Terms of Reference

Consultancy Services for Final External Evaluation of project titled "Design and implementation of water harvesting practices and policy dialogue in Jordan" (3Rs).

Project # EKN No. 4000005402

Lead Partner: INWRDAM

Table of Contents

Terms of Reference

Title: Consultancy Services for Final External Evaluation of project titled “Design and implementation of water harvesting practices and policy dialogue in Jordan” (3Rs).

Subtitle: Final evaluation – terms of reference covering the period from 1 January 2022 to 30 Dec 2025

Executive Summary

This Terms of Reference outlines the scope, objectives, and methodology for the final external evaluation of the “Design and Implementation of Water Harvesting Practices and Policy Dialogue in Jordan” (3Rs) project no.#4000005402. Funded by the Embassy of the Kingdom of the Netherlands and implemented by INWRDAM and consortium partners; IHE Delft Institute for Water Education (Netherlands), Acacia Water (Netherlands)., the project aims to enhance water security through rainwater harvesting, policy dialogue, and capacity building. The evaluation will assess the project's relevance, effectiveness, efficiency, impact, and sustainability, providing actionable recommendations for future interventions and actionable recommendations for a potential second phase

Project Overview

Project Duration: 2022 – 2025

Location: Jordan (National scope and mainly across Mafraq, Azraq, Northen Jordan Valley)

Commissioning Organization: Inter-Islamic Network on Water Resources Development and Management (INWRDAM)

Partner Organizations: IHE Delft Institute for Water Education (Netherlands), Acacia Water (Netherlands).
Donor: Embassy of the Kingdom of the Netherlands in Jordan

INWRDAM

INWRDAM is a Water Diplomacy Organization that aims to foster closer cooperation among the member countries in the field of development and management of water resources.

INWRDAM has been operational in Jordan since 1987, maintaining a continuous presence across all governorates. It has established itself as a national and regional leader in integrated water resource management, particularly in water-scarce and climate-vulnerable environments. As a specialized water-focused "think and do tank," INWRDAM works to advance the implementation of the Water-Energy-Food-Ecosystem (WEFE) Nexus through evidence-based policy dialogue, technical field interventions, and institutional capacity building.

INWRDAM's work includes hydrological assessments, development of rainwater harvesting and aquifer recharge systems, and piloting nature-based solutions to improve water security. It also supports national water planning through applied research and fosters innovation in sustainable smart agriculture and treated water reuse. INWRDAM helps bridge the gap

between science, governance, and local action in the water sector by combining policy influence with community-based implementation.

Project Background

INWRDAM and consortium partners supported the implementation of the project titled “Design and implementation of water harvesting practices and policy dialogue in Jordan” (3Rs) in collaboration with related Stakeholders funded by The Embassy of the Kingdom of the Netherlands.

The project aims to enhance the awareness of the crucial role of Rainwater Harvesting (RWH) in achieving Water Security for the inhabitants of Jordan, by facilitating decision-makers and communities in both a national dialogue, policy advice, capacity building as well as, physical demonstration of implementing rainwater harvesting structures, specifically Nature-based Solutions (NBS).

The project objectives designated is in a direct link with The Netherlands Multi-Annual Country Strategy 2023-2026 (MACS) cooperation priorities for Jordan, focusing on four key themes: hosting refugees, economic resilience, water and climate, and human rights in general. As well in line with Jordan’s National Water Strategy 2023–2040. Theory of Change

Theory of Change

The 3Rs project is grounded in the belief that sustainable water security and climate resilience can only be achieved when infrastructure development is integrated with inclusive governance, stakeholder empowerment, and policy reform.

The Theory of Change is structured around the following logic:

- **If** physical RWH infrastructure is designed and implemented using nature-based solutions,
- **And if** stakeholders are trained to manage, maintain, and advocate for these systems,
- **And if** national policies embed RWH principles into long-term planning,
- **Then** Jordan will be better equipped to manage its water resources sustainably, empower vulnerable groups, and withstand the impacts of climate change.

Change Pathway:

- If adequate funding, technical expertise, and strategic partnerships are mobilized,
- And if these resources are used to implement water harvesting structures, deliver training programs, and conduct policy dialogues,
- Then this will lead to the development of tangible interventions, institutional strategies, and knowledge-sharing platforms,
- Which will result in increased water availability, strengthened institutions, and empowered local communities,
- Ultimately contributing to enhanced national water security and climate resilience in Jordan.

Key Project-Specific Outcome Indicators

The following key results are expected to be achieved by the conclusion of the project:

- Implementation of over 30 rainwater harvesting interventions in Azraq, Mafraq, and the Northern Jordan Valley, with a combined storage capacity exceeding 2 million m^3

- Establishment of 20 home-based businesses (HBBs) using harvested water and solar power, generating 22 sustainable jobs for women and youth
- Training of over 500 stakeholders, including ministry staff, farmers, youth, and entrepreneurs, in water harvesting, monitoring, and agribusiness
- Development and dissemination of a National Strategy on Women and Youth Empowerment in the Water Sector, reaching more than 1,000 individuals
- Institutionalization of a monitoring and evaluation system, including the setup of 5 smart monitoring stations and a national rainwater harvesting committee
- Launch of a national knowledge hub and media lab to facilitate stakeholder engagement, education, and open access to water data
- Hosting of 4 national policy dialogue events, along with the development of policy guidelines and legislative recommendations on 3Rs practices

Project Components and Geographic Scope

The 3Rs project is structured around four integrated components:

1. **Water Harvesting Implementation and Innovation**
   Designing and constructing ponds, recharge structures, and terraces using nature-based solutions to enhance groundwater recharge, mitigate floods, and improve water availability.
2. **Capacity Building and Institutional Strengthening**
   Delivering targeted training programs, field schools, and advisory services for farmers, youth, government staff, and community actors to support effective planning, operation, and maintenance of RWH systems.
3. **Policy Dialogue and Strategic Integration**
   Facilitating high-level dialogue, supporting national policy development, and embedding the 3Rs approach into sectoral strategies, including the institutionalization of the Women and Youth Empowerment Strategy in the Water Sector.
4. **Knowledge Management, Monitoring, and Digital Tools**
   Establishing a national media and knowledge hub, deploying smart monitoring technologies, and developing digital platforms (e.g., GIS dashboards) to support data-driven planning and public engagement.

Geographic Coverage:

Project interventions span multiple governorates, with focal areas in Mafraq, Azraq, the Northern Jordan Valley, Al-Muwaqqar, and Karak—regions selected for their high water stress, agricultural relevance, and potential for impactful recharge and reuse interventions.

Purpose of the Evaluation

The final evaluation will be conducted for the full time of project terms, covering the period from 1 January 2022 to 30 December 2025. The main purpose of the evaluation is:

- Monitoring and Learning: evaluate the efficiency, effectiveness, relevance, coherence and sustainability of the project implementation based on the OECD DAC evaluation criteria and to understand if and how the project interventions have contributed to the envisioned project outcomes and impact
- Action: formulate recommendations and lesson learned of the project. and to formulate recommendations on scale-up potential of the project and how to leverage current achievements.

Evaluation Objectives

1. Assess the relevance of project design and objectives to Jordan's water crisis, national development goals, and the needs of target groups and stockholders.
2. Measure effectiveness in delivering planned outputs and achieving outcomes, including behavioral, policy, and environmental change.
3. Evaluate the efficiency of resource utilization and management systems.
4. Analyze the impact on targeted beneficiaries, institutions, and ecosystems, using both qualitative and quantitative data.
5. Assess the sustainability of results, institutional partnerships, and financial models.
6. Provide strategic recommendations for scale-up potential of the project and how to leverage on current achievements.

Scope of Work

The consultant will evaluate:

- Physical infrastructure (ponds, dams, terraces, greenhouses… etc.)
- Solar powered Hydroponic systems.
- Capacity building and field schools
- Policy and national dialogue activities
- Knowledge platform.
- Gender and youth empowerment strategies
- Institutional coordination and stakeholder engagement

Geographical coverage of service includes:

- Northern Jordan Valley
- Mafraq governate
- Azraq District
- Al-Muwaqqar (University of Jordan research site)
- Hummrat Al Sahen (Balqa Applied University research site).

Evaluation Questions

It is important that the final evaluation provides answers to the following key questions.

Relevance

- How well did the project aligned with national and local priorities?
- Were interventions appropriate for site-specific ecological, hydrological, and socio-economic conditions?

- To what extent are the interventions and practices introduced by the project relevant for the targeted beneficiaries in the current economic, social and environmental conditions in Jordan?
- To what extent have capacity building and awareness sessions, filed labs activities responded to the needs of the targeted beneficiaries and aligned them with the project objectives?

Effectiveness

- To what extent were the project objectives achieved across the different components?
- How effective was the coordination among implementing partners and stakeholders?
- What challenges have limited the effectiveness of the project in achieving its objectives?
- How effectively has the project adjusted its approach based on emerging challenges and stakeholder feedback?

Efficiency

- Were resources (financial, human, technical) used optimally?
- Were timelines and budgets adhering to?
- Has the budget been efficiently allocated to different work packages and activities, in relation to the output and outcomes achieved?

Impact

- What tangible changes occurred in water availability, agricultural practices, and community livelihoods?
- How did the project contribute to EKN's MACS goals in the target communities?
- Were there improvements in institutional capacity, gender equity, or policy frameworks?

Sustainability

- What mechanisms are in place for maintenance, ownership, and long-term financing?
- What revenue models (e.g., farmer co-ops, PPPs) ensure infrastructure maintenance?
- To what extent are the projects' results to date likely to continue after the project's duration?

Gender and Inclusion

- Did women's participation in water decision-making increase beyond project-specific activities?

Scalability

- Which components have the potential to be scaled or replicated?
- What operational and strategic lessons should inform the second phase?

- Is it advisable to scale up the project?
- Which elements should be considered for scale-up and how can the project leverage on current achievements?

Coherence:

- To what extent are the project's components complementary and reinforcing each other?
- To what extent does the project align with other NL funded programs and projects in Jordan?
- To what extent does the project align with water and agriculture sector strategy of the Jordanian government?

Methodology

The consultant is expected to apply a rigorous mixed-methods approach including:

- Desk review of project documentation (proposals, progress reports, M&E data, policy briefs)
- Key informant interviews (minimum 35), including:
    - 7+ with MWI/MoA/ JU/ BU
    - 3+ with Dutch partners (IHE Delft, Acacia Water, NL Embassy)
    - 30+ with beneficiaries (at least 50% women and 30% youth, equal geographically distribution (10 NJV, 10 Mafraq, 10 Azraq)
- Focus group discussions (minimum 5), ensuring gender-balanced participation
- Field visits to intervention sites
- Geospatial analysis of infrastructure performance (using project GIS data)
- Data triangulation, peer review of findings, and partner validation

Conditions that may influence data collection include site inaccessibility due to security incidents. Alternative sites should be identified during the inception phase.

All tools and methodologies must ensure inclusivity, gender sensitivity, and data credibility.

Deliverables

1. Inception Report with evaluation framework, methods, and timeline
2. Mid-term Briefing with emerging findings
3. Draft Evaluation Report (max. 50 pages + annexes; submitted to EKN for feedback)
4. Validation Workshop with key stakeholders and donor participation
5. Final Report in English and executive summary(only) in Arabic and English

All data, reports, and evaluation materials are the property of INWRDAM and EKN. No use or distribution of data is permitted without written consent from EKN for a period of five years.

Timeline and Level of Effort

- Estimated start: 10. August 2025
- Final report deadline: 11 Septembers 2025
- Estimated Level of Effort (LOE): 25 working days

Budget and Logistics:

- Costs must comply with INWRDAM's procurement guidelines
- All associated logistics in this consultancy should be included in the offer
- Accommodation and transportation for experts will not be provided by INWRDAM
- All costs shall be broken down by category (e.g., professional fees, travel, daily expenses)
- Offers must comply with Jordan's new E-Invoicing regulations

Ethical and Risk Considerations

- Informed consent must be obtained from all participants
- Data confidentiality must be respected
- Female enumerators will be engaged for women's FGDs
- Culturally sensitive methods will be applied throughout
- Contingency plans will be in place for security/access delays
- All data will be backed up on encrypted INWRDAM servers
- The consultant shall commit to respect INWRDAM's Risk Management Policies including Safety and Security Policy, Anti-Fraud/Corruption Policy, and Whistle Blowing Policy. Any transgressions or allegations must be reported immediately.
- INWRDAM expects that its contractors' professional conduct reflects proper behavior in accordance with local culture and traditions. The consultant shall not represent any political, religious, or financial interest and shall protect the reputations of INWRDAM, EKN, and consortium partners.

Management and Coordination

The consultant will report to the INWRDAM Project Management Unit. Coordination and support will be provided by Acacia Water, IHE Delft, and the Dutch Embassy. All draft deliverables will be reviewed by EKN. The Embassy is welcome to participate in the validation workshop (virtual or in person).

Evaluation Grid of Proposals

All submitted proposals will be evaluated based on the following criteria:

Criteria	Weight (%)
Technical Proposal (methodology, approach, clarity, responsiveness to ToR)	40%
Relevant Experience and Qualifications (team CVs, past evaluations in similar contexts, familiarity with OECD-DAC)	30%
Financial Proposal (cost-efficiency, budget clarity, value for money)	20%
Feasibility of Work Plan and Timeline (realistic schedule, logistics preparedness)	10%

Note: Proposals that do not meet the minimum technical score (70%) will not proceed to financial evaluation. INWRDAM reserves the right to contact shortlisted applicants for clarification or negotiation. The selection committee will prioritize proposals that demonstrate strong familiarity with the Jordanian water sector, gender-sensitive methods, and Dutch donor evaluation standards.

Qualifications and Experience Required

- Advanced degree in Water Resources Management, Environmental Sciences, Agricultural Engineering, Development Studies, or a related field
- Minimum of 10 years of demonstrated experience in project evaluation in the water, environment, or sustainable development sectors
- Proven experience applying OECD-DAC evaluation criteria in donor-funded programs, preferably for Dutch-funded projects
- Familiarity with water harvesting, WEFE Nexus approaches, and integrated resource management in arid and semi-arid regions.
- Strong track record in designing and implementing participatory and gender-responsive evaluations
- Experience with Dutch-funded or European donor projects preferred
- Fluency in English; knowledge of Arabic is an asset
- Prior experience in Jordan or the MENA region, especially with government, NGOs, and international partners.

Legal and Compliance Clauses

- Intellectual Property: All evaluation outputs, including raw data, analysis, and reports, are the sole property of INWRDAM and the Embassy of the Kingdom of the Netherlands. Unauthorized use, reproduction, or dissemination is strictly prohibited.
- Confidentiality: The consultant must sign a Non-Disclosure Agreement (NDA) prior to accessing project data. All collected information must be anonymized where necessary, and data privacy protocols must be upheld.

Appendices:

INWRDAM should provide the following to the selected consultant as part of the evaluation onboarding or inception phase:

- Appendix A: Project Log frame (Objectives, Indicators, Targets)
- Appendix B: Interview and FGD Templates
- Appendix C: List of Key Stakeholders
- Appendix D: Map of Project Sites
- Appendix E: Evaluation Matrix Template
- Appendix F: Sample Budget Template
- MACS and 3R theory of change

Sample Budget Template:

Category	Description	Amount (EUR)
Professional Fees	Consultant daily rate (40–50 days)	XX,XXX
Travel	Local transportation, accommodation	X,XXX
Miscellaneous	Communication, software, etc.	XXX
Contingency (5%)	Buffer for unforeseen costs	XXX
Total		XX,XXX

Application Process

Interested consultants or firms should submit:

- A cover letter outlining relevant experience
- CV(s) of the proposed consultant(s)

- A technical proposal including methodology and work plan
- A detailed financial proposal (fees, travel, incidentals).

1. All submissions should be sent to:
   - Address: info@inwrdam.org
   - **Subject Line:** Final Evaluation – 3Rs Project – [Your Name]

2. **Deadline:** 7. August. 2025, 16:00 PM, (GMT+3 / Amman local time)