



Date: July, 25th, 2017

**REQUEST FOR QUOTATION (Deadline Extention)**  
**RFQ N° UNFPA/JOR/RFQ/17/009**

Dear Sir/Madam,

UNFPA hereby solicits a quotation for the following service:

**“Scalability and Sustainability Evaluation of Za’atari Youth Center: A Space for Change Project”**

UNFPA requires the provision of **an International Team Leader (consultant)** with proven prior experience and qualifications to conduct such an evaluation at the highest quality as per the Terms of Reference (Annex II).

This Request for Quotation is open to individuals that can provide the requested services and have legal capacity to deliver in the country, or through an authorized representative.

**I. About UNFPA**

UNFPA, the United Nations Population Fund (UNFPA), is an international development agency that works to deliver a world where every pregnancy is wanted, every child birth is safe and every young person’s potential is fulfilled.

UNFPA is the lead UN agency that expands the possibilities for women and young people to lead healthy sexual and reproductive lives. To read more about UNFPA, please go to: [UNFPA about us](#)

**II – Service Requirements/Terms of Reference (ToR) as per Annex II.**

**II. Questions**

Questions or requests for further clarifications should be submitted in writing to the below email: [proposal@unfpa-jordan.org](mailto:proposal@unfpa-jordan.org).

The deadline for submission of questions is **August 24<sup>th</sup>, 2017, 15:00hrs** Amman, Jordan time. Questions will be answered in writing and shared with all parties as soon as possible after this deadline.

**III. Content of quotations**

Quotations should be submitted in a single e-mail whenever possible, depending on file size. Quotations must contain:

- a) Curriculum Vitae of the consultant.
- b) Workplan outline, in response to the requirements outlined in the service requirements / TORs.
- c) Price quotation, to be submitted strictly in accordance with the price quotation form.

Both parts of the quotation must be signed by the individual and submitted in PDF format.



#### IV. Instructions for submission

Proposals should be prepared based on the guidelines set forth in Section III above, along with a properly filled out and signed price quotation form, are to be sent by e-mail to the address indicated below no later than: **Monday, Sept 4<sup>th</sup> 2017 at 15:00hrs** Amman, Jordan Time: [proposal@unfpa-jordan.org](mailto:proposal@unfpa-jordan.org).

Please note the following guidelines for electronic submissions:

- The following reference must be included in the email subject line: **RFQ N° UNFPA/JOR/RFQ/17/009 – International Consultant**. Proposals that do not contain the correct email subject line may be overlooked by the procurement officer and therefore not considered.
- The total e-mail size may not exceed **20 MB (including e-mail body, encoded attachments and headers)**. Where the technical details are in large electronic files, it is recommended that these be sent separately before the deadline.

#### V. Overview of Evaluation Process

Quotations will be evaluated based on the technical proposal and the total cost of the services (price quote).

The evaluation will be carried out in a two-step process by an ad-hoc evaluation panel. Technical proposals will be evaluated for technical compliance prior to the comparison of price quotes.

#### VI. Award Criteria

UNFPA shall award a Purchase Order to the lowest-priced technically acceptable offer.

#### VII. Right to Vary Requirements at Time of Award

UNFPA reserves the right at the time of award of contract to increase or decrease by up to 20% the volume of services specified in this RFQ without any change in unit prices or other terms and conditions.

#### VIII. Payment Terms

UNFPA payment terms are net 30 days upon receipt of invoice and delivery/acceptance of the milestone deliverables linked to payment as specified in the contract.

#### IX. Fraud and Corruption

UNFPA is committed to preventing, identifying, and addressing all acts of fraud against UNFPA, as well as against third parties involved in UNFPA activities. UNFPA's Policy regarding fraud and corruption is available here: [Fraud Policy](#). Submission of a proposal implies that the Bidder is aware of this policy.

Suppliers, their subsidiaries, agents, intermediaries and principals must cooperate with the UNFPA Office of Audit and Investigations Services as well as with any other oversight entity authorized by the Executive Director and with the UNFPA Ethics Advisor as and when required. Such cooperation shall include, but not be limited to, the following: access to all employees, representatives agents and assignees of the vendor; as well as production of all documents requested, including financial records. Failure to fully cooperate with investigations will be considered sufficient grounds to allow UNFPA to repudiate and terminate the Agreement, and to debar and remove the supplier from UNFPA's list of registered suppliers.



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A confidential Anti-Fraud Hotline is available to any Bidder to report suspicious fraudulent activities at [UNFPA Investigation Hotline](#).

**X. Zero Tolerance**

UNFPA has adopted a zero-tolerance policy on gifts and hospitality. Suppliers are therefore requested not to send gifts or offer hospitality to UNFPA personnel. Further details on this policy are available here: [Zero Tolerance Policy](#).

**XI. RFQ Protest**

Bidder(s) perceiving that they have been unjustly or unfairly treated in connection with a solicitation, evaluation, or award of a contract may submit a complaint to the UNFPA Head of the Business Unit Ms. Laila Baker / UNFPA Jordan CO Representative at [lbaker@unfpa.org](mailto:lbaker@unfpa.org). Should the bidder be unsatisfied with the reply provided by the UNFPA Head of the Business Unit, the bidder may contact the Chief, Procurement Services Branch at [procurement@unfpa.org](mailto:procurement@unfpa.org).

**XII. Disclaimer**

Should any of the links in this RFQ document be unavailable or inaccessible for any reason, bidders can contact the Procurement Officer in charge of the procurement to request for them to share a PDF version of such document(s).



## PRICE QUOTATION FORM

<b>Name of Bidder:</b>	
<b>Date of the quotation:</b>	Click here to enter a date.
<b>Request for quotation N°:</b>	UNFPA/JOR/RFQ/17/009
<b>Currency of quotation:</b>	USD
<b>Delivery charges based on the following 2010 Incoterm:</b>	Choose an item.
<b>Validity of quotation:</b> <i>(The quotation shall be valid for a period of at least 3 months after the submission deadline.)</i>	

- Quoted rates must be **exclusive of all taxes**, since UNFPA is exempt from taxes.

Example Price Schedule below: *[Delete after properly completing the Price Schedule, also develop excel version]*

Item	Description	Number & Description of Staff by Level	Hourly Rate	Hours to be Committed	Total
<b>1. Professional Fees</b>					
<i>Total Professional Fees</i>					\$\$
<b>2. Out-of-Pocket expenses</b>					
<i>Total Out of Pocket Expenses</i>					\$\$
<b>Total Contract Price</b> <i>(Professional Fees + Out of Pocket Expenses)</i>					\$\$

*Vendor's Comments:*

I hereby certify that the individual mentioned above, which I am duly authorized to sign for, has reviewed RFQ UNFPA/JOR/RFQ/17/009 including all annexes, amendments to the RFQ document (if applicable) and the responses provided by UNFPA on clarification questions from the prospective service providers. Further, the company accepts the General Conditions of Contract for UNFPA and we will abide by this quotation until it expires.

	Click here to enter a date.	
Name and title	Date and place	



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**ANNEX I:  
General Conditions of Contracts:  
De Minimis Contracts**

This Request for Quotation is subject to UNFPA's General Conditions of Contract: De Minimis Contracts, which are available in: [English](#), [Spanish](#) and [French](#)

## ANNEX II

### TERMS OF REFERENCE

**Scalability and Sustainability Evaluation of  
“Za’atari Youth Center: A Space for Change” Project  
UNFPA Jordan**

#### **I. Background and Context**

UNFPA Jordan has been active from the onset of the crisis in Jordan to respond to the needs of the Syrians both in the host communities and in the established camps. UNFPA Jordan is playing a major role in the emergency response by providing holistic Reproductive Health (RH), and Sexual Gender Based Violence (SGBV) services in both camp and non-camp settings.

In this aspect of the humanitarian program, UNFPA’s strategies in Jordan have mainly been focused around Coordination, Capacity Building, Provision of supplies including life-saving maternal commodities and medicines, and support for the provision of life-saving SRH and GBV services including promotion of healthy lifestyles and responding to the needs of young people.

UNFPA plays an important role in coordinating the work of different national and international actors working in reproductive health, and in the prevention and response to SGBV. UNFPA chairs the RH sub-working group, co-chairs the GBV sub-working group with UNHCR and chairs the Youth Task Force in Za’atari camp with NRC. UNFPA takes the lead in assessing the situation and identifying the gaps related to its mandate and works closely with other partners to address the emerging needs.

The Jordanian Government and national non-governmental organizations have played an important and supportive role in responding to the increasing needs of Syrian refugees. To ensure the provision of quality services, UNFPA provides continuous technical support and capacity building to service providers working with Syrian refugees in camps and in the host community. Accordingly, UNFPA and its implementing partners conduct trainings for service providers from different governmental and nongovernmental partners on topics related to its mandate. These include reproductive health, standard operating procedures for the prevention and response to all forms of violence against women and girls, clinical management of sexual and gender-based violence and the code of conduct with a focus on prevention of sexual exploitation and abuse.

UNFPA works in covering gaps in supplies that are needed to ensure the provision of quality reproductive health and protection services and preserving the dignity of women and girls.

At the onset of the Syrian crisis, UNFPA dignity kits to all tents in Za’atari camp, and to women in need in the host communities. In addition to health and hygiene items, the dignity kits included modest clothes, and flash lights for improved protection of women at night.

UNFPA also provides emergency reproductive health kits and contraceptives to the Ministry of



Health and non-governmental partners providing reproductive health services in Jordan.

Since early 2012, UNFPA started its emergency programme in Jordan to respond to the reproductive health needs of women and girls and to ensure high quality life-saving protection services.

UNFPA works with national and international partners to provide Syrian refugees with services in three specific areas of intervention:

- 1) **Providing reproductive health services and promoting reproductive rights:** Family planning, Antenatal care, safe delivery, postnatal care, clinical management of rape (CMR) and counselling.
- 2) **Gender based violence prevention and response:** awareness raising, case management services to SGBV survivors, psychological counseling, and recreational activities.
- 3) **Promoting healthy lifestyles and involving and responding to the needs of young people:** awareness raising, building life skills, recreational activities, educational activities, and YPEER education.

The number of Syrian youth in Jordan represents **19.2%** of the total population of Syrian refugees registered.<sup>1</sup>

### **Description of the Project**

It is within the context of the Syrian influx into Jordan due to the crisis and the increased number of Syrian youth living in camps and host communities, that UNFPA and Questscope came together in early 2015 to design and establish a safe and engaging space for youth aged 15-24 in Za'atari Camp to fill a gap in the camp. *The gap identified was that Syrian Youth living in Za'atari camp lack access to needed SRH information, specialized services including SRH and GBV, opportunities to engage and participate and attain their basic rights in order to make informed decisions about their lives and futures.* The goal of the collaboration was therefore to establish a safe, welcoming, and empowering center for youth that enables youth to exercise their rights, relies upon and builds their skills through meaningful volunteering opportunities and activities that promote positive development, wellbeing, leadership, and participation as agents of change in the Za'atari community. *The Youth Center: A Space for Change* was planned, designed, and built jointly by staff and Syrian volunteers in District 4 of Za'atari Camp during the first phase of the project and continues to be run by the Syrian youth themselves, which is a unique aspect of the center and part of its success.

The Youth Center focuses on four main Objectives:

- (1) To establish and then maintain the Youth Center space as a hub for youth activities and the YPEER network in Za'atari, provide capacity-building that includes education on reproductive health (RH), gender-based violence (GBV) and life skills, and to strengthen community engagement;
- (2) To build the capacity of the Syrian volunteer team to implement activities, to provide training for youth inside and outside of Za'atari Camp, to empower youth participants to be agents of change in their communities, and to support youth in designing and spearheading youth-led initiatives;

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<sup>1</sup> The Government of Jordan's official figure for all Syrians in the country is 1.4 million.



(3) To provide holistic and enriching recreational, educational, artistic, cultural, and psycho-social activities for youth, as well as meaningful opportunities for volunteerism; and

(4) To ensure the Youth Center is a truly inclusive space for community engagement and to encourage greater participation and engagement of Syrian volunteers in partner agency initiatives and camp coordination mechanisms.

The project is currently implemented through Questscope staff and Syrian refugee youth Volunteers, with technical support from UNFPA and the YPEER Network and is in its third year. It has been funded by a number of donors including the Canadian Government, the US Bureau of Population, Refugees and Migration (BPRM), MBC Hope, and in 2017 the Austrian Government. The budget has changed over the 3 year period, with it being 529,591 USD in 2015, 470,333 USD in 2016, and 655,573 in 2017. The first year was high due to establishment costs, the second year was a drop as expected and the third year was higher again due to some additional construction.

Through UNFPA's role as Chair of the Za'atari Youth Task Force and through Questscope's presence on the ground in the camp, the Youth Center has a number of ties with other organizations and UN agencies in the camp, such as NRC, RAF, IFH, MC, IRD, FPSC, IMC, UNICEF, UNHCR, through which additional services are provided for youth inside and outside the Center.

The center was designed to target 500 youth a year in Za'atari camp for recreational, artistic, cultural, psychosocial, and educational activities including gender based violence and sexual reproductive health awareness-raising. In addition to providing this wide range of programming, the center provides opportunities for youth to volunteer and be empowered to take their own initiative to respond to challenges they see in their communities. The center is also the hub for all YPEERs in Za'atari Camp.

YPEER is an International Youth Peer Education Network established by UNFPA in Eastern Europe in 1999 and in Jordan in 2008. It is a network of non-profit organizations and governmental institutions, supported by UNFPA. The YPEER network targets youth aged 15-24 with Basic, Theater, Training of Trainer, and Training of Trainers in Humanitarian Settings trainings that build the capacity of youth on a number of issues with a particular focus on sexual and reproductive health and rights issues. The methods used for these trainings are very interactive and appealing to young people, making the Network a very effective way of engaging youth in these topics and equipping them with the tools to educate others in their families, circles of friends and wider communities.

UNFPA and its implementing partner, Questscope, have worked to build the capacity of the Syrian volunteer team made up of Syrian refugee youth to manage their own team and office, implement activities, provide case management and referral services, and monitor and evaluate all center activities. Youth volunteers and participants at the center are also able to design and implement their own ideas and initiatives with funding from the *Creativity Fund*. This model of youth engagement allows youth to benefit not only from participating in activities, but also from being designers, evaluators, and trainers themselves.

In December 2015, it was agreed between UNFPA and QS to expand the target age group to include youth ages 25-30. This change was in response to widespread demand among Za'atari residents over 24 to access Youth Center facilities, especially training modules such as GBV, YPEER, RH, and Life Skills/Communication. The center is open from 9:00am until 6:00pm in the winter months, and



until 8:00pm in the summer months, Saturday through Thursday. Male and female youth come at different times of the day in shifts based on school hours and other obligations.

The center's schedule of activities continues to be open and flexible with each activity planned on a monthly basis based on demand. This flexibility is needed to ensure that the center is consistently responding effectively to the changing needs of the Za'atari community and youth in a wide range of circumstances (with or without families, in or out of school, working or not working etc.).

Since the beginning of the project in April 2015, 1,274 youth have graduated from all three training modules that the center offers as mandatory trainings: gender-based violence, YPEER education, and life skills and communication. In addition to the core group of educational, recreational, and psycho-social activities (mentoring programme) offered in 2015, new activities in 2016 included Zumba, volleyball, karate, group library activities such as writing competitions, book clubs, poetry slams and documentary film screenings, Arabic calligraphy, jewelry making with dates, photography, and mosaic making. Since the official opening of the center in September 2015, over **2,000** youth have directly benefitted and **10,000** men and women have indirectly benefitted, from this unique space (based on the calculation of 5 family members indirectly benefiting for each direct youth beneficiary).

## **I. Purpose of the Evaluation**

This evaluation is being commissioned by UNFPA in order to ascertain how successful or otherwise its interventions in the Za'atari Camp Youth Center have been with the aim of determining the scalability or otherwise of the project within the development context at a national scale in Jordan. This evaluation will look into the impact on the youth beneficiaries the Center has served thus far to determine what that impact has been on their lives overall, and in particular on how their involvement at the center has changed their lives and how the information, skills and psychosocial support (PSS) (through the mentoring programme) they have received from the Youth Center has impacted any specific decisions they have made related to their lives, health (including mental health), reproductive health, marriage, education, work opportunities, access to services inside and outside the camp, etc. Furthermore, UNFPA would like to learn from the experience thus far, build on it and scale up what works at the national level through other partnerships. The results of this evaluation will help decision making regarding which elements of the youth center can be replicated, which geographical areas should be focused on for the replication, who the potential partners could be, and what the scalability cost will be until the replication model has stabilized.

## **II. Specific Objectives**

The objectives of this evaluation would be:

- a. To determine what the main criteria for successful replication at national scale are in a sustainable way with a costing model that UNFPA and its partners can use to plan for the next cycle.
- b. To determine the extent to which UNFPA regional programme objectives were met and the factors that facilitated or hampered achievements.

- c. Identify good practices, lessons learned and challenges in the course of program implementation.
- d. To determine the appropriateness of interventions in the project in relation to the needs of the population in the camp.
- e. To determine which core elements would be considered the most important to be kept in order to bring the most benefit to youth in the camp and whether these core elements are replicable in other geographical locations with different youth target groups including the mechanism to implement this.
- f. To provide actionable recommendations to be considered by the Country Office in the development and implementation of its next program intervention in this thematic area, with a possibility of contributing towards the next Country Program Document (CPD).

UNFPA needs the data and analysis that can provide insight into how this pilot could be replicated through national partners throughout Jordan to benefit youth at a larger scale and to have clear guidelines on which criteria are considered essential components of making a successful transition from a model to a replicable, sustainable, effective and scalable product. Part of the evaluation will therefore be to determine which components are critical, which are not and which might shift according to the local environment and community dynamics. This will mean that the Team Leader will also be expected to do an analysis on the comparison between camps and the host community in Jordan, which in itself also differs greatly from governorate to governorate; and it will include a section on opportunities for potential partnerships, specifying who those partners could be and what their comparative advantage is.

### **Key Evaluation Questions:**

#### **Relevance:**

- To what extent is the Youth Center relevant to the needs and priorities as defined by beneficiaries? And how would this differ for a different target youth population in different geographical locations in Jordan?
- What are the factors that make youth come to the Za'atari Youth Center, and what keeps them coming? Are these factors replicable in other environments?
- What are some of the challenges and obstacles that prevent youth from accessing services in the center and what would need to be done to overcome that from the service provider's side in Za'atari? How would this differ in other geographical locations?
- Where would youth like to access SRH services?
- To what extent is the Youth Center aligned with relevant normative frameworks for gender equality and women's and youth empowerment?
- What is UNFPA's comparative advantage in this area of work compared with other UN entities and key partners?
- What is QS's comparative advantage in comparison to other INGOs and NGOs working with youth in Jordan? And which potential other partners are identified for replication and scaling up nation-wide?

### **Effectiveness**

- To what extent were the expected outcomes achieved and how did UNFPA and QS respectively contribute towards these?
- What are the main elements that beneficiaries and key informants consider make the Youth Center special, useful and worth replicating?
- What are the main elements that youth and key informants in Azraq camp feel are lacking and needed in that specific camp environment and why?
- To what extent was gender equality and women's and youth's empowerment advanced as a result of the Youth Center?
- To what extent did youth beneficiaries of the Center make decisions based on knowledge/skills gained at the Center that positively impacted their lives, and how?
- To what extent have youth been empowered through the Youth Center to exercise their rights and become change makers in their communities?
- How does the Youth Center contribute to the development of youth and to social cohesion, peace and security?
- What are the gaps in services still needed to ensure that girls and women in particular can exercise their SRH rights fully?
- What were the unintended effects, if any, of the Youth Center?

### **Efficiency**

- To what extent does the management structure of the Youth Center support efficiency for programme implementation?
- To what extent is the budget of the Youth Center cost effective? And how can it be improved upon?
- To what extent is UNFPA's implementing partner following UNFPA's policies?

### **Impact**

- In the short time that the Youth Center has existed, what has been the main impact on the lives of the youth who attend it in terms of UNFPA's mandate?

### **Sustainability**

- To what extent was capacity developed in order to ensure sustainability of efforts and benefits?
- Were there measures taken in the course of the program implementation that would ensure that the benefits of the Youth Center would be secured by rights holders (i.e. what accountability and oversight systems were established)?
- Was the project implemented in a manner that gives room for continuity of interventions when funding from current sources ceases? i.e. Can the Youth Center sustain itself?
- Provide a costing model for the Za'atari Youth Center and for any future replication of the model in Azraq camp and in host community settings where youth centers that already exist could replicate the key elements of the Za'atari model.

### **Specific Azraq questions (to be further elaborated by Evaluation Team):**

- To what extent would a similar model to the Za'atari Youth Center be needed and feasible in Azraq camp?
- What are the skills sets and knowledge of youth in Azraq camp?
- What youth friendly services exist in Azraq camp? (see NRC/Reach assessment for this)
- What are the daily routines of youth in Azraq camp? How do they differ for boys, girls, men and women aged 15-24/30?
- How do youth in Azraq camp get around? Does mobility in Azraq factor in youth's decision making to engage in different activities? (see NRC/Reach assessment for this)
- What gaps in services exist for youth in the Azraq camp? (see NRC/Reach assessment for this)

### **III. Scope and Duration of the Evaluation**

The evaluation is taking place in the mid-term of the Youth Center project, and during the last year of UNFPA's 8<sup>th</sup> country programme cycle. The time frame that should be covered in the evaluation is the entire period from April 2015 to the start date of the evaluation in 2017.

The evaluation should cover Za'atari, where the Youth Center is situated, as well as Azraq camp for a comparison of camps and to assess whether a replication should and could be done in Azraq as the first phase of a replication model. The evaluation should also provide a situation analysis to identify where in Jordan youth centers are already running (with UNICEF/JOHUD Makani Centers, with Ministry of Youth, Youth Centers and others to be identified through the evaluation) and which locations should be targeted for replication of this model and why.

The theme of the evaluation should focus on youth empowerment to exercise their rights, including their SRH rights and how this can be replicated. The evaluation will include all aspects of the project.

Evaluations limitations could be the fact that the Youth Center has not been running long enough for longer terms impacts to be felt yet.

### **IV. Evaluation design (process and methods)**

The approach will be summative (backward looking) to evaluate what was done, but also somewhat formative (forward looking) in terms of identifying where, with whom, what, and how to replicate the elements of the project that the evaluation will identify as being the key elements for success. The approach should also promote inclusion and participation by employing gender equality and

human rights responsive approaches with a focus on utilization<sup>2</sup>, empowerment<sup>3</sup> or feminist approaches<sup>4</sup>.

The evaluation phases are:

- **Preparation:** this includes the stakeholder analysis and establishment of the reference group, development of the ToR, and recruitment of the evaluation team
- **Conduct:** inception report, stakeholder workshop, data collection and analysis
- **Reporting:** presentation of preliminary findings, draft and final reports
- **Use and follow up:** Management Response (MR) (on the evaluation final drafted report), dissemination of the report, and follow up to the implementation of the MR

## **Methods**

The evaluation methodology should enable achievement of the evaluation purpose, be aligned with the evaluation approach, and be designed to address the evaluation criteria and answer the key questions through credible techniques for data collection and analysis. The evaluation should include quantitative and qualitative data analysis.

The methodology should outline:

- Wide range of data sources, primary and secondary (e.g., documents, field information, institutional information systems, financial records, beneficiaries, staff, funders, experts, government officials and community groups)
- Data collection methods and analysis (the primary data resources) (e.g., appreciative inquiry, most significant change case study, survey, interviews, focus groups, observation, site visit, etc.) that will address Women's and Youth's empowerment and human rights issues; the evaluator will elaborate on the final rationale for selection and their limitations
- Participatory tools for consultation with stakeholder groups, and suggest a plan for inclusion of women/girls and individuals and groups who are vulnerable and/or discriminated against in the consultation process
- The Evaluator should detail a plan on how protection of subjects and respect for confidentiality will be guaranteed
- The evaluator should develop a sampling frame (area and population represented, rationale for selection, mechanics of selection, limitations of the sample) and specify how it will address the diversity of stakeholders in the Youth Centre.
- The evaluator should take measures to ensure data quality, reliability<sup>5</sup> and validity<sup>6</sup> of data collection tools and methods and their responsiveness to gender equality and human rights; for example, the limitations of the sample (representativeness) should be stated clearly and

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<sup>2</sup> Promotes intended use by intended users. Strong focus on participation of users throughout the evaluation process.

<sup>3</sup> Programme participants are involved in the conduct of the evaluation. An outside evaluator serves as a coach or facilitator in the evaluation process.

<sup>4</sup> Addresses and examines opportunities to reverse gender inequities that lead to social injustice. Prioritizes women's experience and voices, including women from discriminated and marginalized groups.

<sup>5</sup> *Reliability* is consistency in results using the same method (i.e. if the same survey is instituted several times it should give you similar results each time).

<sup>6</sup> *Validity* refers to the accuracy of data collection tools; in other words whether the tools are collecting the information they are intended to collect or measuring the right construct.

the data should be triangulated (cross-checked against other sources) to help ensure robust results.

- The Evaluation Team will be expected to conduct a desk review of the situation for youth in Azraq camp and how it differs from the Za’atari environment in order to better plan how best to replicate the Za’atari Youth center model in Azraq as a first phase in the scale up process for the programme.

## V. Stakeholder participation

Key stakeholders in the evaluation will include the youth beneficiaries and Volunteers, ensuring that girls and women are well represented, the QS and UNFPA staff, and parents of the beneficiaries as well as the members of the Reference Group.

## VI. Time frame

Task	Time frame	Person Responsible
Finalization of ToR	3-4 weeks	UNFPA Evaluation Manager
Inaugural meeting of Reference Group to present ToR and explain the process.	1 day (2 weeks preparation)	UNFPA Evaluation Manager
Recruitment of evaluator(s)	3-4 weeks post circulation	UNFPA Evaluation Manager
Inception phase	3 weeks (post contract signing)	Evaluator
Conduct stage (data collection)	2 weeks (post inception report submission)	Evaluator
Reporting stage (analysis and presentation of preliminary findings)	6 weeks (post final data collection)	Evaluator
Use and follow-up	6 weeks post final report	UNFPA Evaluation Manager

The contract will be for maximum **55 workdays (11 weeks) spread over a period of starting beginning of September until mid- December**. The consultants will need to have a certain level of flexibility to respond to any unexpected delays that could occur due to administrative issues, to getting security clearance, to the availability of the key informants for interviews, and to the feedback from the Reference Group. Once the Team Leader has been selected, a more detailed time line can be agreed upon between UNFPA and the Team Leader.

## VII. Expected deliverables

Deliverables	Time frame for submission	Person responsible	Number of revisions expected	Who will use this deliverable and how
Draft inception Report with methodology of Za'atari evaluation	2 weeks	Team Leader	1-2	Reference Group will review and provide feedback on methodology etc.
Final Inception Report <sup>7</sup>	1 week after Reference Group has provided feedback	Team Leader	0	Team Leader will use this document as the guiding document for the evaluation.
Data Collection phase including stakeholder workshop	2 weeks	Team Leader		Team leader will use this as the basis together with desk review for the evaluation.
Write up of initial findings with presentation that has an executive summary in Arabic.	2 weeks	Team Leader	1-2	Reference Group will provide feedback for review and editing as needed.
Draft report with findings, flow chart/table that shows which criteria should be replicated in which type of environment/location and funding situation, including executive Summary in English and a separate executive summary document in Arabic. The draft report should also have a costing model that shows exactly how much it would cost UNFPA and partners to	2 weeks	Team Leader	1-2	Reference Group will provide feedback for review and editing as needed.

- <sup>7</sup> The inception phase will include the literature, desk review and scanning of potential partners as well as developing the methodology and reporting lines within the Evaluation Team. This will include developing a detailed action plan as well as the detailed questions to be used. This process will not progress to the next phase until the UNFPA representative, Youth team, M&E and Reference Group, has approved the Inception Report with methodology.

replicate the model and the identified criteria over a period of time until stabilization of the replication were achieved, taking into consideration different locations.				
Final report including the costing model and power point presentation. The Final report should have an executive summary in Arabic as a separate document and the power point should be provided in Arabic and English.	1 week	Team Leader	2-3	Reference Group will provide feedback for review and editing as needed.
Dissemination plan for the report and presentations to be given by the Arabic speaking consultant.	5 days over a period of 4-6 weeks after final report delivered for any needed presentations	Team Leader and Associate (Arabic speaker for presentations)	0	The dissemination plan will be used by UNFPA to determine who should receive the report and when/where and for whom presentations should be held
Use and follow up	6 weeks post final presentation	UNFPA Evaluation manager	0	

### VIII. Management of evaluation

The Team Leader will report to the UNFPA Evaluation Manager. The Evaluation Team Leader's team will report directly to the Team leader.

A Reference Group will be created and initiated by UNFPA consisting of relevant UN, INGO, NGO, Ministry partners and donors. The objective of this group will be to review the evaluation process and provide technical feedback at key milestones of the process (providing feedback to the inception report with methodology, the initial findings and the final draft) as well as to give additional weight to the evaluation. The Group's involvement and endorsement will be critical when advocating with potential partners with the findings of the evaluation for replication at a national level.





UNFPA will facilitate for the contractor ease of access to the sites with the relevant authorities (Syrian Refugee Affairs Department - SRAD) and inform Questscope and any other relevant partners of their objective to facilitate their work. UNFPA will facilitate transportation to and from Za'atari camp with the contractor to ensure that work goes smoothly.

The Evaluation Team will work from home during the inception phase, the desk review phase, and the reporting phase but will be provided with an office space at UNFPA for the data collection phase as required.

UNFPA will also provide the contractor with relevant documents to be further populated by the consultants as soon as they start the consultancy.

The Team Leader of the Evaluation will be the responsible and accountable consultant hired for the consultancy and should work with a national associate to support throughout the process in data collection, note taking, translation and anything else deemed necessary for the inception, collection, analysis and reporting, and presentation period. UNFPA will dedicate one of its staff members to coordinating the evaluation process. The Evaluation Manager from UNFPA will be responsible for hiring the Team Leader, for liaising closely with him/her, for coordinating the Reference Group and for ensuring that the Team Leader has the necessary information and access needed to conduct the evaluation in a timely manner.

## **IX. Evaluation team composition, skills and experiences**

The Evaluation Team will consist of a Team Leader (International or National consultant) with proven prior experience and qualifications to conduct such an evaluation at the highest quality. S/he would need to be well versed in relation to youth issues, such as civic engagement, youth empowerment and so on, including SRHR. UNFPA will also hire a National consultant who will support and contribute to the process. The National consultant should also have proven experience in working on M&E and evaluations in particular, should be well versed in data collection methodologies, note taking and have excellent translation skills for Arabic to English and vice versa, as it will be expected to provide executive summaries/presentations in Arabic as well as in English. There should be a member of the team (either Team Leader or other) who is an expert in qualitative methods, such as FGDs and the analysis of qualitative data, which is very important for this evaluation. If there is a need for additional local data collectors for the process, the Team Leader should inform UNFPA and include this in the overall consultancy fee.

Evaluation Team Roles and Responsibilities:

- The Team Leader bears the full responsibility for the deliverables.

Skills, experience and qualifications needed of the International Team Leader:

- Minimum 15 years of increasingly responsible professional experience, and of which five years in SRH/ASRH and/or social sciences evaluation;
- In-depth knowledge of humanitarian issues and challenges, as well as Jordanian government policies, substantive knowledge of youth and women development programmatic areas of



UNFPA work in the country as well as experience conducting evaluation of a humanitarian project;

- Substantive knowledge of SRH, Maternal Health and Gender programming and service provision;
- Solid understanding of evaluation methodologies, and/or a proven expertise of research in social science relevant for the evaluation;
- Demonstrated capacity for strategic thinking and policy advice are essential.
- Proven experience in Evaluation work with sample work to be provided with the application stating clearly what the role of the consultant was in that process.
- Proven experience in designing qualitative methodologies (FGDs and interviews etc.) and analyzing qualitative data and provide examples of which methodologies and tools the consultant is well versed in.
- Excellent writing/reporting skills
- Fluency in English
- Ability to lead the Evaluation Team and deliver in a timely manner.
- Good communication skills, especially in terms of dealing with key informants, most of whom will be refugees.
- Must be able to work in a multidisciplinary team and multicultural environment.
- Must be committed to respecting deadlines of delivery outputs within the agreed time-frame.
- Previous experience in working with women, children/young people is an asset.
- Familiarity with UNFPA and UN operations will be advantage.
- Familiar with the UN system, with its Code of Conduct and with the Do No Harm approach.

**Payment schedule:**

- 30% upon delivery of the final inception report and sets of questions after signing the contract.
- 30% upon delivery of the first draft of the evaluation report and initial findings with executive summary in Arabic and costing model.
- 40% upon delivery of the final evaluation with costing model, executive summary in Arabic and presentations in Arabic and English.

**X. Ethical code of conduct**

In accordance with working with the United Nations, it is expected that any consultant or consultancy firm hired by UNFPA will be fully aware of and uphold the ethical standards of the UN in all their dealings and will treat the stakeholders with the utmost respect and dignity, using a human rights based approach in their work.

Please see attachments for further information.

## Attachments:

After the selection of the evaluation consultant/firm, the following documents should be appended to the ToR:

- Theory of Change for the Youth Center in Za'atari
- List of documents that UNFPA will provide upon commencement of consultancy
- [UNEG Standards for Evaluation in UN System](#)
- UNEG Code of Conduct for Evaluation in the UN system
- UNEG Ethical Guidelines for Evaluation
- Programme/project document
- UNFPA Strategic Plan

Documents to be provided by UNFPA and added to by consultants:

- Monthly, quarterly and annual reports of the Youth Center
- The client satisfaction survey that was conducted in 2015
- The Theory of Change and other relevant documents for the Youth Center
- NRC/Reach Youth Assessment that was conducted for Za'atari and Azraq youth programming

## Ethical Code of Conduct for UNEG Evaluations

*Evaluations of UN activities need to be independent, impartial and rigorous. Each evaluation should clearly contribute to learning and accountability. Hence evaluators must have personal and professional integrity and be guided by propriety in the conduct of their business.*

### **Evaluation Team /Evaluators:**

1. To avoid **conflict of interest** and undue pressure, evaluators need to be **independent**, implying that members of an evaluation team must not have been directly responsible for the policy/programming-setting, design, or overall management of the subject of evaluation, nor expect to be in the near future.

*Evaluators must have no vested interest and have the full freedom to conduct impartially their evaluative work, without potential negative effects on their career development. They must be able to express their opinion in a free manner.*

2. Should protect the anonymity and **confidentiality of individual participants**. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are **not expected to evaluate individuals (not targeted at persons)**, and must balance an evaluation of management functions with this general principle.

3. Evaluations sometimes uncover evidence of wrongdoing. Such cases must be reported discreetly to the appropriate investigative body.

4. Should be **sensitive to beliefs, manners and customs** and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and **address issues of discrimination and gender equality**. They should avoid



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*offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that the evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.*

*5. They are responsible for the clear, accurate and fair writing and/or oral presentation of study limitations, evidence based findings, conclusions, recommendations and lessons learned.*

*For details on the ethics and independence in evaluation, please see *UNEG Ethical Guidelines and Norms for Evaluation in the UN System**

*<http://www.unevaluation.org/search/index.jsp?q=UNEG+Ethical+Guidelines>*

*[http://www.unevaluation.org/papersandpubs/documentdetail.jsp?doc\\_id=21](http://www.unevaluation.org/papersandpubs/documentdetail.jsp?doc_id=21)*