

**Terms of Reference  
Evaluation  
of  
Hemayati joint programme: Promoting women and girls health and well-being  
(UNFPA, UNICEF and UNWOMEN)**

**I. Background (programme context)**

Gender based violence (GBV) continues to pervade the life of women and girls in Jordan. Data clearly shows that women and girls are disproportionately affected by the different types of GBV, as 95% of survivors who seek help are female. Trends shown by GBVIMS report (2017)<sup>1</sup> point at psychological abuse (44%), physical assault (25.3%) and forced marriage including child marriage (18.2%) as main forms of GBV. Sexual assault and rape constitute some of the most severe forms of GBV with life-threatening consequences, yet they are the most under-reported forms of violence. In 2017 only 6.1% of cases reported were rape or sexual violence. Although this is an increase compared with 2016 when only 3.6% of survivors reported rape and sexual assault; the percentages pertaining to sexual violence remain low since the establishment of GBVIMS Task Force in 2014. In Jordan, the stigma associated with seeking help when subjected to sexual violence constitutes a major barrier for survivors to come forward. In addition, mandatory reporting requirements in Jordanian law prevent survivors who do not wish to file complaints from seeking much needed assistance (in particular medical assistance)

In Jordan, around half of the survivors accessing gender based violence (GBV) services suffered from some forms of domestic violence. Deteriorating financial circumstances, negative coping mechanisms and change in gender roles within families are contributing to interpersonal tensions, leading to increased risks of domestic violence. In addition, due to the prolonged nature of crisis and displacement, refugees are resorting to a range of negative coping strategies. The most important with regard to the scope of the programme is to combat forced/child marriages and domestic violence among refugees as negative coping responses.

While mechanisms to protect women from S-GBV are in place, they need further strengthening to ensure compassionate and confidential care is available and geographical coverage to make sure that transportation is not a barrier in seeking help. Consequences of GBV can be devastating on survivors' health and psychosocial wellbeing. Accessing help is first step for healing. For Syrian refugees, this is further compounded by their identity as refugees are already coping with severe emotional and financial distress. Among the S-GBV incidents reported, only a small proportion of abused women seek help from medical personnel, police, or lawyers. While there are several services that exist to provide legal aid, support, security and psychological support to women in such situations, 83 % of GBV survivors have reported being unaware of services' availability, as

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<sup>1</sup> <https://data2.unhcr.org/en/documents/download/64748>

reported by recent assessments<sup>2</sup>, which is confirmed by GBV IMS data in 2017. Syrian refugees who live in urban dwellings rather than refugee camps do not know how access these services. Similarly access to justice for women has challenges in Jordan. Data shows that women have reported that they are more likely than men – 26% versus 17% - to avoid seeking justice due to customs and traditions.<sup>3</sup>

In addition to facing S-GBV issues, women and girls face a number of challenges in the host countries including poor access to medical care and reproductive health services. Research findings indicate that there was little knowledge about the importance of sexual reproductive health (SRH) amongst refugee population in Syria in general.

UNFPA, UNICEF and UNWomen Jordan has been active from the onset of the crisis in Jordan to respond to the needs of the Syrians women and girls both in the host communities and in the established camps. The three UN Agencies are playing a major role in the emergency and resilience responses by providing holistic Sexual Gender Based Violence (SGBV) services and Reproductive Health (RH) in both camp and non-camp settings.

## **II. Description of the programme**

Hemayati is an inter-agency joint programme between UNFPA, UN Women and UNICEF. The programme focus on achieving the joint outcome: Syrian refugees and vulnerable Jordanians, particularly S-GBV survivors have increased access to comprehensive multi-sectoral services including sexual reproductive health, psycho-social support, access to shelters and legal services to address and combat S-GBV issues in Jordanian host communities.

The Programme is designed based on the specific expertise of the three agencies and is implemented through a consortium of relevant stakeholders including the Ministry of Social Development (MOSD) and the Jordanian Women Union (JWU). The three UN agencies along with their implementing partners worked closely to provide technical and operational support and engaging with civil society, strengthening linkages between governmental and non-governmental entities to provide safe access to comprehensive lifesaving multi-sectoral services including sexual reproductive health, psychosocial support, legal services and access to shelters. Multi sectoral services is provided in 9 safe spaces in Amman, Ramtha, Mafrqa, Irbid, Ma'an, Zarqa, Hosson camp, Hitteen Camp and Ruseifeh and 3 shelters in Irbid, Ruseifeh and Amman. To ensure a comprehensive and non-stigmatizing approach to S-GBV programming, all activities are open to women, girls, men and boys from the Jordanian community and Syrian refugees with a specific focus on women and girls since evidence points out they are more at risk of GBV.

The programmatic response is aligned with the Government of Jordan's development priorities; in particular those that emphasize on End Violence against Women/Girls (EVAWG) as articulated in Government of Jordan's strategic priorities outlined by its Vision 2020-2025; the Jordan

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<sup>2</sup> UN Women. Gender-based Violence and Child Protection among Syrian Refugees in Jordan, with a Focus on Early Marriage, 2013, pp. 41

<sup>3</sup> Government of Jordan Department of Statistics Justice Sector Survey. Taken from, World Bank, 2013, Hashemite Kingdom of Jordan Country Gender Assessment

Response Plan (JRP); the UN Assistance Framework 2013-2017; the Inter-Agency Protection Sector Strategy 2014 and the 2013 Commission on the Status of Women Agreed Conclusions (on the elimination and prevention of all forms of violence against women).

The joint interagency programme was implemented on three phases that began in September 2013. The first phase was from (1 Sep. 2013 – 31 Aug. 2014) and the second phase from (1 Sep. 2014- 31 Aug. 2016) while the third phase was (15 June 2017 – 31 Aug. 2018).

### **III. Purpose (and use of the evaluation)**

The overall purpose of this evaluation is to assess the extent to which the whole programme has resulted in progress towards intended results regarding strengthening S-GBV survivors' access to comprehensive lifesaving protection and sexual reproductive health (SRH) services. Mainly, the evaluation aims to assess the integrated approach towards Gender Based Violence, Sexual and Reproductive Health and Shelter. Moreover, this evaluation is being undertaken to assess the cost effectiveness and efficiency of adopting the joint work approach versus the individual (single) agency work approach. By answering this, the evaluation will provide credible and useful assessed information on the added value of Joint Programmes in enhancing achievement of results through improved UN system coherence and efficiency by using joint design, implementation and evaluation process

Additionally, the evaluation is also intended to be forward looking which will capture effectively lessons learnt that will inform the development of the next project. This final evaluation is being undertaken by UNFPA, UNICEF and UN Women to demonstrate results and accountability, provide credible and reliable evidence for decision making on future GBV prevention, response and coordination initiatives, and contribute with important lessons learned about normative, operational and coordination into the upcoming planned interventions and response. The target audiences for this evaluation are the key stakeholders including MoSD, JWU, participating UN agencies and the Government of Norway. While this evaluation is being conducted at the end of the project period, it will be of summative nature.

### **IV. Objectives**

**The specific objectives of the evaluation are to:**

- Assess the relevance of the intervention.
- Assess the effectiveness and efficiency of the joint project in progressing towards the achievement of results.
- Assess the overall sustainability of the Joint Project results, including the level of national ownership, national capacity development, partnerships between the UN system and national partners, as well as sustainability aspects in programme design and programme exit strategies.
- Identify and validate important lessons learned and provide actionable recommendations for the design and implementation of future joint projects on GBV.
- Analyze how the human rights approach and gender equality principles are integrated in the programme approach and implementation

- Analyze and assess how an integrated RH and GBV approach has been successful for increasing access to information and use of both RH and GBV services
- Analyze and assess the jointness and comparative advantage of it.
- Identify other relevant approaches and measures to address GBV, which were not considered in this programme?

The evaluation will focus on the expected results of the Programme, and provide evidence-based analysis in order to answer the following questions that are clustered by evaluation criteria below. It should be noted that the questions suggested are for guidance only and they are not meant to be exclusive. The applicants applying for this consultancy will adapt the questions to respond to the purpose and objectives of this evaluation. Questions will be finalized in the inception phase.

#### **Key evaluation questions <sup>4</sup>**

Adopting the UNEG methodology, the evaluation questions will be under the following criteria:

**Relevance:** The extent to which the objectives of the intervention are consistent with beneficiaries' requirements, country needs, global priorities, partners' and donors' policies.

An example of questions:

- To what extent is the intervention relevant to the needs and priorities of the direct and indirect beneficiaries, as well as the ones defined by programme planners and beneficiaries?

**Effectiveness:** The extent to which the intervention's objectives were achieved, taking into account their relative importance and impact.

An example of questions:

- To what extent were the expected results achieved? What were the enabling factors that contributed to the achievement of results and what actions need to be taken to overcome any barriers that limit the progress?

**Efficiency:** A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.

An example of questions:

- To what extent did the management structure of the intervention support efficiency for programme implementation?

**Impact:** Positive and negative, primary and secondary long-term effects produced by a the intervention, directly or indirectly, intended or unintended.

An example of questions:

- What were the unintended effects, positive or negative - if any, of the each of the intervention areas? In which ways did they affect the different stakeholders?

**Sustainability:** The continuation of benefits from the intervention after major development assistance has been completed. or: The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.

The evaluation will assess administrative, institutional, technical and financial sustainability and explore possible opportunities for expansion of the Hemayati programme activities.

An example of questions:

- To what extent are the benefits of the joint project likely to continue? To what extent was

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<sup>4</sup> These questions will be finalized through discussion with the evaluator(s) during the inception phase.

capacity developed in order to ensure sustainability of efforts and benefits?

**Coordination:**

This will assess the effectiveness and impact of the joint work and coordination among and between the three UN Agencies. Moreover, can be used to assess the coordination with their respective IPs and Follow up mechanism.

An example of questions:

- To what extent this coordination and joint efforts of work between three UN agencies resulted with more robust and sound- results and achievements?

**V. Scope of the evaluation**

The evaluation is taking place towards the end of the programme. Timeframe for the evaluation is the full programme period from 1 September 2014 to 31 August 2018 and will assess implementation in all the governorates covered by the Hemyati project.

The theme of the evaluation should focus on S-GBV survivors' access to comprehensive lifesaving protection and sexual reproductive health services. The evaluation will include all aspects of the programme.

As the evaluation is funded by programme funds, it will need to be completed in line with the end of the programme. The evaluation will assess implementation in all the governorates covered by the Hemyati programme. The evaluation should look at all of the activities funded under the programme, but can focus in depth on issues of protection.

**VI. Evaluation design (process and methods)**

The evaluation will be summative in nature, assessing the implementation of the programme and the progress towards strengthened S-GBV survivors' access to comprehensive lifesaving protection and sexual reproductive health services. The evaluation will be a transparent and participatory process involving relevant project stakeholders and partners. It should adhere to the United Nations norms and standards for evaluation in the UN System<sup>5</sup>. The evaluation methodology will employ mixed methods that address gender equality and human rights issues. It will also integrate an innovative approach for capturing results, to ensure that the views of a diverse group of participants, particularly vulnerable and / or marginalized groups, are represented in the evaluation. The sampling frame should include the diversity of stakeholder groups.

The evaluation will use a wide range of information resources to triangulate data and to ensure validity and reliability. It should be as participatory as possible to be able to get information from various stakeholders, including women and girls. These data source should include and not limited to review of the full set of the programme documents, including monitoring/reporting information and donors' reports, different types of Key Informants interviews (KII) and Focus Group Discussions (FGDs).

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<sup>5</sup> United Nations Evaluation Group, Norms and Standards for evaluation in the UN System, access at: [http://www.uneval.org/normsandstandards/index.jsp?doc\\_cat\\_source\\_id=4](http://www.uneval.org/normsandstandards/index.jsp?doc_cat_source_id=4)

Furthermore, the evaluation will also be expected to employ an additional qualitative method to capture the voices of beneficiaries.

The evaluation should address the potential limitations of the methodologies selected. The evaluation will also follow UNEG Ethical Guidelines and should include a plan on how protection of subjects and respect for confidentiality will be guaranteed.

As an advisory body, An Evaluation Reference Group (ERG) will be formed to advise on the evaluation process, consisting of representatives from MoSD, JWU, Norwegian Embassy, UNFPA, UNICEF and UNWOMEN and lead consultant. Comments on the inception and different draft reports will be provided by ERG through UNFPA.

The evaluation process will have to follow 5 step approach including preparation, inception, data collection, analysis and synthesis stage, dissemination and follow up. The consultant will focus on inception, data collection, analysis and synthesis stage, the first and last step are managed by the 3 agencies in the project. These steps will be as following:

- 1) **Preparation:** gathering project data, establishment of the reference group, development of the ToR, and recruitment of the evaluation team
- 2) **Inception:** consultations between the evaluation team and evaluation office, project document review, stakeholder mapping, inception meetings with the reference groups, finalization of the evaluation methodology and inception report. The evaluator will be expected to develop sub-questions as part of the inception phase. S/he is expected to develop the evaluation matrix.
- 3) **Data collection:** interviews, focus groups and other data collection tools
- 4) **Analysis and synthesis stage:** analysis of data and interpretation of findings, and drafting of an evaluation report and other communication products; and
- 5) **Dissemination and follow up:** development of a Management Response (MR), dissemination of the report, and follow up to the implementation of the MR.

## VII. Time frame

Task	Time frame	Person Responsible
Inception phase	3 weeks (post contract signing)	Evaluation team
Conduct stage (data collection)	2 weeks (post inception report submission)	Evaluation team
Reporting stage (analysis and presentation of preliminary findings)	4 weeks (post final data collection)	Evaluation team
Use and follow-up	6 weeks post final report	Evaluation Manager

The contract will be for maximum **45 workdays spread over a period of starting of September until December**. The Evaluation team 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 ERG. Once the Team Leader has been selected, a more detailed timeline will be agreed upon.

## VIII. Expected deliverables

Activity	Product to be delivered by Evaluation Team	Due Date
<b>Inception phase of evaluation</b>		
<b>Inception report (including two rounds of revision)</b>	<p>Based on inception phase activities, the inception report will present a refined scope, reflections on the ToRs, a detailed outline of the evaluation design and methodology, evaluation questions, and criteria for the selection and approach for in-depth desk review. The report will include an evaluation matrix and detailed work plan. A first draft report will be shared with the three participating UN agencies and based upon the comments received, the evaluation team will revise the draft.</p> <p>The inception report and data collection tools need to obtain institutional review board ethical clearance prior to primary data collection. They include but not limited to written protocols to ensure subjects' safety, for subjects' identities, and protection of data, data collection tools with introductory script, and Informed consent form.</p>	
<b>Analysis and reporting phase</b>		
<b>Presentation of preliminary findings</b>	A PowerPoint presentation detailing the emerging findings of the evaluation will be shared with the three participating UN agencies for feedback. The revised presentation will be delivered to the reference group for comment and validation. The evaluation team will incorporate the feedback received into the draft report.	
<b>Draft Report (including two rounds of revision prior to the final report)</b>	A first draft report will be shared with the three participating UN agencies for initial feedback. The second draft report will be shared with the reference group for identification of factual errors, errors of omission and/or misinterpretation of information. The third draft report will incorporate this feedback and then be shared with the reference group for final validation. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the revised drafts.	
<b>Final Report</b>	The final report will include a concise Executive Summary and annexes detailing the methodological approach and any analytical products developed during the course of the evaluation. The structure of the report will be refined in the inception report. (English and Arabic)	
<b>Evaluation Brief</b>	A dissemination product/pamphlet extracting the key findings, conclusions and recommendations of the	

	evaluation report in a user-friendly format in addition to a PPT presentation (English and Arabic) and at least one infographic, up to two pages summarizing the quantitative and qualitative findings of the evaluation using text, charts and diagrams. The info graphics will be used for advocacy purposes and less technical terminology should be used. Infographics can be drafted and discussed in English first and the final version translated into Arabic.	
<b>Dissemination &amp; Follow up</b>		
<b>Dissemination Plan and Management Response</b>	A dissemination strategy will be prepared by the evaluation team to socialize evaluation results, and management response will be prepared by the participating UN Agencies	

#### **Payment schedule:**

- 30% upon delivery of the final inception report and tools after signing the contract.
- 30% upon delivery of the first draft of the evaluation report and initial findings with executive summary in English and Arabic.
- 40% upon delivery and approval of the final evaluation with executive summary in English and Arabic, presentations in Arabic and English and an infographic.

#### **IX. Management of evaluation**

The Team Leader will report to the UNFPA Evaluation Manager (GBV Programme Analyst) who will share with UNICEF and UNWomen accordingly as the main three participating UN agencies responsible to provide the first layer of feedback before the reference group. The Evaluation team will report directly to the Team leader.

A Reference Group will be created and initiated by UNFPA consisting of relevant UN, 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.

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 Jordan office for the data collection phase as required.

UNFPA, UNICEF and UNWomen will also provide the evaluation team 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, and analysis and reporting, and presentation period. UNFPA, UNICEF and UNWomen will be coordinating the evaluation process as relevant. 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.

#### **X. 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 GBV, Child Protection and RH issues. The 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 (Translation can also be done by other team member). There should be a member of the team (either Team Leader or other) who is an expert in quantitative as well as 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. The team can be composed of one person or more and included all costs in the fee

#### **Skills, experience and qualifications needed for the Team Leader:**

- Minimum 10 years of increasingly responsible professional experience, and of which five years in GBV/RH and/or social sciences evaluation; the team leader needs to be an evaluator.
- Advanced degree in Social Science, public health, international development, and/or an associated field.
- In-depth knowledge of humanitarian settings, UN system, government policies (preferably in Jordan), previous experience in working on joint project evaluations is an asset.
- Solid understanding of evaluation methodologies, and/or a proven expertise of research in social science relevant for the evaluation, including proven experience in designing qualitative methodologies (FGDs and interviews including with younger age group, etc.) and analyzing qualitative data.
- Demonstrated capacity for strategic thinking and policy advice are essential.
- Excellent writing/reporting skills.
- Fluency in English, in addition to fluency in Arabic (for the national consultant).
- Ability to lead the Evaluation Team and deliver in a timely manner (for the Team Leader).
- Good communication skills, especially in terms of dealing with key informants.
- Must be able to work in a multidisciplinary team and multicultural environment.
- High commitment of respecting agreed deadlines with the time frame.
- Previous experience in working with women is an asset. Women candidates are encouraged to apply

#### **XI. 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 annexes for further information.

## **XII. Application Process**

Please submit your CV along with your proposal to [vacancy@unfpa-jordan.org](mailto:vacancy@unfpa-jordan.org)

Proposals should be no longer than 5 pages, excluding CVs, budget and example piece of work.

Proposals should include:

- Motivation letter: Short overview of how the candidate meets the qualifications, experience and skills requirements (no more than one page)
- Description of proposed approach
- Proposed budget
- An example piece of work from a similar assignment

## **Annexes**

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

- 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