20% Upon successful completion of the first installment of the grants to the 10 pre-selected CBOs.</li> <li>○ Second installment: 20% Upon successful completion of the second installment of the grants to the 10 pre-selected CBOs.</li> <li>○ Third installment: 10% Upon successful completion of the third installment of the grants to the 10 pre-selected CBOs.</li> </ul>
20% Divided over two installments	Grant recipient(s) reports are consolidated and submitted in a form of a financial and narrative progress report to UNDP No later than 30 days after the end of each year, and divided accordingly: <ul style="list-style-type: none"> <li>○ First installment: 10% Financial and narrative report submitted to UNDP no later than 30 days after the end of year 2021.</li> <li>○ Second installment: 10% Financial and narrative report submitted to UNDP no later than 30 days after the end of year 2022.</li> </ul>

### **Annex (3): Technical Evaluation Criteria:**

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Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
1.	The expertise of the organization based on provision of evidenced track records.	30%	300
2.	Proposed Methodology, Approach, and Implementation Plan, based on previous relevant experience. Effective Budget breakdown.	40%	400
3.	Management Structure, Key Personnel, and Trainers related to this assignment.	30%	300
<b>Total</b>			<b>1000</b>

Evaluation forms for technical proposals follow on the next two pages are based on Section: Proposal Submission Form Information. The obtainable number of points specified for each evaluation criterion indicates the relative significance or weight of the item in the overall evaluation process. The Technical Proposal Evaluation Forms are:

**Form (1):** Expertise of Institutions/Organization

**Form (2):** Proposed Methodology, Approach, and Implementation Plan

**Form (3):** Management Structure, Key Personnel, and Trainers related to this assignment.

Technical Proposal Evaluation - Form (1)		Points Obtainable
<b>The expertise of the NGO/CSO</b>		
1.1	Profile and Reputation of the NGO in details	60
1.2	General Institution/Organization Capability which is likely to affect implementation: <ul style="list-style-type: none"> <li>- Financial stability.</li> <li>- Age/size of the institution/organization.</li> <li>- Experience in implementing similar Grants Management Programs (at least 5 years).</li> <li>- Successful track history with past/ongoing projects of similar nature within the same targeted municipalities.</li> <li>- Proven track record in supporting green business development</li> </ul>	70

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	<p>projects and successful support service provision to women led micro, small businesses and for-profit cooperatives.</p> <ul style="list-style-type: none"> <li>- Proven results-based approach in designing and conducting Grants Management Programmes and implementing Grant management cycles, roles, responsibilities and requirements.</li> <li>- Proven previous experience implementing Grants Management Programmes in partnership with UN agencies and International organizations.</li> </ul>	
1.3	<p>Quality assurance procedures, warranty</p> <ul style="list-style-type: none"> <li>- Adequate training assessment tools.</li> <li>- Effective reporting skills.</li> </ul>	60
1.4	<p>Relevance of:</p> <ul style="list-style-type: none"> <li>- Specialized Knowledge.</li> <li>- Experience on Similar Programme/Projects.</li> </ul>	50
1.5	Management Structure of the NGO	60
Sub-Total		300
Technical Proposal Evaluation Form (2)		Points Obtainable
Proposed Methodology, Approach, and Implementation Plan		
2.1	To what degree does the proposer understand the task?	90
2.2	Have the important aspects of the task been addressed in enough detail?	70
2.3	Is the scope of the tasks well defined and does it correspond to the TORs?	60
2.4	Is the presentation clear and are the sequence of activities and the planning logic, realistic, promise efficient implementation to the assignment?	60
2.5	Is the proposed methodology suitable to implement the project and all stages?	60
2.6	The degree of maximizing transfer of value to the beneficiary user within a given budget.	60
Sub-total		400

Technical Proposal Evaluation Form (3)	Points Obtainable
Management Structure, Key Personnel, and Trainers related to this assignment.	

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<b>3.1</b>	<b>Grants Programme Project Manager</b>	<b>100</b>
	<ul style="list-style-type: none"> <li>○ Bachelor's degree in Business Administration, economics, Finance, business development, social development, and/or a related field.</li> <li>○ Preferably 7 years of previous managerial experience in grant management, or a related field.</li> <li>○ Substantial experience with grants management software.</li> <li>○ Mathematical literacy and mastery of accounting concepts.</li> <li>○ Proven ability to track and manage several projects and processes simultaneously.</li> <li>○ Previous experience in projects targeting women and youth is an asset.</li> <li>○ Excellent command of Arabic, English written, and verbal communication skills.</li> </ul>	
<b>3.3</b>	<b>Finance Officers (1)</b>	<b>75</b>
	<ul style="list-style-type: none"> <li>○ Bachelor's degree in a related field of knowledge preferably in Finance, Accounting, with 5 years of progressive professional experience.</li> <li>○ Excellent analytical, planning and financial skills.</li> <li>○ Excellent knowledge on standard word processing, spreadsheets and presentations. Experienced user of web browsers and MS Office.</li> <li>○ Well versed in budgeting, inventory maintenance, time management and task prioritization.</li> <li>○ Excellent command of Arabic, and good English language. Written, and verbal communication skills.</li> </ul>	
<b>3.4</b>	<b>Monitoring and Evaluation Officer (1)</b>	<b>75</b>
	<ul style="list-style-type: none"> <li>○ Bachelor's degree in business administration, economics, social development, engineering, or a closely related field.</li> <li>○ Minimum of 5 years' experience in monitoring and evaluation activities or closely related field.</li> <li>○ Experience with monitoring and evaluation of interventions in green economy, and business projects strongly preferred.</li> <li>○ Strong computer skills, experience with one or more types of data analysis and management software (e.g., Stata, SPSS) is an asset.</li> <li>○ Excellent command of Arabic, and good English language. Written, and verbal communication skills.</li> </ul>	
<b>3.5</b>	<b>Other Project Team Members</b>	<b>50</b>
<b>Sub-total</b>		<b>300</b>

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#### **Annex (4): Financial Proposal Form**

The Responsible Partner is required to prepare the Financial Proposal. It must provide a detailed cost breakdown. Any estimates for cost-reimbursable items, such as travel and out-of-pocket expenses, should be listed separately.

In case of an equipment component to the service provider, the Price Schedule should include figures for both purchase and lease/rent options. UNDP reserves the option to either lease/rent or purchase outright the equipment through the Contractor.

The template below is suggested for use as a guide in preparing the Financial Proposal. The format includes specific expenditures, which may or may not be required or applicable but are indicated to serve as examples.

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a) Price Schedule and Cost Breakdown

Project Budget							
Description	Unit	Unit Cost \$	%	# of Units	Total Cost \$	UNDP Contribution	NGO/CSO Contribution
1. Personnel Expense							
2. Grants Administration & Monitoring							
3. Grant allocations							
4.Other costs:							
Subtotal							
Total							

1) Schedule I (detailed Action plan with time frame)

#		Dates	Weeks from the Start of the Assignment
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	Activity / Descript ion	Durati on (Week s)	Star t	Finish	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
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To cover every activity and its sub-activities as per the TOR.

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## 2) Schedule III (Staff Activity (Work) Time Schedule)

#	Staff Positio n	Activit y	Weeks from the Start of the Assignment																			
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
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19-Aug-2021