

SPECIFIC TERMS OF REFERENCE
Assessment of implementation of BS Skills for Employment and Social Inclusion
FWC BENEFICIARIES 2013 - LOT 9: Culture, Education, Employment and Social
EuropeAid/132633/C/SER/multi

1. BACKGROUND

2. DESCRIPTION OF THE ASSIGNMENT

- Global objective
- Specific objective(s)
- Requested services
- Required outputs
- Language of the Specific Contract
- Subcontracting (to be foreseen or not)

3. EXPERTS PROFILE or EXPERTISE REQUIRED

- Number of requested experts per category and number of man-days per expert or per category
- Profile per expert or expertise required:
 - Category and duration of equivalent experience
 - Education
 - Experience
 - Language skills

- Management team member presence required or not for briefing and/or debriefing

4. LOCATION AND DURATION

- Starting period
- Foreseen finishing period or duration
- Planning including the period for notification for placement of the staff as per art 16.4 a)
- Location(s) of assignment: in case of more than 1 location of assignment, identify for each location the working days per expert needed

5. REPORTING

- Content
- Language
- Submission/comments timing
- Number of report(s) copies

6. INCIDENTAL EXPENDITURE

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1. BACKGROUND

Country background

Jordan is classified by the World Bank as a country of "upper-middle income". Its economy grew over the past decade and the GDP per capita increased from USD 2,156.4 in 2004 to USD 4,940 in 2015. This period of growth led to a subsequent drop in poverty rates from, due in part to income gains but also as a result of the government of Jordan (GOJ) actions to provide subsidies and social protection measures to ensure the well-being of its population. However, with a total population of around 6,249 Mln Jordan in 2015 has still over 14,4% of its population living in poverty. In terms of poverty reduction, the related Millennium Development Goal is considered achieved, and even exceeded. However, income inequality and the widening poverty gap remain a concern (GINI¹ increased between 2008 and 2010 to 35.4). Jordan's Human Development Index (HDI) has been classified as high with a value² for 2015 of 0.748 positioning the country as 80th. Despite this relatively high score on the HDI the Kingdom's Gross National Income (GNI) is below the average for a medium HDI country (127th).

A new Poverty Reduction Strategy 2013-2020 has been launched by the GOJ with an overall goal to contain and reduce poverty, vulnerability and inequality in the current socio-economic environment of Jordan, from 2013 to 2020, through the adoption of a holistic and results-oriented approach, which targets poor and below middle class households.

With a population growth, the total number of households falling under the absolute poverty line has actually increased. Moreover, while incidence of poverty is higher in rural areas (16.8%) compared to urban areas (13.9%), there are in fact vastly greater numbers of poor in urban areas (80%) compared to rural areas (20%). This means significant regional disparities persist: the benefits of growth have been concentrated mainly in the capital and a few large cities. Jordan's economic participation rates among the lowest globally, with only 35-40 % of the population above the age of 15 economically active and one of the lowest employment-to-population ratios. Merely 14% of women participate in the labour force, in comparison to 65% of men.

With 70 per cent of Jordan's population under 30 years of age, it is estimated that 80,000 new jobs will be needed each year to avoid higher levels of unemployment and poverty. The unemployment rate among youth aged 15-24 years is estimated at nearly 60 per cent. The 'working poor' represent 55.2% of the working-age poor population. The share of working poor is higher in urban areas (57.7 per cent), than in rural areas (44.9 per cent).

Jordan is currently facing difficult economic and social challenges. A series of external shocks, which include the international financial crisis and regional insecurity, have led to unsustainable balance of payments and fiscal deficits. Public finances have been negatively impacted by the regional conflict and the associated surge in refugees to Jordan. According to the latest UNHCR³ data 657,422 Syrian refugees have been registered in Jordan (July 2016). Growth rates have declined markedly and unemployment rates are high (15,8% in 2016). Jordan's official youth unemployment rate hovers around 30% (22% for males and 40% for

¹ <http://data.worldbank.org/indicator/SI.POV.GINI>

² <http://hdr.undp.org/en/countries/profiles/JOR>

³ See Jordan UNHCR Operational Up-date of November 2015

females), while 85% of Jordanian women (in all age groups) are not participating in the labour force. The lack of economic opportunities for youth and regional inequalities within Jordan, are a major threat to social cohesion. Combined with the high influx of refugees the situation is even more challenging.

Despite a number of positive policy changes in response to the worsening crisis, remittances and foreign direct investment shrank. In addition, following the advent of the Arab Spring, tourism revenues, Jordan's second largest contributor to GDP, dropped by roughly \$568 million (16.5 percent), reflecting a 20 percent decline in the number of visitors. At the same time, regular supply of cheap natural gas from Egypt that long provided 80 percent of Jordan's electricity needs was severely interrupted by repeated detonations of the gas pipeline, with each interruption costing Jordan \$3-5 million per day as the GOJ was forced to find alternate and more costly fuel sources.

The private sector is constituted mostly of micro, small and medium enterprises (MSMEs), with 99% of enterprises having less than 50 employees. They are concentrated in a few geographic centres (notably Amman) and on a limited number of economic activities. The sector struggles to unleash its potential due to lack of access to credit and to a business environment that is not conducive to start-ups and expansion.

In 2015, the Jordan Vision 2025 was adopted. It is a vision for ten-year economic blueprint, which His Majesty King Abdullah II directed the Government to draw up in 2014. The Jordan Vision 2025 identifies three major priorities: (i) addressing currently high levels of unemployment, particularly for women and youth, (ii) reducing poverty, which is concentrated in disadvantaged regions and (iii) increasing investment. Poverty and regional development for social and regional cohesion is a key theme of the Jordan 2025, and associated promotion of traditional and non-traditional business growth outside of Amman is identified as a priority, along with attracting inward investors located in the regions. It identifies a series of high value sectors such as ICT, business services, and medical tourism that have the potential to attract investment and create quality jobs and sets out broad public policy and investment priorities to support sectoral growth.

Enabling multi-sector regulatory environment

The ETVET Strategy 2014-20 to be fully implemented requires some changes in the regulatory/legal framework, and these are planned to be further supported by the EU through this project. Some assistance in this regard has been already provided through the recently completed EU technical assistance and a revised draft law of the ETVET Council has been prepared in consultation with all concerned stakeholders. Key elements included in the revision include strengthened ETVET Council Secretariat and Quality Assurance and Accreditation bodies such as CAQA and Higher Education Accreditation Commission (HEAC) for implementation of Competency Based Education and Training and the Technical and Vocational Qualification Framework. The revised law was submitted to the E-TVET Council in September 2014.

Assessing the impact of TVET and other Active Labour Market Measures (ALMMs) on enhancing employability and employment is a difficult and longer term task. As a first step, with the assistance of the EU a first tracer study was finalised in 2015 to establish a baseline reference, which could allow to measure the impact of the reform on employability of

graduates in the coming years. The World Bank has undertaken some steps towards identifying what works in ALMMs – using a small randomised experiment based on a cohort in Jordan designed to assist female community college graduates find employment⁴ - but at relatively high costs that beyond the means of most Jordanian government institutions.

The policy dialogue on the development of the **National Qualification Framework** was intensified in 2014 to involve top executives from the Ministry of Labour, the Ministry of Education and the Ministry of Higher Education together with business representatives and the dialogue was enhanced through involvement of the European Training Foundation (ETF).

Sustainable capacities have been also developed with the assistance of the EU for **accreditation and internal and external quality assurance** systems of TVET, which have been pilot tested in 2014 and which roll out across the TVET public and private providers has been ongoing. All private providers are obliged by the end of 2018 to be accredited according to the new system, otherwise their operations would become illegal.

Enhancing participation of women in the labour market for which the trend has been negative in recent years, remains very challenging. The government implemented a number of projects to support this objective, which unfortunately did not lead to improvement. Therefore, ETF has been mobilized in 2014 to conduct multi-stakeholder consultations and to provide a policy advice which is expected to be finalized in 2015.

High visibility of the EU support was ensured through dedicated technical assistance which implemented a communication campaign targeting the general public with particular focus on youth, their parents and women. Specialized series of high profile communication events were conducted for parliamentarians (involving employment and HRD parliamentary committees). The campaign utilized variety of traditional and social media as well as large networks of youth and women NGOs.

Budget support (BS)

Budget support is an aid modality which involves direct financial transfers to the national treasury of the partner country – conditional on policy dialogue, performance assessment and capacity building. It involves i) policy dialogue, ii) financial transfers to the national treasury account of the partner country, and iii) performance assessment and capacity development, based on partnership and mutual accountability. The current programme is a Sector reform contracts which aim to address sector reforms and improve service delivery. BS funds are usually disbursed through annual disbursements ('tranches') comprising a fix and variable tranches. The current assessment will focus on the second tranche of disbursement of Euro 10 million. For more information, refer to the following link: https://ec.europa.eu/europeaid/sites/devco/files/methodology-budget-support-guidelines-201209_en_2.pdf.

In line with the National Employment Strategy 2011-2020 and the Employment and Technical and Vocational Education and Training Strategy 2014-2020, the specific objectives of the programme are the following:

1. To support policy making, planning and financial resource allocation in a coordinated way across different line ministries: Ministry of Education (MoE),

Ministry of Labour (MoL), Ministry of Higher Education (MoHE), Ministry of Social Development (MoSD), other institutions of the Technical and Vocational Education and Training (TVET) system and social partners.

2. To improve relevance, quality, effectiveness and attractiveness of technical and vocational education and training for employability.

3. To increase the number of people in education and training and other Active Labour Market Measures (ALMMs), in particular women, youth and people with disabilities.

4. To enhance the role of social partners and civil society organisations in promoting employment and human resource development.

The programme is designed to support implementation of action plans of the Employment and Technical and Vocational Education and Training Strategy 2014-2020 and the National Employment Strategy (NES) 2011-20. The five pillars, which form the core objectives of the strategy, are: (a) Governance; (b) Relevance of Education and Training for Employability; (c) Increased Inclusiveness of the TVET System; (c) Performance Measurement; (d) Sustainable and Effective Funding.

The Strategy is well aligned with the recent letter by His Majesty (of 24 March 2015), ordering the Prime Minister to initiate a qualitative and quantitative reform and to develop an integrated system of the education and training sectors, where HM has specifically given priority to the vocational education and training sector. Following the communication of HM a special committee has initiated work on development of a Human Resource Development Strategy for Jordan. Moreover, the ETVET Strategy supports very well targets and priority initiatives defined in the Jordan Vision 2025 for the education and employment areas, such as: promoting conformity between educational activities and the needs of the labor market; expanding vocational training network and encouraging enrolment; linking university accreditation and financing with the standards of excellence; building a skilled and motivated workforce armed with the skills required by the labor market; developing vocational guidance and employment services and changing business culture; and supporting training and employment opportunities for citizens of poor and remote low-investment areas.

Current situation in the sector

This support programme entitled Skills for Employment and Social Inclusion with EU contribution of EUR 52 Mln, currently under implementation to complement a direct budget support component in a multi-sector set up of employment and technical and vocational education and training (ETVET) and with a link to social inclusion. This encompasses mandates of the following line ministries and the related institutions: Ministry of Labour, Ministry of Education, Ministry of Higher Education and Scientific Research, Ministry of Social Development, Ministry of Finance/General Budget Department, National Aid Fund, AL Balqa University, VTC (vocational training corporation), HEAC (higher education accreditation commission), CAQA (centre for accreditation and quality assurance) Social Security Corporation, private sector (represented by the Co-Chair of the ETVET Council), Workers (represented by the General Federation of Jordanian Trade Unions), National Centre for Human Resources Development (NCHRD), and the Economic and Social Council.

This new budget support programme has been signed on 8th November 2015 in Jordan and its implementation is planned for a duration period of 4 years.

The Minister of Labour introduced recently a set of organisational and administrative changes as well as some governance measures relating to the ETVET Council and its Secretariat, the CAQA and the National Employment Strategy Monitoring Unit and their staffing. At the ETVET policy and strategy levels, the ETVET strategy 2014-2020 which is supported by the programme is supposed to be replaced by the Human Resources Strategy 2016-2025 and its eligibility, regarding the new context of change, may be not fully complying to the general conditions.

In 2016, a new HRD Strategy 2016-2025 was launched by the king based on the 5 following key recommendations for the TVET Sector Development Reform:

TVET1 Access – Establish progressive pathways to promote and recognize all forms of learning and skills development within the system and in the labour market and create new options for high quality tertiary TVET;

TVET2 Quality – Increase the quality of TVET through consistent training requirements for TVET instructors, aligning standards and quality assurance for all institutions, and closer coordination;

TVET3 Accountability – Put in place clear governance structures to ensure accountability across the sector;

TVET4 Innovation – Innovate funding and provision through transforming the E-TVET Fund, public-private partnerships, and expanding innovative modes of delivery;

TVET5 Mind-set – Promote and establish TVET as an attractive learning opportunity from an early age, and throughout the system.

Regarding this reform and recommendations, the 3 line Ministries (Ministries of Labour, Education and Higher Education) are currently preparing their action plan for the implementation of this new strategy which could impact the TVET governance and the operational coordination of the E-TVET programme as well as the coherence between the sector strategies.

Related programmes and other donor activities

The EU is the major donor and key strategic partner in the ETVET sector in Jordan. However, in recent years the sector attracted also a number of other donors, which include the following complementary interventions: 1. USD 40 million Workforce Development Project by the USAID (2015 - 2019), building on the achievements of the earlier EU programme which focused mainly on the policy and systems development; 2. EUR 4 million committed funding from the BMZ (through GIZ - project is being designed currently; 3. ILO project which has a funding of about US\$ 1 million (2015-16) and concentrates, among others, on development of a framework of cooperation of TVET providers with the private business for students to benefit from internship programmes; 4. World Bank which is working on the establishment of Sector Skills Councils; and 5. European Investment Bank for Reconstruction and Development through the private sector (about EUR 25 Million - Southern Region/Aqaba).

The European Training Foundation is engaged in a number of Employment and TVET (E-TVET) related programmes including the *Torino Process*; the *Regional Governance for Employability in the Mediterranean (GEMM)* and *Regional Qualifications* project (Jordan, Morocco, Tunisia and Egypt) that aims at developing a Euro Mediterranean approach to sectoral qualifications 2010-2017. ETF is a key European Institution which could provide a

complementary support to EU Delegation and to the main stakeholders in the areas of social dialogue, private sector participation and labour market information system (LMIS).

The World Bank (WB) implements the following complementary projects: 1. 2013 to 2015 – 'Employer Driven Skills Development Project' supporting the restructuring of the VTC⁵, LMIS, Support to ETVET council and its secretariat, CAQA, E-TVET Fund and Community College Reform⁶; 2. 2012 – 2015 – 'Support to Building Active Labour Market project – \$ 5.95 million focused on Career guidance, Job search and on-the-job training among targeted youth; and 3. 2014-2017.

The main ILO interventions are: 'Study of the impact of Syrian Refugees in Amman, Irbid and Mafrq'; 'Enhancing Employment and Income Generation in (refugee) Host Communities project'; 'Skills for Trade and Development Project' with focus on the Pharmaceutical and Food processing industries; 'Development of Apprenticeship Programmes'. UNDP undertook 'Mapping the Structure of the Labour Market'; 'Assistance to the Department of Statistics to include foreigners in the Labour Force Surveys'; 'Internships and Youth Employment Generating Policies'; and JICA focused on capacity development of employment offices.

⁵ UTHM Holding: 'VTC Restructuring Project Completion Report, 2013

⁶ Financed by CIDA, but abandoned by a new Minister of Higher Education and Scientific Research. The current Minister wants to re-vitalise the recommendations of the CIDA component related to reforming the CC's into demand driven practice oriented education of technicians

2. DESCRIPTION OF THE ASSIGNMENT

➤ **Global objective**

The general objective of the present contract is to provide a detailed review and an overall assessment of the implementation of the EU Sector Reform Contract in support to the ETVET sector in Jordan.

➤ **Specific objective(s)**

Specific objectives are to develop a clear assessment of progress of Jordan's implementation of developments/reforms in the anticipated field; the experts shall have the following main objectives:

1. To assess the eligibility criteria of the General Conditions for the release of the first, second and third variable tranches of the programme;
2. To assess the progress made on the performance indicators under the specific conditions for the same variable tranches mentioned under point 1;

➤ **Requested services**

The mission will provide an independent assessment of the general and specific conditions and benchmarks as stipulated in the TAPs in order to appreciate:

- The continued relevance of the public and sector policy and the satisfactory progress in the implementation of the E-TVET Strategy 2014-2020 in coherence with the new HRD strategy 2016-2025;
- The level of achievement of the 7 performance indicators for the years 2016, 2017 and 2018.

The main requested tasks for the 3 missions (1 per year) taking place in 2017, 2018 and 2019 are as follows:

- Collect all relevant compliance documents concerning the achievement of the general and specific reform benchmarks related to the Sector Budget Support programme;

All documents/reports should be available in English. The Ministry of Planning and International Cooperation and the Ministry of Labour as well as other stakeholders will ensure that the Experts have access to all necessary documents to permit the experts to prepare their detailed analysis, and will facilitate the organisation of meetings with governmental stakeholders where this is required to ensure an adequate understanding of the stage of progress with the development/reform process.

- Preparation of briefings/debriefings and technical meetings with EU Delegation

(EUD) and stakeholders;

- Review and analysis of key documents. (EUD) will make available the relevant documents before starting the mission);
- Appreciate factually the conformity of the compliance documentation obtained as foreseen in the implementation plan annexed to the Technical and Administrative Provisions (TAPs) of the budget support programme.
- Analyse precisely and on a "fulfilled" or "non-fulfilled" or "partially fulfilled" basis, the conformity of the compliance documentation for the general and specific reform benchmarks stipulated in the TAPs annexed to these terms of reference.

Each indicator is assigned a weight related to the corresponding percentage of the full amount. Indicator results are assigned a score of 1 where the fulfilment reaches 100% of their targets, this conclusion must be justified by 1) all the appropriate compliance documents mentioned in the TAPs and 2) also by the detailed analysis undertaken by the experts of the compliance documentation and/or other additional documents, including an analysis of the quality of the compliance documents, this analysis must be carefully detailed in the experts' report justifying the experts' conclusion for each separate reform benchmark.

If the indicator results are assigned a score of 0.5 where the fulfilment ranges between 50% and 99% of their targets, and zero when it registers less than 50% of their targets, the Experts should indicate how far the reform benchmark as a percentage (%) has been fulfilled/ in which proportion the reform benchmark have been complied with in each case as well as detail the analysis which resulted in the experts' conclusion. The Experts should indicate the reasons why the reform benchmark is not fulfilled, what the impact would be, what are the causes of non-fulfilment and the consequences of lack of progress of the reform benchmark.

The Experts shall present a comprehensive analysis of the key policy and strategy, legislative, organisational and institutional issues which were /remain to be tackled in achieving each reform benchmark objective. The experts will detail the expected impact/results of the specific reform achieved.

The Experts should appraise whether the public policy eligibility criterion continues to be satisfied. Specifically, does the policy continue to be sufficiently relevant and credible, and has there been satisfactory progress in policy implementation since the last eligibility check, taken into account external factors or exogenous shocks in terms of the budget funding availability for the ETVET sector needs and the coherence and the impact of the new human resources strategy 2016-2025 on the eligibility of the ETVET Strategy supported by the BS programme.

The experts' analysis of compliance with reform benchmarks' targets should be detailed; the experts must review the compliance documents in detail and thereafter detail their analysis in the report which led them to the positive/negative assessment of compliance. The analysis of each reform benchmark should not be shorter than 250 words or longer than 5 pages excluding annexes. It should also mention clearly the progress percentage (%) fulfilled and convert it into the proposed financial disbursement.

A particular attention should be dedicated to appreciate the full eligibility and compliance of the general conditions regarding the recent launch of the Human Resources Strategy 2016-2025 and the implementation of the Ministries action plans for implementing the new strategy. The conclusions and recommendations should be clearly addressed in order to develop any changes or amendments to the Financing Agreement.

In preparing the required assessment, the experts will take into account of the fact that by providing budget support the European Union (EU) seeks concrete and effective implementation of the activities i.e. commitment to specific actions, and where necessary financial commitments, from the Government of Jordan.

- A special part of the final report should include a recommendations list to guide on better implementation of forthcoming tranches against the agreed indicators.

➤ **Required outputs**

The team experts will produce the following main outputs for the 3 assessments taking place in 2017, 2018 and 2019:

1. Aide-Memoire, summarising the main findings and conclusions of the eligibility criteria and key performance indicators;
2. The annex " Assessing Public Policy Eligibility", using fully the template "Part II "Eligibility during Implementation" of Annex 3 of the EU Budget Support Guidelines"
3. Conducting up to 3 annual workshops for the stakeholders to present the main draft findings at the end of the mission.
4. A draft and final report in line with chapter 5 "Reporting" of this ToR. The final report will include an executive summary and all final annexes.

The experts should also be available to organise and lead at least 3 meetings/workshops (1 per year) where all the governmental stakeholders mentioned above concerned with the E-TVET Budget Support programme are briefed jointly. Such a meeting could be organised in one of the Ministries, most likely the Ministry of Planning and International Cooperation (MoPIC) and the 4 line Ministries involved in the programme (Ministry of Labour, Ministry of Education, Ministry of Higher Education, Ministry of Social Development. The first joint meeting should be organised soon – or at the latest one week - after the start of the mission to Jordan bringing together all the governments' stakeholders, in order to brief them on what is expected from each, on how the mission will be organised, and to establish a commonly agreed way forward. A second joint meeting of all stakeholders should be organised at least three days prior to the end of the mission to debrief stakeholders on progress and what is still remaining to be achieved.

Mission

Overall, the Experts are expected to assess the 3 forecasted disbursements of the programme for 2017, 2018 and 2019 organised on 3 missions (1 per year).

For 2017, the Experts should undertake their mission to Jordan indicatively on 30th of April 2017. During the missions the experts should undertake all the required tasks including collecting the required documents. In addition some working days are foreseen in the experts' place of recruitment to finalise reports and integrate remaining comments sent by the EU Delegation and those of the Government of Jordan into the reports.

➤ **Language of the Specific Contract**

The language of the contract is English

➤ **Subcontracting: Not to be foreseen**

3. EXPERTS PROFILE OR EXPERTISE REQUIRED

➤ **Number of requested experts per category and number of man-days per expert or per category**

The activities foreseen require a team of three experts. The person and working days inputs needed for the 3 missions (1 per year) are as follows:

Category of expert / task	Field Mission in Amman	Reporting including comments incorporation	Total of working days
Senior Expert 1 /Team Leader	45	9	54
Senior Expert 2	45	6	51
Senior Expert 3	45	6	51
Total of working days	135	21	156

Working days breakdown per mission:

Missions	Expert I Team Leader (E-TVET Policy)	Expert II E-TVET skills Expert	E-TVET Trainings	Expert III E-TVET Institutional & legal framework	Total
Mission 1: 2017	15		15	15	45
Mission II: 2018	15		15	15	45
Mission III: 2019	15		15	15	45
Drafting reports	9		6	6	21
Total	54		51	51	156

Each week will correspond to 5 working days (with Friday and Saturday as weekend in

Jordan), unless specific agreement to a 6 day working week is requested and approved by the EU Delegation as and when needed.

For the 3 missions (1 per year), the Team Leader shall have 9 home days after the end of the mission and the Senior Expert 2 &3 shall have 6 home days for drafting and finalising reports reflecting her/his additional overall responsibility for quality control and finalising all the outputs.

The first draft of the reports shall be submitted to the EU Delegation at the latest 15 days after the end of each field missions to Jordan.

➤ **Profile per expert or expertise required**

Each expert should have the following minimum general qualifications and experience:

Experts 1: Team leader, Senior Expert/ Category I: ETVET Policy

Qualification and skills

University Master degree or equivalent in human resource development, administration, management, social science or other related field.

- Excellent communication and presentation skills;
- Excellent analytical and organizational skills;
- Excellent skills in writing well structured, clear and concise reports;
- Team management skills;
- Strong Knowledge of the budget support approach and guidelines.

General professional experience

At least 12 years' experience in the sector including in institutional reform of E-TVET, policy dialogue and advice, organisational changes, revision of regulatory framework, implementation, monitoring and evaluation of programmes;

Specific professional experience

- At least 6 years of recent professional experience as consultant/technical adviser directly related to E-TVET development and reform.
- International experience in development, implementation and evaluation of comprehensive E-TVET strategies, policies and measures to improve institutional performance in relevant stakeholders' institutions.
- Proven experience in performance assessment and monitoring ETVET Budget support reform related programmes. (Particularly in the framework of international cooperation/ EU aid methods) for at least 2 relevant projects or programmes;
- Experience as a Team Leader in a similar assignment for conducting at least 3 projects or programmes.
- Knowledge of the Middle East and North Africa context will be an asset.

Expert 2: Senior Expert/ Category I: Skills trainings

Qualification and skills

University Master degree or equivalent in human resources, management, social education science, training or education management or other related field.

- Excellent communication and presentation skills;
- Excellent analytical and organizational skills;
- Excellent skills in writing well structured, clear and concise reports;
- Team management skills;
- Knowledge of Project Cycle Management and/or the budget support approach.
- Knowledge in certification and accreditation of the E-TVET programmes

General professional experience

At least 12 years' experience directly related to the assignment including the design of curricula, qualifications and programmes in the context of the vocational education and training sector.

Specific professional experience

- At least 6 years' experience in the design of competency based training curricula, textbooks and materials/equipment for technical and vocational training programs aiming to improve skills and employability of youths, women, and people with special needs for at least 3 projects in European and/or ENPI Countries;
- Relevant work experience for preparing, implementing and/or evaluating at least 3 projects/programmes for improving skills capacity building and implementing operational training programmes in the E-TVET sector with public and private vocational training providers and/or related industries;
- Excellent knowledge of EU budget support modality and Sector Policy Support Programmes, in particular proven experience in Budget Support performance assessment based on the specific benchmarks.
- A high degree of competence in drafting reports.
- Relative experience in the Middle East and North Africa (necessary).

Expert 3: Senior Expert/ Category II: Legal framework

Qualification and skills

University Master degree in law or equivalent

- Excellent communication and presentation skills;
- Excellent analytical and organisational skills;
- Excellent skills in writing well structured, clear and concise reports;
- Knowledge of Project Cycle Management and/or the Budget Support approach.

General professional experience

At least 6 years' experience in the sector..

Specific professional experience

- At least 6 years of recent professional experience directly related to E-TVET

- institutional governance and legal framework in education reform system.
- Excellent experience in Jordan with legal reforms in developing countries (necessary).
- Knowledge of the context of the Jordanian E-TVET or Education sector (necessary).
- Experience in working in an international context with experts and local professionals.

The team leader expert will have the overall responsibility for co-ordinating the mission's activities with the stakeholders, quality control and finalising all the outputs.

The Framework Contractor is responsible for proposing a team covering all the expertise required. The Contractor's offer should include a brief 1 page presentation of which expert is expected to take the lead in covering each of the above-listed areas of specific expertise (an expert can cover more than one area).

➤ **Language skills**

The main language of the assignment is English; all experts should be perfectly fluent in English. And at least one of the team members should also be fluent in Arabic, in particular, the position of the Legal Expert.

- Briefing and debriefing meetings and presentation of mission results at the EU Delegation are required.

4. LOCATION AND DURATION

➤ **Starting period**

The indicative starting period of the first mission is 21 May 2017.

➤ **Foreseen finishing period or duration**

The duration of each mission is foreseen to be 3 weeks.

➤ **Planning including the period for notification for placement of the staff as per art 16.4 a)**

In advance of mission, the experts will directly acquire useful information from official web sites, for example, the official websites for related Ministries such as planning, E-TVET Council, line Ministries and their related institutions and others.

Documentation will also be made available by the EU Delegation in Amman.

The exact start date of the mission to Jordan will be agreed with the EU Delegation to Jordan in consultation with the Government of Jordan once the specific contract has been signed. It is expected that the experts should be able to travel to Amman on 20 May 2017. The Delegation will inform the Framework Contractor for the planning of the next

missions (2018 and 2019) at least 3 months before starting the missions.

➤ **Location of assignment**

Amman, Jordan

5. REPORTING

➤ **Content**

The final result of the mission will include the preparation/drafting by the team of the requested reports in English, focusing on a factual and quality analysis of progress towards compliance with the conditionality/reform benchmark policy matrix actions and progress on various justice sector development/reforms.

The following structure and content should be followed for the expected reports:

- 1) The inception report shall present a proposed schedule of activities, including the actors to be met, the work to be undertaken during the mission, in order to ensure necessary consultations leading to the production of all required outputs, dates when reports will be submitted (maximum 5 pages excluding annexes).
- 2) For the budget support programmes' monitoring report, the experts will respect the following structure and contents:
 - Cover page
 - Table of contents
 - Executive summary
 - Update on the macroeconomic framework (this has to be included in the report, the content will be provided by the EUD)
 - Reform Benchmark matrices: technical update
 - Technical analysis of compliance with each individual general and specific reform benchmark based on the compliance documents and experts' quality analysis
 - Conclusions (and recommendations only if relevant)
 - Annexes (including list of persons/services consulted, a summary list of compliance documents, the compliance documents numbered)

The analysis of each reform benchmark should not be shorter than 250 words or longer than 5 pages excluding annexes. This report should not exceed 60 pages excluding annexes.

Inclusion (with, whenever relevant their translation into English) of all compliance documents related to the policy matrices is mandatory, as separate annexes.

Attention is drawn to the fact that no report shall be approved if submitted in an incomplete or fragmentary manner, or with poor or inconsistent drafting.

The experts will operate under the guidance of the EU Delegation to Jordan; regular meetings

should be foreseen with the EU Delegation. Any decision on the EC funded programme to Support to the E-TVET Sector Reform Programme in Jordan, as well as any release of conclusions and/or recommendations on the said programme are the exclusive responsibility of the European Commission and the experts will neither issue nor circulate any information on the activities under this contract unless prior written (e-mail) authorisation has been received.

In this regard, the experts' attention is drawn to the requirement of strict respect of confidentiality, including, of course, with regard to all the documents received from third parties.

➤ **Language**

The reports shall be submitted in English.

➤ **Submission/comments timing**

- 1) The inception report should be submitted to the EU Delegation within one week after the start of the mission. The EU Delegation and Government of Jordan shall have **3 days** to provide comments.
- 2) For the budget support programmes' monitoring report, at least two drafts of the same (one) report are expected to be produced by the experts.

The first draft of the report shall be submitted to the EU Delegation at the latest by the end of second week of the field mission to Jordan; The EU Delegation and Government of Jordan shall have two weeks to provide comments on the first draft provided by the experts.

On the basis of the comments sent to the experts by the EU Delegation, a second draft report should be submitted within a two week period. Once the report are considered of appropriate quality they shall be approved by the EU Delegation, at which point the Consultant may submit it as final report together with the request for final payment.

➤ **Number of report(s) copies**

The draft versions of the reports should be submitted in electronic format only.

The final version of all reports should be submitted in three hard copies and in electronic format. All originals of compliance documents must be submitted in their original paper version.

In addition, all the annexes, reference documents and compliance documents must be numbered, scanned if not in electronic format, and submitted in three CDs for the report (justices sector reform budget support monitoring mission's report) containing the same documents. Each annex should be saved as an individual document and not combined with other documents, and separate from the reports.

6. INCIDENTAL EXPENDITURE

- Travel costs: 9 flights x €900: €8100
- Other imitatively identified reimbursable costs, with their details: A fixed amount of EUR 15,000 shall be included in the offer to cover incidental expenditures, including: interpretation, documents translation, workshop or field visits.
- Details regarding the tax-exoneration agreement and the administrative formalities for the FWC Contractor to obtain such exoneration: EU projects in Jordan are exempted from taxes. A written request detailing type of expenses needs to be submitted in advance to the EU Delegation, which will communicate with the Ministry of Planning and International Cooperation to obtain the tax exemption.

7. MONITORING AND EVALUATION

- Definition of indicators

The European Union Delegation to Jordan will assess and will ensure the proper quality of the outputs before final validation.

Annexes to the be sent by E- Mail in Pdf Format:

- Annexe 1: Technical and Administrative Provisions (TAPs) of the programme "Skills for Employment and Social Inclusion" (programme number ENI/2014/033-672

