



CHEMONICS INTERNATIONAL INC.

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Development  
Final Report

Author's Name: Andrew Baird, Making Cents International

Activity Title and Number: Achievement of Market-Friendly Initiatives and  
Results Program (AMIR Program)

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**Abstract**

The objective of this consultancy is to work with the WAEDAT team to develop a draft Monitoring and Evaluation plan for the WAEDAT program. The main challenge of this consultancy is to work with the CCJ WAEDAT team to develop a concrete set of performance indicators to monitor the results and impacts of the WAEDAT program.

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## **Executive Summary**

The purpose of this consultancy was to design a Performance Monitoring and Evaluation system that would provide performance indicators to USAID and the AMIR program, and provide the WAEDAT program with the information necessary to monitor and improve their own performance. The consultant with the WAEDAT M&E specialist met with AMIR program staff, each of the core team members and the steering committee to determine the information needs of each party. In addition, the consultant has incorporated best practices from the findings of the SEEP Network working group on the Performance Monitoring Framework for enterprise development programs. The report format that follows in Annex 5 provides a draft set of questions and information for the WAEDAT Performance M&E system.

The primary next steps are:

1. Match information requirements to sources of information. Identify where M&E tools will need to be created. Ensure that questions soliciting the required information are included on existing forms such as application, exit surveys, advisor reports, etc. M&E specialist and core team responsible. (December 20, 2004)
2. Develop system to capture information in a central database. M&E specialist responsible. (January 13, 2005)
3. Prepare baseline data report for the first groups of participants. M&E specialist responsible. (January 13, 2005)

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## CHAPTER 1: Introduction

### 1.1 Background

The Women's Access to Entrepreneurship Development and Training Program (WAEDAT) Program is being implemented to address the need for comprehensive support to female entrepreneurs in Jordan. The WAEDAT program will build on numerous initiatives taken by the AMIR Program. The Microenterprise Initiative (MEI) has provided Jordanian microenterprises, particularly women and the working poor, with greater and more reliable access to sustainable financial and business development services leading to stronger, more competitive, and empowered entrepreneurs. The program pays attention to the needs of business women and aspiring entrepreneurs in both urban and rural areas.

The WAEDAT Program is a collaborative effort between a US Subcontractor and a local Jordanian Partner (JP). The *US Subcontractor* is responsible for the overall project design and provision of technical assistance (TA) to develop the capacity of a local *JP* who will implement the project - managing a women's entrepreneurship training and support program. The entrepreneurship training will provide cross cutting and sector specific training, consulting services, market access information and follow-up support. The primary objective of this program is to attract Jordanian women entrepreneurs into the private sector, provide them with the tools that will help them succeed in developing their own business, and thereby encourage others to do the same.

### 1.2 Objective

The objective of this consultancy is to work with the WAEDAT team to develop a draft Monitoring and Evaluation plan for the WAEDAT program. The main challenge of this consultancy is to work with the CCJ WAEDAT team to develop a concrete set of performance indicators to monitor the results and impacts of the WAEDAT program.

**1.3 Methodology**

The consultant worked closely with the WAEDAT Monitoring and Evaluation Specialist in the design of the report format and tools found below. Information on the critical program elements were gathered from a number of sources including AMIR program staff, the WAEDAT steering committee, and WAEDAT staff. In-depth interviews were conducted with all members of the WAEDAT core team to elicit their input on what aspect of the program should be monitored in order to best capture WAEDAT's impacts, and to assist in the management and functioning of the program. In addition, the consultant drew from past experiences in designing M&E systems for similar programs.

A list of indicators was developed and discussed, and then ranked in importance by the WAEDAT core team. From this list of indicators, a methodology to gather this information was proposed. Much of this was based the manner in which information is currently being captured by the core team. Finally, the tools below were drafted and circulated among the core team, WAEDAT steering committee and AMIR project staff for review and comment.

## CHAPTER 2:

### *2.1 Proposed Monitoring and Evaluation System*

The design of the WAEDAT Performance Monitoring and Evaluation system was developed based on a review of the information needs of the program, and its contractual reporting requirements. Information feeding into the system is to be gathered from a variety of sources at different times during the program cycle. In defining the indicators a number of factors have been considered including:

- Fulfilling the reporting needs and requirements of USAID and the AMIR program;
- Fulfilling the reporting needs of the WAEDAT program in order to monitor and improve its own performance;
- Using performance monitoring measures currently considered as “best practice” in the microenterprise field; and,
- Minimizing the degree of burden placed on the core team in order to collect and manage the information.

The system focuses on gathering information on two levels as defined below - programmatic and participant impact.

#### **Programmatic measures**

Programmatic measures are divided into the following four categories.

*Quantitative* - monitors progress towards goals and milestones and provides specific information on the number of people trained and services provided. The information reported in this section will primarily be gathered through systems already in place in the WAEDAT program including application and registration forms, and advisor reports.

*Participant Satisfaction* – provides feedback from the participants on the relevance and effectiveness of the program. Participants provide indications of their degree of satisfaction with the WAEDAT program and its components at the completion of each phase of training, and as part of an exit survey upon graduation.

*Follow-up activities* – measures the degree of involvement of WAEDAT graduates in the network and those training events open to them.

*Sustainability and Outreach* – measures sustainability in terms of the participants’ contribution towards the cost of their training, as well as the amount of support that other institutions are willing to contribute to the program. This information will be available from participant registration forms.

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## Participant impact indicators

Reliable participant impact indicators are generally considered to be the most difficult to measure to obtain in enterprise development programs. In addition to the inherent difficulty in assigning attribution or linking program activities to changes in an enterprise's performance, firm level data is time consuming and generally expensive to collect. The WAEDAT program, however, provides a unique opportunity to track and record the changes in clients' enterprises. The long-term relationship that the program develops with each of its clients affords the possibility to monitor indicators on a consistent basis. Collecting the quality of data proposed in the Monitoring and Evaluation plan will greatly assist the WAEDAT program as it seeks to find sources for continued support.

The impact indicators listed below will primarily be collected by the advisors and the core team staff after the completion of the training program. In order for this information to be relevant however, certain baseline data must be collected prior to and during the WAEDAT training program. In addition anecdotal data should be collected with some indicators in order to provide a clearer and richer picture of the impact. For example, when collecting information on new products or services, listing what types of services or products were added and why will increase the value of the data. Each of the impact indicators is listed below.

*Average change in monthly revenue for WAEDAT participant businesses by sector* – This information may be collected initially by the advisors, and then through periodic follow-up surveys after the client has completed the program.

*Number of jobs created in WAEDAT participant enterprises* – This indicator should be used as a measure of the impact of the program as a whole, and not for individual businesses. Some businesses may actually become more efficient, or add technologies that will decrease the number of employees.

*Number of WAEDAT participants adding new services or products lines to their businesses* – This may indicate growth, or a shift in strategy. Correlated with changes in income and employment, it will provide very useful information.

*Number of participants adopting new or improving IT for use in their businesses* – Examples may include the use of a computer for bookkeeping or inventory control, linking a producer to a retail market in another city or country through internet, or developing product ideas by surfing the internet. Additional anecdotal information should be collected to illustrate how the technology is being used.

*Degree of increased confidence to operate a successful business as a result of the WAEDAT training* – Women's enterprise programs throughout the world have demonstrated that increasing a woman's confidence in her ability to run and operate an enterprise is key success factor. This is a subjective indicator to be certain, but one that is being monitored by many similar programs.

*Number and/or percent of WAEDAT participants who are using the services of other programs* – Indicates the degree to which the WAEDAT program is using existing resources provided by other programs.

### **Information sources**

Information feeding into the M & E system will be gathered from a variety of sources. In order to minimize the information collection burden on the WAEDAT staff, information will be gathered from sources central to the operation of the program to the extent possible. These sources will include the participant application, entrance interview, advisor reports and the exit survey. (See Annex 4 and 5 for more information.) In order to gather relevant impact data however, it will be necessary to conduct at least one follow-up survey of all the participants. As training occurs throughout the year, it is recommended that a survey be administered to participants approximately nine months to one year following the conclusion of the training. This will allow for the impacts to be measured at comparable times for each of the participants. Initially surveys should be administered to the participants, but as the financial burden falls more heavily on the WAEDAT program, incentives should be sought for the survey to be self-administered.

### **Proposed Next Steps**

1. Review proposed M & E information to be collected and make any additions or changes as necessary. WAEDAT core team, M&E specialist, and steering committee responsible. (December 10, 2004)
2. Match information requirements to sources of information. Identify where M&E tools will need to be created. Ensure that questions soliciting the required information are included on existing forms such as application, exit surveys, advisor reports, etc. M&E specialist and core team responsible. (December 20, 2004)
3. Develop system to capture information in a central database. M&E specialist responsible. (January 13, 2005)
4. Prepare baseline data report for the first groups of participants. M&E specialist responsible. (January 13, 2005)
5. Prepare draft M&E report for AMIR by January 20, 2005. M&E specialist responsible.
6. Prepare additional tools such as exit surveys, as needed. M&E specialist responsible.

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## Annex A

### Standard Short Term Consultancy Agreement Information

#### I. INTRODUCTION AND BACKGROUND

##### A. Program Goal and Approach

The critical economic challenges facing Jordan are modest economic growth rates, insufficient international competitiveness, persistent poverty, high unemployment, sagging per capita incomes and economic structural imbalances. All of these factors threaten Jordan's ability to generate new economic opportunities for its citizens and limit private sector trade and investment. In short, Jordan must grow its economy at sustained "real" rates above 5% per annum in order to begin to address the pressing poverty and unemployment problems.

The Achievement of Market-Friendly Initiatives and Results (AMIR) Program, also known as AMIR 2.0, succeeds and builds upon the Access to Microfinance and Improved Implementation of Policy Reform Program (1998-2001), known as AMIR 1.0. In the public's eye, both are known as the AMIR Program.

The current goal of AMIR is:

To promote economic growth and prosperity for all Jordanians by developing a more market-friendly environment for broad-based economic opportunity and business expansion.

The AMIR Program is designed to help Jordan achieve the capacity for sustained, higher economic growth rates that are private sector-led, employment generating and equitable. In doing so, AMIR directly supports the U.S. Government's Economic Development Goal in Jordan: Broad-based, market-oriented growth accompanied by expanding investment, improving standards of living and enhanced economic opportunities for all Jordanians.

The AMIR Program will also contribute directly to USAID/Jordan's Strategic Objective No. 5: Increased Economic Opportunities for Jordanians. This strategic objective supports three intermediate results: (1) increased access to business services; (2) more effective identification and implementation of policy reforms; and, (3) an improved environment for sustained policy reform.

The AMIR Program is an integrated economic growth program which creates opportunities for synergy and linkages among all the program components. Technical assistance, training, commodity support and grants will be delivered to activities in the following illustrative areas:

- Strategic planning;
- Sectoral, analytical and feasibility studies;
- Organizational development;
- Public awareness and advocacy services;

- Information and communications technology (ICT) solutions, including management information systems (MIS);
- Program results design, monitoring, reporting and coordination.

The design of AMIR builds on the lessons learned through the implementation of USAID/Jordan's economic opportunities program during the period 1997-2001. AMIR will continue to play the economic growth "flagship" role of the ongoing AMIR Program. In this role, AMIR will address a wide range of economic growth, private sector development, and public sector reform issues. The program will interface with a diverse group of public, private and non-government institutions and organizations. The primary Government of Jordan counterpart for the program will be the Ministry of Planning (MOP) though there are numerous other government, private sector and NGO partners directly or indirectly involved with the program.

The AMIR Program has clearly defined components and will be focused on achieving measurable results. However, it also has sufficient program flexibility to respond rapidly and effectively to "windows of opportunity", such as new market or business opportunities, new economic reform opportunities or requirements, as well as unexpected domestic, regional or international economic and business developments. In doing so, the program has a high level of managerial and technical competence in core component areas, while maintaining sufficient flexibility to respond to critical USAID, GOJ, private sector and NGO program assistance needs on a "demand-driven" basis.

The AMIR Program will be managed and implemented in a politically volatile region of the world. Jordan is also central to U.S. foreign policy interests and objectives in the Middle East. Accordingly, we must be cognizant of the "high profile" imperative for AMIR to be a highly successful and responsive economic growth program.

As a four-year program which began in January of 2002 and consists of a three-year base plus one-year option, the AMIR Program will include the following five program components:

- The Microenterprise Initiative (MEI);
- The Business Management Initiative (BMI);
- The Information and Communications Technology Initiative (ICTI);
- The Private Sector Policy Initiative (PSPI)
- Financial Markets Development (FMD)

### **Component 1: The Microenterprise Initiative (MEI)**

The objective of the Microenterprise Initiative (MEI) is to provide microenterprises, particularly those owned by women and the working poor, with greater and more reliable access to sustainable financial and business services. Expanded access to financial and business services will enhance the viability and growth potential for microenterprises in Jordan. This, in turn, will help generate increased job and income opportunities for women and low-income groups. In addition, MEI helps bridge the "economic opportunity gap" faced by many of the working poor in Jordan. Unable to qualify for welfare assistance programs, they may also lack the education and skills to allow them to work in the formal economy. Finally, microenterprises often provide an opportunity for women to work in or close to their homes, allowing them to supplement their family incomes and acquire new business skills while still meeting their family obligations.

**Component 2: The Business Management Initiative (BMI)**

The objective of the Business Management Initiative (BMI) is to strengthen the management skills and advocacy capacity of Jordan's private sector to effectively compete and succeed in the global economy. This will be accomplished through a series of business management skills workshops, further assistance to business associations, and support for organizations involved in public-private sector partnerships. Improved business management skills are a key strategy for increasing private sector competitiveness. Jordan's business associations play an important role in promoting market-friendly policies and delivering valuable business services to their members. Also, Jordanian organizations involved in public-private partnerships are promoting more open policy dialogue and developing action plans to address critical economic and business issues. These efforts, in turn, contribute to the foundation for sustained economic growth and the development of Jordan's civil society.

**Component 3: The Information and Communications Technology Initiative (ICTI)**

The objective of the Information and Communications Technology Initiative (ICTI) is to assist Jordan in becoming a leading regional ICT hub, and an internationally competitive exporter of ICT products and services. Around the world, ICT has emerged as a key enabler for economic growth and social development. Jordan's strong human capital advantage, predominately services-based economy, geographic location, and national-level ICT strategy combine to form a solid foundation for growing an ICT industry that generates large numbers of knowledge-based jobs, increased foreign direct investment, and substantial exports.

**Component 4: The Private Sector Policy Initiative (PSPI)**

The Private Sector Policy Initiative (PSPI) is the most complex and multi-faceted AMIR Program component. The objective of PSPI is to develop and implement international best practice solutions aimed at improving the policy-enabling environment for private sector-led growth. PSPI will address a wide range of economic and business policy issues that affect private sector development in Jordan. In doing so, PSPI will focus on those policies, regulations, administrative procedures and institutions that have the most direct impact on the ability of foreign and domestic private sector firms to invest and grow their businesses in Jordan.

**Component 5: Financial Markets Development (FMD)**

The objective of the Financial Markets Development Component (FMD) is to broaden and deepen Jordan's financial markets by leveraging unused capital for developing and modernizing financial institutions. This will be accomplished through enhancing banking laws and bank supervision, developing equity market regulations, expanding instruments of investment, including the Government bond market, improving the banking sector, expanding new types of capital markets institutions that will develop the loan guarantee and housing finance markets and working with the social security fund in reform related to public pension fund investments. Institutional development through providing management and technical systems and training of public and private sector participants in the financial sector are important activities throughout all tasks of the Component. Investor education and public awareness activities are included in this strategic thrust. Combined these approaches can

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address the causes of illiquidity in long-term finance and harness Jordan's \$2.0 billion locked in low yield investments with little development impact.

## **II. GENERAL TASKS OF THE CONSULTANT**

Under this Consultancy Agreement, the Consultant shall perform, but not be limited to, the following general tasks:

- A. Immediately upon commencement of work in Jordan, arrange through the reporting channels specified in paragraph VII below, to be introduced to the AMIR Program Director and to USAID's Cognizant Technical Officer and other USAID and AMIR Program personnel as deemed necessary, and during the course of these introductions agree jointly with the AMIR Program and USAID/Jordan on the following:

A schedule of periodic briefings, if deemed necessary, throughout the course of this Consultancy Agreement

A date, time and place for a debriefing near the end of this Consultancy Agreement

- B. Throughout the course of implementation of this Consultancy Agreement, ensure good communication with AMIR Program management and, if appropriate, the management of any host country organizations with whom the Consultant is working. The Consultant should provide verbal updates to AMIR management at least weekly;
- C. Ensure that AMIR management is informed immediately of any material problems which will compromise the integrity of this Consultancy Agreement, its data or its implementation time frame;
- D. Within one day of the Consultant's commencement of work in Jordan, provide to the relevant AMIR Program component leader or sub-component leader a draft press release in the format illustrated in paragraph XIII. below. The press release may be used in the AMIR Program's communications campaign and should briefly describe the Consultant's work;
- E. As may be specified in writing per the terms of this Consultancy Agreement, in coordination with the relevant AMIR Program component leader or sub-component leader and the AMIR Program Training Manager, conduct a seminar on one or more aspects of the Consultant's work in Jordan;
- F. Ensure that the Consultant brings and at all times has the use of an IBM-compatible portable computer for use in implementation of the work under this Consultancy Agreement.

## SPECIFIC TASKS OF THE CONSULTANT

The Consultant's specific tasks will include, but not be limited to, those specific tasks specified in Section III, subsection C, of Annex B: Short Term Consultancy Agreement Scope of Work, of this Consultancy Agreement.

### IV. REPORTING TASKS

The Consultant shall deliver a written report which will include, but not be limited to, the following information in the format specified in paragraph XII. herein entitled Consultancy Agreement: Report Template for Consultant's Deliverable:

- A. A cover page and credits page.
- B. A data page which identifies the Component, the Practice Area, the Service Offering and Key Words.
- C. A one-page abstract of the deliverable.
- D. A table of contents.
- E. An executive summary specifying the primary findings and recommendations of the Consultant in accomplishing the work under this Consultancy Agreement.
- F. A main body of text which provides greater detail on the findings and recommendations of the Consultant in accomplishing the work under this Consultancy Agreement including, but not limited to, the analysis, plan, system, software package, training program, seminar, workshop, conference, survey, brochure, or other piece of intellectual property, draft laws, by-laws, regulations, or other legal measures, poll, survey or other type of public measurement or primary research, secondary research, oversight services, or other element of value-added specified under this Consultancy Agreement.
- G. A series of appendices containing one or more of the following:
  - i. Any relevant laws, regulations, and/or government policies relevant to the Consultancy Agreement;
  - ii. Any relevant internal (to a target host country organization) policies, procedures and/or guidelines relevant to this Consultancy Agreement;
  - iii. Any system specifications recommended as a result of work under this Consultancy Agreement;
  - iv. Any strategic, work, action, management, human resource, business, implementation and/or other plans recommended as a result of work under this Consultancy Agreement;
  - v. A list of documents read during the course of work under this Consultancy Agreement;
  - vi. A list of individuals interviewed during the course of work under this Consultancy Agreement;
  - vii. Any other documentation and other information which is relevant to the work under this Consultancy Agreement.

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- H. Please note that reports on training events (seminars, workshops, conferences, and similar events) can be limited to:
- i. A summary report on significant findings observed during the training, including recommendations for follow-up training as may be necessary;
  - ii. A series of appendices containing the following:
    - a list of documents read during the course of work under this Consultancy Agreement;
    - a list of individuals interviewed during the course of work under this Consultancy Agreement;
    - a list of individuals who attending the training event;
    - copies of all handouts, (PowerPoint/ transparencies), and training materials distributed during the training event.
  - iii. If a Consultant in the course of performing the requirements of this Consultancy Agreement has to create a visual presentation, he/she shall do so using Microsoft PowerPoint and shall use only one of the two PowerPoint formats used by the AMIR Program, and shall obtain these formats from the relevant component.
- I. Each page of the executive summary and main body of all reports, except the first page, must contain headers and footers in form and substance as illustrated in paragraph XII. herein entitled Consultancy Agreement: Report Template for Consultant's Deliverable. The deliverable report may not include any company logos or other marketing materials.

## **V. REPORT TIMING**

Unless otherwise specified in a written memo from the relevant AMIR Program component leader or sub-component leader, the following timing shall apply to the delivery of draft and final reports:

- i. Consultants who are not based in Jordan shall deliver their draft reports for discussion with AMIR management at least twenty-four hours prior to their departure from Jordan;
- ii. Jordan-based Consultants shall deliver their draft reports for discussion with AMIR management at least seven working days prior to the finish date indicated in Annex C;
- iii. All final reports shall be delivered to the AMIR Program office within seven working days of the Consultant's receipt of comments on the draft report from USAID, the AMIR Program, or the host country counterpart organization.

## **VI. REPORT MEDIA**

Both draft and final deliverables shall be provided to the AMIR Program office and to Chemonics International Inc. headquarters as follows:

- i. In one single computer file in MS Word format and in the format described in section IV. above;

- ii. Via email attachment in MS Word format and in the format described in section IV. above, submit the draft and final deliverables to the relevant component:

MEIreports@amir-Jordan.org  
BMIreports@amir-Jordan.org  
ICTIreports@amir-Jordan.org  
PSPIreports@amir-Jordan.org  
FMDreports@amir-Jordan.org  
GENreports@amir-Jordan.org

## **VII. SUPERVISION, REPORTING LINES, AND ROLE**

Unless otherwise specified in writing, the Consultant shall report to the Component Leader, of the relevant AMIR component (BMI, MEI, ICTI, PSPI or FMD) under which the work specified in this Consultancy Agreement is being performed. Each component has an Administrative Assistant (AA) who will assist in arranging the schedules for the Consultant prior to arrival in Jordan. They will also send the Consultant all of the required reading material prior to their arrival in Jordan. The AA's are as follows:

- MEI- Muna Dahdaleh      Extension 115 (mdahdaleh@amir-Jordan.org)
- BMI- Evon Warwar      Extension 114 (ewarwar@amir-Jordan.org)
- ICTI- Luma Atallah      Extension 116 (latallah@amir-Jordan.org)
- PSPI- Amal Habis      Extension 129 (ahabis@amir-Jordan.org)
- FMD- Elham Musa      Extension 202 ([emusa@amir-Jordan.org](mailto:emusa@amir-Jordan.org))
- GEN- Ruba Hattar      Extension 118 (rhattar@amir-Jordan.org)

Should the Consultant have questions about timesheets, travel, accommodations, reserving drivers, he/she should contact first the Administrative Assistant assigned to his/her component or Ruba Hatter at extension 118.

## **VIII. WORK SCHEDULE AND LOCATION**

The Consultant shall organize the schedule of the execution of work under this Consultancy Agreement in a manner consistent with successful execution of this Consultancy Agreement in accordance with its terms. Unless otherwise specified in writing, the Consultant's place of work in Jordan shall be the AMIR Program office, for which the work hours are 08:30 to 16:30 hours, Sunday-Thursday, and/or any specified Jordanian counterpart organization or, in some cases, hotels. Please be advised that most Consultants work in the general Consultant room within the AMIR Program's offices in Jordan, and that this room may have many people at one time. It is expected that Consultants working in this environment are courteous of other individuals working and keeping noise to a minimum.

## **IX. CULTURE, CUSTOMS AND COURTESIES**

The Consultant hereby acknowledges the need to understand both the social norms of the Islamic society of Jordan and the professional standards of the AMIR Program and the necessity to minimize cultural clashes, and the frustration and misunderstandings that may

result from such clashes. The Consultant acknowledges the need to understand cultural sensitivities, to educate their staff about Jordan's potential language barriers, political status, dominant religions, local laws, work habits and ethics, gender roles, and personal appearance and to adopt an appropriate behavior prior to arrival in Jordan.

## **X.     MARKETING AND PROFESSIONAL BEHAVIOR**

The Consultant hereby acknowledges that it is a contravention of USAID Regulations to market the Consultant's firm, products and/or services during the course of work under this Consultancy Agreement. The AMIR Program has set standards to discourage such behavior. The Consultant will receive AMIR Program business cards which must be used for all AMIR Program-related contacts and meetings, which means any contacts in Jordan undertaken in the course of work under this Consultancy Agreement.

## **XI.    SECURITY**

Upon the Consultant's arrival in country in addition to the email account that will be set up (first initial,lastname@amir-Jordan.org; for example, jdoe@amir-Jordan.org), the Consultant will be added to an email notification list which alerts all expatriates of any security issues. Additionally, an Emergency Action and Evacuation Plan, approved by the Regional Security Officer, will be given to each Consultant along with their agenda when they arrive in Jordan. This plan addresses the necessary items in the event of an emergency. In the event that you need immediate help, please contact Rebecca Sherwood at 077.996600 or Fred Nustas at 079.511.8877. If you notice any unusual behavior or have experienced any threat to your safety while in country, please address such concerns to Ms. Sherwood immediately at [rsherwood@amir-Jordan.org](mailto:rsherwood@amir-Jordan.org) or by phone. Some areas (such as downtown Amman) should be avoided on Fridays. For more information, please contact Ms. Sherwood directly or go to <http://travel.state.gov/crisis1.html>.

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## Annex B

### Short Term Consultancy Agreement Scope of Work

Activity Name: WAEDAT Monitoring and Evaluation Plan Development  
SOW Title: WAEDAT Monitoring and Evaluation Plan Development  
Modification No: Original  
SOW Date: September 12, 2004  
SOW Status: Final  
Consultant Name: 337.1.13 Andrew Baird

#### I. Specific Challenges to Be Addressed by this Consultancy

The Women's Access to Entrepreneurship Development and Training Program (WAEDAT) Program is being implemented to address the need for comprehensive support for female entrepreneurs in Jordan. Despite the impacts of the Qualified Industrial Zones, World Trade Organization membership, and an overall increase in Jordan's exports, unemployment remains in the mid teens. The creation or awakening of an entrepreneurial class in Jordan's rural areas and particularly among women will take some time, but will have a dramatic affect on these communities. The WAEDAT program will build on numerous initiatives taken by the AMIR Program. The microenterprise initiative (MEI) has provided Jordanian microenterprises, particularly women and the working poor, with greater and more reliable access to sustainable financial and business development services leading to stronger, more competitive, empowered entrepreneurs. The program pays attention to the needs of business women and aspiring entrepreneurs in both urban and rural areas. The task of attracting women into Jordan's private business sector and creating support services that will ensure their success presents a unique set of challenges.

The WAEDAT Program is a collaborative effort between a US Subcontractor and a local Jordanian Partner, Consolidated Consultants and Jordan Hashemite Fund for Human Development (CCJ). The *US Subcontractor* is responsible for the overall project design and provision of technical assistance (TA) to develop the capacity of a local *Jordanian Partner* who will implement the project - managing a women's entrepreneurship training and support program. The entrepreneurship training will provide cross cutting and sector specific training, consulting services, market access information and follow-up support. The primary objective of this program is to attract Jordanian women entrepreneurs into the private sector, provide them with the tools that will help them succeed in developing their own business, and thereby encourage others to do the same.

The main challenge of this consultancy is to work with the CCJ WAEDAT team to develop a concrete set of performance indicators to monitor the results and impacts of the WAEDAT program. A system but be established that will allow information to be gathered by WAEDAT participants as they enter the program, progress through it, and at regular intervals after graduation from the program. The system must allow for the collection of robust data, without over burdening the WAEDAT staff or participants.

#### II. Objective of this Consultancy

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The objective of this consultancy is to work with the WAEDAT team to develop a draft Monitoring and Evaluation plan for the WAEDAT program.

### **III. Specific Tasks of the Consultant**

Under this Scope of Work, the Consultant shall perform, but not be limited to, the specific tasks specified under the following categories:

**A. Background Reading Related to Understanding the Work and Its Context.** The Consultant shall read, but is not limited to, the following materials related to fully understanding the work specified under this consultancy:

- Making Cents WAEDAT Proposal
- WAEDAT Workplan
- Jordanian Partner WAEDAT Proposal
- WAEDAT Training Plan and Objectives

**B. Background Interviews Related to Understanding the Work and Its Context.** The Consultant shall interview/communicate with, but is not limited to, the following individuals or groups of individuals in order to fully understand the work specified under this consultancy:

- Sean Jones, Private Enterprise Officer, USAID.
- Maha Mousa, Project Manager, USAID
- Steve Wade, Program Manager, AMIR Program
- Rebecca Sherwood, Program Administrator and Grants Manager
- Terri Kristalsky –MEI Component Team Leader
- Suhair Khatib – MEI Deputy Component Team Leader
- Eman Nimri – ZENID Director, WAEDAT Steering Committee Member
- Imad Masri – WAEDAT Administrative and System Officer, Member on the WAEDAT Steering Committee
- Wejdan Abu Lail – WAEDAT Team Leader
- Other Jordanian Partner Organization Key Personnel

**C. Tasks Related to Accomplishing the Consultancy's Objectives.** The Consultant shall use his/her education, considerable experience and additional understanding gleaned from the tasks specified in A. and B. above to:

- In collaboration with the WAEDAT Core team, M & E coordinator, and the Systems officer, develop a Performance Monitoring and Evaluation Plan.
- Draft M & E tools with the M & E coordinator.
- Collect baseline data from a sample of WAEDAT participants to test and validate forms. Revise as necessary.

#### *Deliverables*

Complete draft of Performance Monitoring and Evaluation Plan (October 22, 2004)  
Complete Performance Monitoring and Evaluation Tools (October 29, 2004)

**IV. Time frame for the Consultancy.**

October 17 – 29, 2004

October 17 – 22 in Amman

**V. LOE for the Consultancy.**

Total of 6 days based in Amman, including 2 travel days.

Total of 2 days based in Madrid, Spain.

Total 10 days.

**VI. Consultant Qualifications.** The Consultant shall have the following minimum qualifications to be considered for this consultancy:

Educational Qualifications

- MA in International Relations, or related field

Work Experience Qualifications

- Experience designing and implementing Performance Monitoring and Evaluation Plans
- BDS Program Design

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**Annex C**
**Scope of Work Level of Effort Allocation**

As of 09/27/2004

Project Action: WAEDAT Monitoring and Evaluation Plan Development  
 Action Number: 4507  
 Scope Of Work: WAEDAT Monitoring and Evaluation Plan Development  
 Scope Number: 1957  
 Description: The objective of this consultancy is to work with the WAEDAT team to develop a draft Monitoring and Evaluation plan for the WAEDAT program.  
 SOW Start Date: 10/17/2004  
 SOW End Date: 10/29/2004  
 Scope of Work Document: 337.1.13\_SOW\_WAEDAT Monitoring and Evaluation\_Baird\_F1\_092704.doc  
 Last Uploaded: 27 Sep 2004 05:19

**Level of Effort**

<b>Name</b>	<b>Start</b>	<b>End</b>	<b>US</b>	<b>Field</b>	<b>3rd</b>	<b>Travel</b>	<b>Total</b>
Mr. Andrew Baird	10/17/2004	10/29/2004	0	6	2	2	10

**ANNEX 1: List of Background Documents**

- Making Cents WAEDAT Proposal
- WAEDAT Work Plan
- Jordanian Partner WAEDAT Proposal
- WAEDAT Training Design
- WAEDAT client profile
- TOT Phase 1 Report
- TOT Phase 2 Report

**ANNEX 2: List of Individuals Interviewed**

- Suhair Khatib, BDS Sub-component Manager
- WAEDAT Core Team
- Steering Committee
- Several WAEDAT training participants

**ANNEX 3: Proposed Performance Monitoring and Evaluation Data****WAEDAT Monitoring and Evaluation Matrix**

		<b>Reported</b>	<b>Source</b>
<b>Quantitative Indicators</b>			
1	Total number of entrepreneurs receiving training from the WAEDAT program	Q, A	Training Coordinator - 1a + 1b
1a	Total number of entrepreneurs receiving core training	Q, A	Training Coordinator - number registered
1b	Total number of entrepreneurs receiving sub-sector training	Q, A	Training Coordinator - number registered
2	Total number of WAEDAT participants by sector	Q, A	Network Coordinator -
3	Total number of entrepreneurs receiving advisor visits	Q, A	Network Coordinator - Advisor reports
3a	Total number of advisor visits to WAEDAT participants	Q, A	Network Coordinator - Advisor reports
4	Total number of entrepreneurs attending WAEDAT events	Q, A	Training Coordinator - event sign-in sheets
5	Total number of inquiries received about the WAEDAT program	Q, A	Phone logs, emails, and written inquiries
6	Total number of applications received	Q, A	Network Coordinator - Applications
7	Total number of WAEDAT candidates registered and screened	Q, A	Network Coordinator -
<b>Participant Satisfaction</b>			
8	Overall satisfaction with the WAEDAT program	Q, A	exit survey
8	<i>Please indicate your overall satisfaction with the WAEDAT program</i>		
8a	Participant satisfaction with the core training	Q, A	exit survey
8a	<i>Please indicate how satisfied you are with the core training</i>		
8b	Participant satisfaction with the assistance provided by the advisors	Q, A	exit survey
8b	<i>Please indicate how satisfied you are with the assistance provided by the advisors</i>		
8c	Participant satisfaction with the sub-sector training	Q, A	exit survey
8c	<i>Please indicate how satisfied you are with the sub-sector training</i>		

8d	Participant satisfaction with the special WAEDAT events	Q, A	exit survey
8d	<i>Please indicate how satisfied you are with the special WAEDAT events</i>		
8e	Participant satisfaction with the mentoring program	Q, A	exit survey
8e	<i>Please indicate your overall satisfaction with the mentoring program</i>		
8f	Participant satisfaction with the referral system to other programs and services	Q, A	exit survey
8f	<i>Please indicate your satisfaction with the referral system to other programs and services</i>		
9	Percentage of registered WAEDAT participants completing the program	Q, A	exit survey
<b>Follow-up Activities</b>			
10	Percentage of WAEDAT graduates participating in WAEDAT events	Q, A	Event sign-in sheets
11	Total number of women attending network meetings	Q, A	Network Coordinator - sign-in sheets
11a	Average number of women attending network meetings	Q, A	Network Coordinator
<b>Sustainability and Outreach</b>			
12	Percentage of WAEDAT program participation costs paid for by participant	A	Registration documents
13	Number of WAEDAT participants receiving financial support from other organizations to participant in the program	A	Registration documents
14	Percentage of WAEDAT participants referred to the program by WAEDAT graduates	Q, A	Registration documents
15	Location of WAEDAT participant businesses: East Amman West Amman Irbid, etc.	A	Registration documents
<b>Participant Impact Indicators</b>			
16	Average change in monthly revenue for WAEDAT participant businesses by sector	Q, A	Advisor reports & 9 month post training survey

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17	Number of jobs created in WAEDAT participant enterprises	A	Advisor report vs 9 month post training survey
18	Number of WAEDAT participants adding new services or products to their businesses	Q, A	Advisor reports & 9 month post training survey
19	Number of participants adopting new or improving IT for use in their businesses	Q, A	Advisor reports & 9 month post training survey
19	<i>As a result of the WAEDAT training, have you adopted the use of any new IT in your business?</i>		
20	Degree of increased confidence to operate a successful business as a result of the WAEDAT training.	Q, A	Exit survey or 6 month post training survey
20	<i>Has participating in the WAEDAT program increased your confidence in your ability to operate a successful enterprise?</i>		Exit survey
21	Number and/or percent of WAEDAT participants using services of other programs	Q, A	Training Coordinator

**ANNEX 4: Draft report Format**

**WAEDAT Quarterly Monitoring and Evaluation Report**

	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Annual Total	Program Total
<b>Quantitative Indicators</b>						
1 Total number of entrepreneurs receiving training from the WAEDAT program						
1a Total number of entrepreneurs receiving core training						
1b Total number of entrepreneurs receiving sub-sector training						
2 Total number of WAEDAT participants by sector: Food processing Health Cosmetics Other						
3 Total number of entrepreneurs receiving advisor visits						
3a Total number of advisor visits to WAEDAT participants						
4 Total number of entrepreneurs attending WAEDAT events						
5 Total number of inquires received about the WAEDAT program						
6 Total number of applications received						
7 Total number of WAEDAT candidates registered and screened						

<p><b>Participant Satisfaction</b></p> <p>8 Overall satisfaction with the WAEDAT program</p> <p>8a Participant satisfaction with the core training</p> <p>8b Participant satisfaction with the assistance provided by the advisors</p> <p>8c Participant satisfaction with the sub-sector training</p> <p>8d Participant satisfaction with the special WAEDAT events</p> <p>8e Participant satisfaction with the mentoring program</p> <p>8f Participant satisfaction with the referral system to other programs and services (Percentage reporting the highest two satisfaction responses)</p> <p>9 Percentage of registered WAEDAT participants completing the program</p>						
<p><b>Follow-up activities</b></p> <p>10 Percentage of WAEDAT graduates participating in WAEDAT events</p> <p>11 Total number of women attending monthly network meetings</p>						
<p><b>Sustainability and Outreach</b></p> <p>12 Percentage of WAEDAT program participation costs paid for by participant</p> <p>13 Number of WAEDAT participants receiving financial support from other organizations to participant in the program</p>						

<p>14 Percentage of WAEDAT participants referred to the program by WAEDAT graduates</p>						
<p>15 Location of WAEDAT participant businesses: East Amman West Amman Irbid, etc.</p>						
<p><b>Participant Impact indicators</b></p> <p>16 Average change in monthly revenue for WAEDAT participant businesses by sector Food Processing Cosmetics Health</p> <p>17 Number of jobs created in WAEDAT participant enterprises</p> <p>18 Number of WAEDAT participants adding new services or products lines to their businesses</p> <p>19 Number of participants adopting new or improving IT for use in their businesses</p> <p>20 Degree of increased confidence to operate a successful business as a result of the WAEDAT training.</p> <p>21 Number and/or percent of WAEDAT participants using the services of other programs</p>						