



Terms of Reference

**United Nations Population Fund (UNFPA)
Jordan Country Office
9th Country Programme
2018-2022**

Country Programme Evaluation

October 2021

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Acronyms

ASRO	Arab States Regional Office
CO	Country Office
CP	Country Programme
CCA	Common Country Analysis/Assessment
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CPE	Country Programme Evaluation
DSA	Daily subsistence allowance
ERG	Evaluation Reference Group
EQA	Evaluation Quality Assessment
EQAA	Evaluation Quality Assurance and Assessment
GBV	Gender-based Violence
GOJ	Government of Jordan
ICPD	International Conference on Population and Development
M&E	Monitoring and Evaluation
RO	Regional Office
SDGs	Sustainable Development Goals
SRHR	Sexual and reproductive health and rights
ToR	Terms of Reference
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNPDF	United Nations Partnership for Development Framework
UNSDCF	United Nations Sustainable Development Cooperation Framework

1. Introduction

The United Nations Population Fund (UNFPA) is the lead United Nations agency for delivering a world where every pregnancy is wanted, every childbirth is safe and every young person's potential is fulfilled. UNFPA expands the possibilities of women and young people to lead healthy and productive lives. The strategic goal of UNFPA as stated in its global strategic plan (2018-2021), is to “achieve universal access to sexual and reproductive health, realize reproductive rights, and reduce maternal mortality to accelerate progress on the agenda of the Programme of Action of the International Conference on Population and Development (ICPD), to improve the lives of women, adolescents and youth, enabled by population dynamics, human rights and gender equality”.¹ In pursuit of this goal, UNFPA works towards three transformative and people-centred results: (i) end preventable maternal deaths; (ii) end the unmet need for family planning; and (iii) end gender-based violence and all harmful practices, including female genital mutilation and child, early and forced marriage. These transformative results will contribute to the achievement of the Sustainable Development Goals (SDGs), in particular good health and well-being (Goal 3), the achievement of gender equality and the empowerment of women and girls (Goal 5), the reduction of inequality within and among countries (Goal 10), and peace, justice and strong institutions (Goal 16). In line with the vision of the 2030 Agenda for Sustainable Development, UNFPA seeks to ensure that no one will be left behind and that the furthest behind will be reached first.

UNFPA has been operating in Jordan since 1976. The support that the UNFPA Jordan Country Office (JCO) provides to the Government of Jordan (GoJ) under the framework of the 9th Country Programme (CP) 2018-2022 builds on national development needs and priorities articulated in:

- Jordan 2025: A National Vision and Strategy
- Jordan Response plans for Syrian Crisis (2017-2019), (2018-2020), and (2020-2022)
- Demographic Dividend in Jordan “policy document”, 2017.
- National Youth Empowerment Strategy (2019-2025)
- National Women Strategy (2020-2025)
- National Strategy for women (2020-2025)
- National Action Plan on Child Marriage (2020-2024)
- National Framework for Family Protection
- Comprehensive National Human Rights Plan (2016–2025)
- National Reproductive Health/Family Planning Strategy (2013–2017)
- The Ministry of Health Strategic Plan (2018-2022).
- United Nations Sustainable Development Framework (2018-2022).
- UN Common Country Assessments, for the years from 2017 to 2020.
- United Nations Partnership Development Framework (UNPDF) 2018-2022.
- The United Nations Development Assistance Framework (UNDAF), 2017
- UNFPA Global Youth strategy “My body, my life, my world”, (2019)
- UN Youth strategy, (2030)
- United Nations Security Council resolution (UNSCR) 2250, (2015).
- The Compact for young people in humanitarian action, 2018

¹ UNFPA Strategic Plan 2018-2021.

The 2019 UNFPA Evaluation Policy requires CPs to be evaluated every two programme cycles “unless the quality of the previous country programme evaluation was unsatisfactory and/or significant changes in the country contexts have occurred”. The country programme evaluation (CPE) will provide an independent assessment of the relevance and performance of the UNFPA Ninth CP (2018-2022) in Jordan, and offer an analysis of various facilitating and constraining factors influencing programme delivery and the achievement of intended results. The CPE will also draw key lessons and provide a set of actionable recommendations for the next programme cycle.

The evaluation will be implemented in line with the *Handbook on How to Design and Conduct Country Programme Evaluations at UNFPA* (UNFPA Evaluation Handbook), which is available at: <https://www.unfpa.org/EvaluationHandbook>. The handbook provides practical guidance for managing and conducting CPEs to ensure the production of quality evaluations in line with the United Nations Evaluation Group (UNEG) norms and standards and international good practice for evaluation. It offers step-by-step guidance to prepare methodologically robust evaluations and sets out the roles and responsibilities of key evaluation stakeholders at all stages in the evaluation process. The handbook includes a number of tools, resources and templates that provide practical guidance on specific activities and tasks that the evaluators and the Evaluation Manager perform in the different evaluation phases.

The main audience and primary users of the evaluation are: (i) The UNFPA Jordan CO; (ii) GoJ; (iii) the United Nations Country Team (UNCT) in Jordan; (iv) Arab States regional Office (ASRO); (v) and donors operating in Jordan. The evaluation results will also be of interest to a wider group of stakeholders, including: (i) Implementing partners of the UNFPA Jordan CO; (ii) UNFPA headquarters divisions, branches and offices; (iii) the UNFPA Executive Board; (iv) academia; (v) local civil society organizations and international NGOs; and (vi) beneficiaries of UNFPA support (in particular women and adolescents and youth). The evaluation results will be disseminated to these audiences as appropriate, using traditional and new channels of communication and technology.

The evaluation will be managed by the Evaluation Manager within the UNFPA Jordan CO, with guidance and support from the Regional Monitoring and Evaluation (M&E) Adviser at the ASRO, and in consultation with the Evaluation Reference Group (ERG) throughout the evaluation process. A team of independent external evaluators will conduct the evaluation and prepare an evaluation report in conformity with these terms of reference.

2. Country Context

Jordan is an upper middle-income country that has a recent history of rapid population growth due to instabilities in the region and subsequent movements of people. Jordan ranks in the top ten countries in the world for the volume of ODA grants. Jordan faces the challenge of rapid urbanization and the challenges of inequalities that come with it. 91.2% of the population are urban dwellers, with 70% of its urban population living within a 30 km perimeter of Amman.

The government of Jordan faces a growing set of challenges, linked to a long-running failure to adopt meaningful political, financial and economic reforms. Democratic processes remain shallow. The House of Representatives is elected by proportional representation, with guaranteed seats for women and religious and other minorities. Political parties are weak and parliament serves more as a forum for bargaining among

tribal and other sectional interests than for representing the public interest. It has limited ability to hold the executive to account.

The government has responded to continuing regional instability, popular protest at home and, most recently, the COVID-19 crisis by tightening restrictions on freedom of speech and assembly. There has been a crackdown on dissenting voices in the traditional and online media. While Jordan has a relatively strong framework of human rights on paper, there are substantial gaps in basic rights when it comes to women and girls and non-citizens. Jordan has a strong and largely unaccountable security state, and there are growing concerns about mistreatment of individuals in conflict in law, particularly those accused of public security offences.

Population of Jordan

According to the Jordan Department of Statistics, Jordan's population in 2019 was 10.5 million and is estimated to increase to 12.9 million by 2025. Syrian refugees account for more than 10% of the total population. The vast majority live in urban areas instead of camps. The large presence of Syrian refugees has put tremendous pressure on the country's overstretched resources at one of the most difficult economic periods in its history. Jordan also hosts 67,000 Iraqis, 15,000 Yemenis, 6,000 Sudanis and 2,500 refugees from a total of 52 other nationalities. 50% of Syrian refugees are women and they live mostly in urban settings (81%). 80% of refugees live below the poverty line. Around 350,000 migrants are registered with the Ministry of Interior, and many more who are unregistered, mostly in low-paid and vulnerable employment.

Jordan has one of the youngest populations in the world, with 63% of its population under the age of 30 (UNICEF, 2020). Youth aged (15-24) are at 19.8% (DOS 2018). As of 2018, disability prevalence in Jordan is estimated to be between 11 and 15%. Unemployment reached 24.7% in the fourth quarter of 2020 and youth unemployment rates reached an unprecedented 50%.

In 2019, it was estimated that 1 million Jordanians live under the poverty line and around 300,000 Jordanians live just above the poverty line and could only remain there because they received support from the government (Cash support, food assistance, etc.). It is also estimated that the number of Jordanians living below the poverty line almost doubled in the first three months of COVID-19 (from 15.4% to 26%).

While significant progress was made on the Millennium Development Goals for education and health, other areas have lagged behind due to a number of factors, including global financial recession, regional instability and influx of refugees. Given the interconnected political, economic, social and institutional aspects of development, strengthening the resilience of systems and institutions are critical for the implementation of Sustainable Development Goals (SDGs) and the Programme of Action of the International Conference on Population and Development (ICPD).

Sexual and Reproductive Health

Jordan has accepted refugees from successive conflicts, evidenced by a non-Jordanian population of three million. Starting in 2013, the Syrian crisis has changed the country's population dynamics and investment priorities. Jordan hosts 1.3 million Syrians, of which 660,000 are refugees (78 percent within host communities; 22 per cent in camps). There are 325,000 women of reproductive age; 55,000 of those are pregnant. These factors have created a burden on service delivery systems, particularly the health care system. In the whole Kingdom women in reproductive age represent 25% of the total population. Currently,

women in Jordan have an average of 2.7 children. Fertility declined steadily from 1990 to 2002, stabilised from 2002 to 2012, and decreased again between 2012 and 2017-18.

Access to health services is high, latest figures show Maternal Mortality Ratio (MMR) of 32.4/100,000 live births (The National Maternal Mortality Report, 2019), and high ANC Coverage-Institutional deliveries 99% (DHS, 2018). The percentage of currently married women age 15-49 currently using any contraceptive method is at 52% (DHS, 2018), unmet need for family planning: Unmet need for family planning is 14% of currently married women (DHS, 2018), and 57% of the total demand for family planning is satisfied by modern methods (DHS, 2018).

These gains need to be sustained through improved obstetric and postnatal care, addressing adolescent reproductive health and strengthening maternal death surveillance and response (MDSR). Demand for sexual and reproductive health services will increase, as the number of women of reproductive age is projected to rise from 1.5 million to 2 million by 2020, and focusing on the most vulnerable women will be key for the success of SRH programmes.

Just over one-third (37%) of married women age 15-49 currently use a modern method of family planning; 14% use a traditional method. IUDs are the most popular modern method, used by 21% of married women, followed by the pill (8%). Withdrawal is the most commonly used traditional method, used by 13% of married women. Use of modern methods ranges from 25% in Ma'an to 43% in Jerash. Married women with no education are least likely to use a modern method (22%). Use of modern methods is relatively even across wealth groups. Trends in Family Planning Use in total, use of family planning has declined slightly since 2012, when 42% of women were using a modern method. However, the decrease is seen primarily for temporary methods such as male condoms, while use of long term methods such as IUDs and the pill have remained steady. Use of traditional methods has also declined since 2012, from 19% to 14% in 2017-18. UNFPA supports the [national Costed Implementation Plan \(CIP\) for family planning](#) which is a multi-year actionable roadmap designed to help the GoJ achieve their family planning goals—goals that when achieved will improve the health and wellbeing of women, families and communities. CIPs are a critical tool in transforming ambitious family planning commitments.

Advocacy on human rights in relation to SRH remains a priority for UNFPA and its partners. The most recent significant success in upholding human rights was the repeal of Article 308 of the Penal Code that allowed charges to be dropped against a rapist if he married his victim. UNFPA succeeded in advocating for three national strategies to take into account the realization of the demographic dividend. UNFPA also supported the provision of reproductive health consultations and the promotion of a model facility with zero maternal deaths in Zaatari Camp that is now recognized as a centre of excellence by the Health Care and Accreditation Facility in Jordan. The country office supported the Ministry of Health to develop and endorse protocols for hepatitis and gender-based violence that have helped promote an integrated, rights-based approach in the health system. A youth centre in Zaatari, supported by UNFPA, is the foundation of a participatory approach by youth that utilizes SRH as the main catalyst for improved civic engagement, community leadership and the ability to negotiate conflict constructively, including for addressing gender-based violence.

Gender-Based Violence

Gender disparities have led to Jordan having one of the lowest rankings in the region on the Gender Development Index 0.864 (95/189) (UNDP 2018), the Gender Inequality Index 0.857 (95/189) (UNDP

2018), and the Global Gender Gap Index (134/145). There is a high prevalence of violence against women; According to the Jordan Population and Family Health Survey (2018) by the Department of Statistics (DOS), 26% of ever-married women aged 15-49 have ever experienced spousal physical, sexual, or emotional violence. Of which, 21% of women have experienced emotional violence, 18% have experienced physical violence, and 5% have experienced sexual violence. 20.4% of ever-married women and girls aged 15 years and older indicate having been subjected to physical, sexual or psychological violence by a current or former intimate partner for the last 12 months.

Nearly 150,000 consultations for gender-based violence have been administered to girls and vulnerable women. The uptake of these services has been steep, providing an indication of the need. Female labour force participation is among the lowest in the world, at just 14.2% in 2020 (DOS, 2020), where women unemployment rose from 24.3% in the first quarter of 2020 to 32.8% in the fourth quarter.

Women have limited voice within the political system: In recent 2020 conducted elections, even though women constituted 360 of 1,674 parliamentary candidates, only the 15 reserved seats were filled by women and only one of the 20 previous women MPs was re-elected. Women's share of seats in parliament 15.4% (UNDP 2018). 46% of ever-married women and 69% of men age 15-49 believe a husband is justified in beating his wife (DHS, 2018), and 21% of ever-married women aged 15-49 have ever experienced physical violence since age 15 (DHS, 2018).

Current husbands are the most common perpetrators of physical violence, followed by former husbands, brothers, and fathers (GBV IMS Annual Report, 2020). During the first month of the lockdown, the Public Security Directorate reported a 33% increase in GBV reporting. Emotional and physical abuse, often perpetrated by an intimate partner or member of the family, were named as the most common types of GBV (UNFPA Joint Assessment, April 2020).

Reducing incidence of child marriage, delaying childbirth and improving opportunities for women's meaningful livelihood will be necessary to ensure better reproductive health outcomes for young women. Furthermore, underage marriages still represent 13.4 percent of all marriages in Jordan according to a study issued by the Higher Population Council. The policies that promote women in the formal workplace need to integrate sexual and reproductive health (SRH) strategies to sustain lower fertility rates and decrease incidence of gender-based violence, especially child marriages, thus laying ground for demographic dividend.

Youth and adolescents

Increasing the ability of young people to exercise their sexual and reproductive health and reproductive rights (SRHR) is critical to reverse negative trends, such as child, early and forced marriage, gender-based violence and women's limited access to formal employment. Many young people seek information and services related to their SRHR outside of public health facilities, according to a perception survey of youth in Zaatari camp and the UNFPA Y-Peer network. Using youth-centred programmes and services is a more viable option for Jordan where adolescent and youth SRHR services are taboo in many communities.

The adolescent birth rate: 22.4% (World Bank, 2015), Reproductive and sexual health awareness is significantly limited among youth especially under 18 years due to cultural restraints on SRH topics with youth under 18, this comes relatively late especially with a preceding period of physiological changes and puberty. For Jordan, the Youth Development Index is 0,586 (UNDP 2018).

Private sector is the main employer of youth, which emphasizes the necessity of involving the private sector in all youth employment interventions. Any real change without their active participation is doubtful. Mobility and transportation impact on youth unemployment has been indicated as a significant barrier to youth opportunity of employment. Jordan's landscape of scattered cities makes transportation a crucial element to take into consideration when highlighting what affects employment. The poor public transportation network paired with expensive transportation alternatives stands in the way of youth employment. This requires further policy attention as a means to realize equitable opportunities for youth in all governorates.

3. UNFPA Country Programme

UNFPA has been working with the Government of Jordan since 1976 towards enhancing sexual and reproductive health and rights (SRHR), advancing gender equality, realizing rights and choices for young people, and strengthening the generation and use of population data for development. UNFPA is currently implementing the 9th CP in Jordan.

The 9th CP (2018-2022) is aligned with National Development Plans and strategies, UNFPA Strategic Plan 2018-2021, the United Nations Sustainable Development Framework (UNSDF) 2018-2022, the United Nations Partnership Development Framework (UNPDF) 2018-2022, the United Nations Development Assistance Framework (UNDAF), 2017. It was developed in consultation with Government, civil society, bilateral and multilateral development partners, including United Nations organizations, the private sector and academia.

The UNFPA partnership with the Ministry of Planning and International Cooperation was strengthened to ensure that the national plans are aligned with population and development priorities. The Ministries of Health and Social Development are also partners, as are the Ministry of Youth, the National Council for Family Affairs, the Higher Population Council, Department of Statistics, Family Protection Department and Royal Medical Services, as well as academic institutions and United Nations agencies.

The 9th CP (2018-2022) contributes to three outcomes of the United Nations Sustainable Development Framework (UNSDF) 2018-2022, supporting the triangulation between people, institutions and opportunity. Within the refugee coordination structure, UNFPA continues to co-lead the gender-based violence subsector and the gender-based violence information management system task force. This strengthens synergies with United Nations entities in their areas of comparative advantage through joint advocacy, project implementation, monitoring and tracking, while ensuring that a mechanism for multi-sectoral provision to gender-based violence prevention is in place.

The programme focuses on strengthening the resilience of public institutions and communities to support ICPD goals on SRHR and gender-based violence, and in the broader context the sustainable development agenda. It is aligned with the Jordan National Strategy 2025, and supports the achievement of the SDGs, with a focus on the ICPD in improving the health and well-being of women, adolescents, youth and the vulnerable, by reaching those farthest behind. The Government leadership role and commitment to SDGs achievement and UNFPA comparative advantage and strategic positioning will be leveraged through joint programming initiatives.

Bridging the development-humanitarian nexus is vital particularly in light of the Syrian crisis and continued instability in the region. The Jordan Response Plan 2017-2019, a multi-year rolling humanitarian plan,

serves as the key reference point for resilience planning, emergency preparedness and response, including targeted capacity-building and service delivery supporting vulnerable populations in refugee camps and in host communities.

The UNFPA Jordan CO delivers its country programme through the following modes of engagement: (i) advocacy and policy dialogue, (ii) capacity development, (iii) partnerships and coordination, and (iv) service delivery. The **overall goal** of the UNFPA Jordan ninth CP (2018-2022) is **universal access to sexual and reproductive health and reproductive rights and reduced maternal mortality**, as articulated in the UNFPA Strategic Plan 2018-2021. The CP contributes to the following **outcomes** of the UNFPA Strategic Plan 2018-2021:

- **Outcome 1.** *Every woman, adolescent and youth everywhere, especially those furthest behind, has utilized integrated sexual and reproductive health services and exercised reproductive rights, free of coercion, discrimination and violence.*
- **Outcome 3.** *Gender equality, the empowerment of all women and girls, and reproductive rights are advanced in development and humanitarian settings.*
- **Outcome 4.** *Everyone, everywhere, is counted, and accounted for, in the pursuit of sustainable development.*

The UNFPA Jordan 9th CP (2018-2022) has three thematic areas of programming with distinct **outputs** that are structured according to the three outcomes in the Strategic Plan 2018-2021 to which they contribute.

Outcome 1: Sexual and reproductive health and rights.

Output 1: Strengthened capacity of national institutions to deliver integrated high-quality SRH information and services, including for maternal death surveillance and response, in humanitarian and development settings. This is achieved by: (a) developing a strategy and action plan for delivery of integrated high-quality SRH services, focusing on maternal, neonatal, adolescent and youth health; (b) establishing stakeholders' coalitions for mainstream SRHR issues in national policies and emergency preparedness plans; (c) supporting efforts to increase knowledge and awareness of adolescents and youth of SRH; (d) building capacity in clinical management of rape, delivery of SRH and gender-based violence services, including the Minimal Initial Service Package (MISP), an efficient supply-chain management system; (e) building capacity of health-care providers on integrated high-quality SRH services in targeted comprehensive centres; (f) updating and disseminating national policies, guidelines, norms and standards for MDSR and maternal care, in line with global guidelines and local conditions, including for maternal and perinatal death reporting; and (g) advocating for inclusion of reproductive health and gender-based violence issues within national emergency preparedness/response plans.

Output 2: Improved young people's ability to exercise SRH rights in development and humanitarian settings. This includes: (a) integrating SRHR curricula within youth and adolescent programmes; (b) promoting innovative approaches for knowledge transfer on youth SRHR, and peace and security; and (c) advocating for inclusion of adolescent and youth SRHR in national strategies ^{GFRTD} and policies, including emergency preparedness plans.

Outcome 3: Gender equality and women's empowerment.

Output 1: Strengthened national capacities to prevent and respond to gender-based violence, with focus on advocacy, data and coordination in development and humanitarian settings. This includes: (a) enhancing capacities of national partners to address gender-based violence through a multisectoral, survivor-centred approach by leading and supporting inter-agency gender-based violence coordination mechanisms; (b) producing analytic reports on gender-based violence response, identifying gaps and proposing corrective action, capitalizing on the UNFPA leadership role in the gender-based violence information management system task force; (c) enhancing gender-based violence service delivery through the provision of specialized case management and psychosocial support services to safe spaces; and (d) enhancing a coordinated referral system to address gender-based violence among the health, social services, police and justice sectors by providing support to the rollout of the essential services package.

Output 2: Strengthened national capacities to address child, early and forced marriage. This include: (a) elaborating and implementing communication for behavioural impact and communication for social change strategies engaging key stakeholders and decision-makers to address deep-rooted norms perpetuating practices such as child, early and forced marriage; and (b) advocating with different stakeholders on the elimination of such practices.

Outcome 4: Population and development

Output 1: Increased national data systems' capacity for integration of population dynamics for the realization of the demographic dividend, including in humanitarian contexts. This includes: (a) advocating for integration of data into national strategies that may lead to a demographic dividend; (b) supporting the integration of ICPD-SDGs monitoring and reporting systems; (c) producing position papers and policy briefs on critical population issues, including the humanitarian situation; and (d) targeted technical assistance to support monitoring, tracking and managing gender-based violence in line with international standards and norms.

In addition, the UNFPA Jordan CO takes part in activities of the UNCT under the leadership of the United Nations Resident Coordinator, with the objective to ensure inter-agency coordination and efficient delivery of tangible results in support of the national development agenda and the SDGs.

The **theory of change** that describes how and why the set of activities planned under the CP are expected to contribute to a sequence of results that culminates in the strategic goal of UNFPA is presented in Annex A. The theory of change will be an essential building block of the evaluation methodology.

The UNFPA Jordan 9th CP (2018-2022) is based on the following results framework presented below:

Jordan/UNFPA 9th Country Programme (2018-2022) Results Framework

Goal: Achieved universal access to sexual and reproductive health, realized reproductive rights, and reduced maternal mortality to accelerate progress on the ICPD agenda, to improve the lives of adolescents, youth and women, enabled by population dynamics, human rights, and gender equality

UNFPA Thematic Areas of Programming

I. : Sexual and Reproductive Health and Rights	II. Gender Equality and Women’s Empowerment	III. Population Dynamics
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UNFPA Strategic Plan Outcomes

<p>Every woman, adolescent and youth everywhere, especially those furthest behind, have fully exercised their reproductive rights and have access to sexual and reproductive health services free of coercion, discrimination and violence</p>	<p>Gender Equality, empowerment of all women and girls, and reproductive rights are achieved through a focus on addressing Gender Based violence and harmful practices in development and humanitarian settings.</p>	<p>Everyone, everywhere is counted, and accounted for, in the pursuit of sustainable development.</p>
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UNFPA Jordan 9th CP Outputs

<p>Output 1: Strengthened capacity of national institutions delivering integrated quality SRH information and services, in humanitarian and development settings</p> <p>Output 2: Strengthened national maternal death surveillance & response (MDSR) system.</p> <p>Output 3 : Improved young people’s ability to exercise SRH rights in development and humanitarian settings</p>	<p>Output 1: Strengthened national capacities to prevent and respond to GBV with a focus on advocacy, data and coordination in development and humanitarian settings.</p> <p>Output 2: Strengthened national capacities to address Child Early and Forced Marriage (CEFM)</p>	<p>Output 1: Increased national capacities for the production, analysis and use of disaggregated data to inform policy formulation development planning and evidence based advocacy, with the focus on youth.</p>
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4. Evaluation Purpose, Objectives and Scope

4.1. Purpose

The CPE will serve the following three main purposes outlined in the 2019 UNFPA Evaluation Policy: (i) demonstrate accountability to stakeholders on performance in achieving development results and on invested resources; (ii) support evidence-based decision-making; and (iii) contribute key lessons learned to the existing knowledge based on how to accelerate the implementation of the Programme of Action of the 1994 ICPD.

4.2. Objectives

The **purpose** of this CPE is:

- i. to provide the UNFPA CO in Jordan, national stakeholders, the UNFPA ASRO, UNFPA Headquarters as well as a wider audience with an independent assessment of the UNFPA Jordan 9th CP (2018-2022)
- ii. to broaden the evidence base for the design of the next programme cycle.

The **objectives** of this CPE are:

- i. Provide an independent assessment of the relevance, effectiveness, efficiency and sustainability of UNFPA support and progress towards the expected outputs and outcomes set forth in the results framework of the country programme.
- ii. Provide an assessment of the role played by the UNFPA country office in the coordination mechanisms of the UNCT with a view to enhancing the United Nations collective contribution to national development results.
- iii. Draw key lessons from past and current cooperation and provide a set of clear and forward-looking options leading to strategic and actionable recommendations for the next programme cycle.

4.3. Scope

Geographical Scope

The evaluation will cover Za'atari and Azraq Camps, and facilities of host communities, where UNFPA implemented interventions.

Thematic Scope

The evaluation will cover all/the following thematic areas of the 9th CP: sexual and reproductive health; gender equality and the empowerment of women and girls and population and development. In addition, the evaluation will cover cross-cutting issues such as youth empowerment, human rights and gender equality, disability, and transversal aspects of coordination; monitoring and evaluation (M&E); innovation; and strategic partnerships.

Temporal Scope

The evaluation will cover interventions planned and/or implemented within the time of the current CP (2018-2022).

5. Evaluation Criteria and Preliminary Evaluation Questions

5.1. Evaluation Criteria

In accordance with the methodology for CPEs outlined in the UNFPA Evaluation Handbook (see section 3.2, pp. 51-61), the evaluation will examine the following four OECD/DAC evaluation criteria: relevance, effectiveness, efficiency and sustainability. It will also use the evaluation criterion of coordination to assess cooperation and partnerships of UNFPA within the UNCT and whether UNFPA interventions promote synergy and avoid gaps and duplication. As the UNFPA country office has been operating in humanitarian settings, the evaluation will also use the humanitarian-specific evaluation criteria of coverage and connectedness to investigate to what extent UNFPA has been able to reach affected populations with life-saving services and work across the humanitarian-peace-development nexus and contribute to building resilience.

Relevance	The extent to which the objectives of the UNFPA country programme correspond to population needs at country level (in particular, those of vulnerable groups), and were aligned throughout the programme period with government priorities and with strategies of UNFPA.
Effectiveness	The extent to which country programme outputs have been achieved and the extent to which these outputs have contributed to the achievement of the country programme outcomes.
Efficiency	The extent to which country programme outputs and outcomes have been achieved with the appropriate amount of resources (funds, expertise, time, administrative costs, etc.).
Sustainability	The continuation of benefits from a UNFPA-financed intervention after its termination, linked, in particular, to their continued resilience to risks.
Coordination	The extent to which UNFPA has been an active member of, and contributor to existing coordination mechanisms of the UNCT
Coverage	The extent to which major population groups facing life-threatening suffering were reached by humanitarian action.
Connectedness	The extent to which activities of a short-term emergency nature are carried out in a context that takes longer-term and interconnected problems into account.

5.2. Preliminary Evaluation Questions

The country programme evaluation is expected to provide answers to a number of evaluation questions which are derived from the above criteria. The evaluation questions will delineate the thematic scope of the CPE and are meant to formulate key areas of inquiry that are of interest to various stakeholders, thereby optimizing the focus and utility of the CPE.

The evaluation questions presented below are indicative and the evaluators are expected to develop a final set of evaluation questions based on these preliminary questions, in consultation with the Evaluation Manager at the UNFPA Jordan CO and the Evaluation Reference Group (ERG).

Relevance

1. To what extent is the country programme adapted to: i) the needs of diverse populations, including the needs of marginalized and vulnerable groups; ii) national development strategies and policies; iii) the strategic direction and objectives of UNFPA; and iv) priorities articulated in international frameworks and agreements, in particular the ICPD Programme of Action and SDGs.
2. To what extent has the country office been able to respond to changes in national needs and priorities, including those of vulnerable or marginalized communities, or to shifts caused by crisis or major political changes including the ongoing Covid-19 Pandemic? What was the quality of the response?

Effectiveness

3. To what extent have the interventions supported by UNFPA contributed to the achievement of the expected results (outputs and outcomes) of the country programme and any other revisions that may have been done in view of the Covid-19 pandemic? In particular: i) increased access and use of integrated sexual and reproductive health services; ii) empowerment of adolescents and youth to access sexual and reproductive health services and exercise their sexual and reproductive rights; iii) advancement of gender equality and the empowerment of all women and girls; and iv) increased use of population data in the development of evidence-based national development plans, policies and programmes?
4. To what extent has UNFPA successfully integrated gender and human rights perspectives in the design, implementation and monitoring of the country programme?

Efficiency

5. To what extent has UNFPA made good use of its human, financial and administrative resources, and used a set of appropriate policies, procedures and tools to pursue the achievement of the outcomes defined in the county programme?

Sustainability

6. To what extent has UNFPA been able to support implementing partners and beneficiaries (women, adolescents, and youth) in developing capacities and establishing mechanisms to ensure the durability of effects *including results occasioned by the Covid-19 response*?

Coordination

7. To what extent has the UNFPA Country Office contributed to the functioning and consolidation of UNCT coordination mechanisms?

Coverage

8. To what extent have UNFPA humanitarian interventions systematically reached all geographic areas in which affected populations (women and adolescents and youth) reside?
9. To what extent have UNFPA humanitarian interventions systematically reached the most vulnerable and marginalized groups (women and adolescents and youth with disabilities; those of racial, ethnic, religious and national minorities; LGBTQI populations etc.)

Connectedness

10. To what extent has UNFPA contributed to developing the capacity of local and national actors (government line ministries, youth and women's organizations, health facilities, communities etc.) to better prepare for, respond to and recover from humanitarian crisis?

The final evaluation questions and the evaluation matrix will be presented in the design report.

6. Methodology and Approach

6.1. Evaluation Approach

Theory-based approach

The CPE will adopt a theory-based approach that relies on an explicit theory of change, which depicts how the interventions supported by the UNFPA CO in Jordan are expected to contribute to a series of results (outputs and outcomes) that lead to the overall goal of UNFPA. The theory of change also identifies the causal mechanisms, risks and contextual factors that support or hinder the achievement of desired changes. A theory-based approach is fundamental for generating insights about what works, what does not and why, as it focuses on the analysis of causal links (assumptions) between changes at different levels of the results chain described by the theory of change, and explores how these assumptions and contextual factors affected the achievement of intended results.

The theory of change will play a central role throughout the evaluation process, from the design and data collection to the analysis and identification of findings, as well as the articulation of conclusions and recommendations. The evaluation team will be required to verify the theory of change underpinning the UNFPA Jordan 9th CP (2018-2022) (see Annex A) and use this theory of change to determine whether changes at output and outcome levels occurred (or not) and whether assumptions about change hold true. The analysis of the theory of change will serve as the basis for the evaluators to assess how relevant, effective, efficient and sustainable the support provided by the UNFPA Jordan was during the period of the ninth CP.

As part of the theory-based approach, the evaluators shall use a contribution analysis to explore whether evidence to support key assumptions exists, examine if evidence on observed results confirms the chain of expected results in the theory of change, and seek out evidence on the influence that other factors may have had in achieving desired results. This will enable the evaluation team to make a reasonable case about the difference that the UNFPA Jordan ninth CP (2018-2022) made.

Participatory approach

The CPE will be based on an inclusive, transparent and participatory approach, involving a broad range of partners and stakeholders at national and sub-national levels. The UNFPA Jordan CO has developed a stakeholders map (Annex B) to identify stakeholders who have been involved in the preparation and implementation of the CP, and those partners who do not work directly with UNFPA and yet play a key role in a relevant outcome or thematic area in the national context. These stakeholders include representatives from government, civil society organizations, implementing partners, the private sector, academia, other United Nations organizations, donors and, most importantly, beneficiaries (women and adolescents and youth). They can provide insights and information, as well as referrals to data sources that the evaluators should use to assess the contribution of UNFPA support to changes in each thematic area of programming of the CP. Particular attention will be paid to ensuring participation of women, adolescent girls and young people, especially those from vulnerable and marginalized communities.

The Evaluation Manager in the UNFPA Jordan CO has established an ERG comprised of key stakeholders of the CP including governmental and non-governmental counterparts at national level, the UNFPA ASRO M&E Adviser. The ERG will provide inputs at different stages in the evaluation process.

Mixed-method approach

The evaluation will primarily use qualitative methods for data collection, including document review, interviews, group discussions and observations through innovative means that ensure the adequate and appropriate collection of data in spite of travel restrictions and other social measures required to limit or prevent the Covid-19 Pandemic. Where appropriate, and in line with National guidelines on Covid-19, field visits may be conducted, as appropriate. Otherwise, data collection and other forms of interviews will be conducted using remote means and other virtual measures as much as possible. The qualitative data will be complemented with quantitative data to minimize bias. Quantitative data will be compiled from existing data sources, through desk review of documents, websites and online databases to obtain relevant financial data and data on key indicators that measure change at output and outcome levels.

These complementary approaches described above will be used to ensure that the evaluation: (i) responds to the information needs of users and the intended use of the evaluation results; (ii) upholds gender and human rights principles throughout the evaluation process, including, to the extent possible, participation and consultation of key stakeholders (rights holders and duty-bearers); and (iii) provides credible information about the benefits for recipients and beneficiaries (women and adolescents and youth) of UNFPA support through triangulation of collected data.

6.2. Methodology

The evaluation team shall develop the evaluation methodology in line with the evaluation approach and guidance provided in the UNFPA Evaluation Handbook and other such guidance provided by the UNFPA Evaluation Office including adapting Evaluation to Covid-19 pandemic context among others.. The handbook will help the evaluators develop a methodology that meets good quality standards for evaluation at UNFPA and the professional evaluation standards of UNEG. It is expected that, once contracted by the UNFPA Jordan CO, the evaluators acquire a solid knowledge of the handbook.

The CPE will be conducted in accordance with the UNEG *Norms and Standards for Evaluation*², *Ethical Guidelines for Evaluation*³, *Code of Conduct for Evaluation in the UN System*⁴, and *Guidance on Integrating Human Rights and Gender Equality in Evaluations*⁵. When contracted by the UNFPA CO Jordan, the evaluators will be requested to sign the UNEG *Code of Conduct* prior to starting their work.

The methodology that the evaluation team will develop builds the foundation for providing valid and evidence-based answers to the evaluation questions and for offering a robust and credible assessment of UNFPA support in Jordan. The methodological design of the evaluation shall include in particular: (i) a theory of change; (ii) a strategy for collecting and analyzing data; (iii) specifically designed tools for data collection and analysis; (iv) an evaluation matrix; and (v) a detailed work plan.

² <http://www.unevaluation.org/document/detail/1914>

³ <http://www.unevaluation.org/document/detail/102>

⁴ <http://www.unevaluation.org/document/detail/100>

⁵ <http://www.unevaluation.org/document/detail/980>

The evaluation team is strongly encouraged to refer to the Handbook at all times and use the provided tools and templates at all stages of the evaluation process.

The evaluation matrix

The evaluation matrix is centerpiece to the methodological design of the evaluation (see Handbook, section 1.3.1, pp. 30-31 and Tool 1: The Evaluation Matrix, pp. 138-160 and the evaluation matrix template in Annex C). It contains the core elements of the evaluation: (i) what will be evaluated (evaluation questions for all evaluation criteria and key assumptions to be examined as part of the evaluation questions), and (ii) how it will be evaluated (data collection methods, sources of information and analysis methods for each evaluation question and associated key assumptions). By linking each evaluation question (and associated assumptions) with the specific data sources and data collection methods required to answer the question, the evaluation matrix plays a crucial role before, during and after data collection.

In the design phase, the matrix helps evaluators to develop a detailed agenda for data collection and analysis and to prepare the structure of interviews, group discussions and direct observation at sites visited. During the field phase, the evaluation matrix serves as a reference document to ensure that data is systematically collected for all evaluation questions and that data is documented in a structured and organized way. At the end of the field phase, the matrix is useful to verify whether sufficient evidence has been collected to answer all evaluation questions and identify data gaps that require additional data collection. In the reporting phase, the evaluation matrix facilitates the drafting of findings per evaluation question and the identification and articulation of conclusions and recommendations that cut across different evaluation questions.

As the evaluation matrix plays a crucial role at all stages of the evaluation process, it will require particular attention from both the evaluation team and the Evaluation Manager. The evaluation matrix will be drafted in the design phase and must be included in the design report. The evaluation matrix will also be included in the annexes to the final evaluation report, to enable users to access the supporting evidence for the answers to the evaluation questions.

Finalization of the evaluation questions and assumptions

Based on the preliminary evaluation questions presented in the present terms of reference (see section 5.2), the evaluators are required to finalize the set of questions that will guide the evaluation. The final set of evaluation questions will need to clearly reflect the evaluation criteria and key areas of inquiry (highlighted in the preliminary evaluation questions). The evaluation questions should also draw from the theory of change underlying the CP. The final evaluation questions will structure the evaluation matrix (see Annex C) and shall be presented in the design report.

The evaluation questions must be complemented by a set of critical assumptions that capture key aspects of how and why change is expected to occur based on the theory of change of the CP. This will allow evaluators to assess whether the preconditions for contribution to results at output and, in particular, outcome levels are met. The data collection for each of the evaluation questions and assumptions will be guided by clearly formulated quantitative and qualitative indicators, which need to be specified in the evaluation matrix.

Due to the ongoing Covid-19 pandemic that has necessitated travel and entry restrictions in many countries across the region and the world at large, a substantial part of this evaluation may be conducted remotely

While the prevailing local conditions and social distancing restrictions may limit person-to-person direct contact, it is expected that specific approaches would be adopted by the evaluation team to ensure that key stakeholders and beneficiaries are reached through innovative means including but not limited to remote data collection, document reviews, online interviews, zoom sessions for FGDs, among others.

Sampling strategy

The UNFPA Jordan CO will provide an initial overview of the interventions supported by UNFPA, the locations where these interventions have taken place, and the stakeholders involved in these interventions. As part of this process, the UNFPA Jordan CO has produced a stakeholder mapping to identify the whole range of stakeholders that are directly or indirectly involved in the implementation, or affected by the implementation of the CP (see Annex B)

Based on information gathered through desk review and discussions with the CO staff, the evaluators will refine the initial stakeholders map and develop a comprehensive stakeholders map. From this stakeholders map, the evaluation team will select a sample of stakeholders at national and sub-national levels who will be consulted through interviews and/or group discussions during the data collection phase. These stakeholders must be selected through clearly defined criteria and the sampling approach outlined in the design report (for guidance on how to select a sample of stakeholders see Handbook, pp. 62-63). In the design report, the evaluators should also make explicit what groups of stakeholders were not included and why. The evaluators should aim to select a sample of stakeholders that is as representative as possible, recognizing that it will not be possible to obtain a statistically representative sample.

The evaluation team shall also select a sample of sites that will be visited for data collection, and provide the rationale for the selection of the sites in the design report. The UNFPA Jordan CO will provide the evaluators with information on the accessibility of different locations, including logistical requirements and security risks and concerns. The sample of sites selected for visits should reflect the variety of interventions supported by UNFPA in terms of thematic focus of programming and context.

The final sample of stakeholders to be consulted and sites to be visited will be determined in consultation with the Evaluation Manager based on the review of the design report.

Data collection

The evaluation will consider primary and secondary sources of information. For detailed guidance on the different data collection methods typically employed in CPEs, see Handbook, section 3.4.2, pp. 65-73.

Primary data will be collected through semi-structured interviews with key informants at national and sub-national levels (government officials, representatives of implementing partners, civil society organizations, other United Nations organizations, donors, and other stakeholders), as well as group discussions with service providers and beneficiaries (women and adolescents and youth) and direct observation during visits to programme sites.

Secondary data will be collected through desk review, primarily focusing on annual and mid-year reviews of the CP, progress reports and monitoring data, evaluations and research studies (incl. previous CPEs, assessments of the CP, evaluations by the UNFPA Evaluation Office, research by international NGOs and other United Nations organizations etc.), housing census and population data, and records and data

repositories of the UNFPA Jordan CO and its implementing partners, such as health clinics/centres. Particular attention will be paid to compiling data on key performance indicators of the UNFPA Jordan CO during the period of the 9th CP (2018-2022).

The evaluation team will ensure that data collected is disaggregated by sex, age, location and other relevant dimensions (e.g., disability status) to the extent possible.

The evaluation team is expected to dedicate a total of 3 weeks for data collection, **this will be only online due to COVID19 health and safety measures**. The data collection tools that the evaluation team will develop, which may include protocols for semi-structured interviews, group discussions, a checklist for direct observation at sites visited or a protocol for document review shall be presented in the design report.

Data analysis

The evaluation matrix will be the major framework for analyzing data. Once all data will have been entered into the evaluation matrix for each evaluation question, the evaluators should identify common themes, patterns and relationships in the data, as well as areas that should be further explored to answer the evaluation questions (see Handbook, sections 5.1 and 5.2, pp. 115-117).

Validation mechanisms

All findings of the evaluation need to be firmly grounded in evidence. The evaluation team will use a variety of mechanisms to ensure the validity of collected data, including (for more detailed guidance see Handbook, section 3.4.3, pp. 74-77):

- Systematic triangulation of data sources and data collection methods (see Handbook, section 4.2., pp. 94-95);
- Regular exchange with the Evaluation Manager at the CO;
- Internal evaluation team meetings to share and discuss hypotheses, preliminary findings and conclusions and their supporting evidence (an important internal validation mechanism will take place when the evaluation team gets together to prepare the debriefing with the CO and the ERG); and
- The debriefing meeting with the CO and the ERG at the end of the field phase where the evaluation team presents the preliminary findings and emerging conclusions.

Additional validation mechanisms may be established, as appropriate. Data validation is a continuous process throughout the different evaluation phases. The evaluators should check the validity of data and verify the robustness of findings at each stage in the evaluation, so they can determine whether they should further pursue specific hypotheses or disregard them when there are indications that these are weak (contradictory findings or lack of evidence).

The validation mechanisms will be presented in the design report.

7. Evaluation Process

The CPE process can be broken down into five different phases that include different stages and lead to different deliverables: preparatory phase; design phase; field phase; reporting phase; and facilitation of use

and dissemination phase. Quality assurance must be performed by the Evaluation Manager and the evaluation team leader throughout all phases to ensure the production of a credible, useful and timely evaluation.

7.1. Preparatory Phase

The Evaluation Manager at the UNFPA Jordan CO will lead the preparatory phase of the CPE, which includes:

- Establishment of the ERG.
- Drafting the terms of reference (ToR) for the CPE with support from the UNFPA ASRO M&E Adviser and in consultation with the ERG, and approval of the draft ToR by the Evaluation Office.
- Selection of consultants by the CO, pre-qualification of the consultants selected by the Evaluation Office, and recruitment of the consultants by the CO to constitute the evaluation team.
- Compilation of background information and documents on the country context and CP for desk review by the evaluation team.
- Preparation of a first stakeholders map (Annex B) and list of Atlas projects (Annex D).
- Development of a communication plan by the Evaluation Manager in consultation with the communications officer at the UNFPA Jordan CO to support dissemination and facilitate the use of evaluation results. This plan should be updated as the evaluation process evolves, so it is ready for immediate implementation when the final evaluation report is issued.

7.2. Design Phase

The evaluation team will conduct the design phase in consultation with the Evaluation Manager and the ERG. This phase includes:

- Desk review of initial background information and documents on the country context and CP, as well as other relevant documentation.
- Formulation of a final set of evaluation questions based on the preliminary evaluation questions provided in the ToR.
- Development of a comprehensive stakeholders map and sampling strategy to select sites to be visited and stakeholders to be consulted in Jordan through interviews and group discussions.
- Development of a data collection and analysis strategy, as well as a concrete work plan for the field and reporting phases (see Handbook, section 3.5.3, p. 80).
- Development of data collection methods and tools, assessment of limitations to data collection and development of mitigation measures.
- Development of the evaluation matrix (evaluation criteria, evaluation questions, assumptions, indicators, data collection methods and sources of information).

At the end of the design phase, the evaluation team will develop a **design report** that includes the results of the above-listed steps and tasks. The design report will be developed in consultation with the Evaluation Manager, the ERG and the ASRO M&E Adviser. The template for the design report is provided in Annex E.

7.3. Field Phase

The evaluation team will undertake the data collection required to answer the evaluation questions. Towards the end of the field phase, the evaluation team will also conduct a preliminary analysis of the data to identify emerging findings and conclusions to be validated with the CO and the ERG. The field phase should allow

the evaluators sufficient time to collect valid and reliable data to cover the thematic scope of the CPE. A period of 3 weeks is recommended, however, the Evaluation Manager will determine the optimal duration in consultation with the evaluation team during the design phase. The field phase includes:

- Meeting with the UNFPA Jordan CO staff to launch the data collection.
- Meeting of evaluation team members with relevant programme officers at the UNFPA Jordan CO.
- Data collection at national and sub-national levels.

At the end of the field phase, the evaluation team will hold a **debriefing meeting with the CO and the ERG** to present the preliminary findings and emerging conclusions from the data collection. The meeting will serve as an important validation mechanism and will enable the evaluation team to develop credible and relevant findings, conclusions and recommendations.

7.4. Reporting Phase

In the reporting phase, the evaluation team will continue the analytical work (initiated during the field phase) and prepare a **draft evaluation report**, taking into account the comments and feedback provided by the CO and the ERG at the debriefing meeting at the end of the field phase.

This draft evaluation report will be submitted to the Evaluation Manager for quality assurance purposes. Prior to the submission of the draft report, the evaluation team must ensure that it underwent an internal quality control against the criteria outlined in the Evaluation Quality Assessment (EQA) grid (Annex F). The Evaluation Manager and the ASRO M&E Adviser will subsequently prepare an EQA of the draft evaluation report, using the EQA grid. If the quality of the report is satisfactory (form and substance), the draft report will be circulated to the ERG for comments and feedback. In the event that the quality of the draft report is unsatisfactory, the evaluation team will be required to revise the report and produce a new version.

The Evaluation Manager will collect and consolidate the written comments and feedback provided by the members of the ERG. On the basis of the comments, the evaluation team should make appropriate amendments, prepare the **final evaluation report** and submit it to the Evaluation Manager. The final report should clearly account for the strength of evidence on which findings rest to support the reliability and validity of the evaluation. Conclusions and recommendations need to clearly build on the findings of the evaluation. Conclusions need to clearly reference the specific evaluation questions from which they have been derived, while recommendations need to reference the conclusions from which they stem.

The evaluation report is considered final once it is formally approved by the Evaluation Manager at the UNFPA Jordan CO.

7.5. Facilitation of Use and Dissemination Phase

In the facilitation of use and dissemination phase, the evaluation team will develop a **PowerPoint presentation for the dissemination of the evaluation results** that conveys the findings, conclusions and recommendations of the evaluation in an easily understandable and user-friendly way.

The Evaluation Manager, together with the CO communications officer, will implement the communication plan to share the evaluation results with the CO, ASRO, ERG, implementing partners and other stakeholders. The Evaluation Manager will also ensure that the final evaluation report is circulated to relevant business units in the CO, invite them to submit a management response, and consolidate all

responses in a final management response document (see Annex G). The UNFPA Jordan CO will subsequently submit the management response to the UNFPA Policy and Strategy Division in HQ.

It is also highly recommended that the Evaluation Manager, in collaboration with the communications officer at the UNFPA Jordan CO, develop an evaluation brief that makes the results of the CPE more accessible to a larger audience (see sections 8 and 10 below).

The final evaluation report, along with the management response and the independent EQA of the final report will be published on the UNFPA evaluation database by the Evaluation Office. The final evaluation report will also be made available to the UNFPA Executive Board and will be published on the UNFPA Jordan CO website.

8. Expected Deliverables

The evaluation team is expected to produce the following deliverables:

- **Design report.** The design report should translate the requirements of the ToR into a practical and feasible evaluation approach, methodology and work plan. It should include (at a minimum): (i) a stakeholders map; (ii) an evaluation matrix (incl. the final set of evaluation questions, indicators, data sources and data collection methods); (iii) the evaluation approach and methodology, with a detailed description of the agenda for the field phase; (iv) and data collection tools and techniques (incl. interview and group discussion protocols). For guidance on the outline of the design report, see Annex E.
- **PowerPoint presentation of the design report.** The presentation will be delivered at an ERG meeting to present the contents of the design report and the agenda for the field phase. Based on the comments and feedback of the ERG, the Evaluation Manager and the Regional M&E Adviser, the evaluation team will develop the final version of the design report.
- **PowerPoint presentation for debriefing meeting with the CO and ERG.** The presentation provides an overview of key preliminary findings and emerging conclusions of the evaluation. It will be delivered at the end of the field phase to present and discuss the preliminary evaluation results with UNFPA Jordan CO staff (incl. senior management) and the members of the ERG.
- **Draft and final evaluation reports.** The final evaluation report (*maximum 70 pages plus annexes*) will include evidence-based findings and conclusions, as well as a full set of practical and actionable recommendations to inform the next programme cycle. A draft report precedes the final evaluation report and provide the basis for the review of the CO, ERG members, the Evaluation Manager and the Regional M&E Adviser. The final evaluation report will address the comments and feedback provided by the UNFPA Jordan CO, the ERG, the Evaluation Manager and the ASRO M&E Adviser. For guidance on the outline of the final evaluation report (see Annex H).
- **PowerPoint presentation of the evaluation results.** The presentation will provide an overview of the findings, conclusions and recommendations to be used for dissemination purposes.

Based on these deliverables, the Evaluation Manager, in collaboration with the communications officer at the UNFPA CO in Jordan will develop an:

- **Evaluation brief.** The evaluation brief will be a short and concise document that provides an overview of the key evaluation results in an easily understandable manner, to promote use among decision-makers and other audiences. The structure, content and layout of the evaluation brief

should be similar to the briefs that the UNFPA Evaluation produces for centralized (EO) evaluations.

All the deliverables will be developed English language.

9. Quality Assurance and Assessment

The UNFPA Evaluation Quality Assurance and Assessment (EQAA) system aims to monitor the quality of centralized and decentralized evaluations at UNFPA through two processes: quality assurance and quality assessment. While quality assurance occurs throughout the evaluation process and covers all deliverables, quality assessment takes place following the completion of the evaluation process and is limited to the final evaluation report only.

The EQAA of this CPE will be undertaken in accordance with the guidance and tools that the UNFPA Evaluation Office developed as part of the EQAA system of the evaluation function at UNFPA (see <https://www.unfpa.org/admin-resource/evaluation-quality-assurance-and-assessment-tools-and-guidance>). An essential component of the EQAA system is the EQA grid (see Handbook, pp. 268-276 and Annex F) which defines a set of criteria against which draft and final evaluation reports are assessed to ensure the independence, impartiality, credibility and utility of evaluations. The EQA criteria will be systematically applied to this CPE.

The Evaluation Manager is primarily responsible for quality assurance of the key deliverables of the evaluation. However, the evaluation team leader also plays an important role in undertaking quality assurance. The evaluation team leader must ensure that all members of the evaluation team provide high-quality contributions and that the deliverables submitted to UNFPA comply with the quality assessment criteria outlined in the EQA grid.⁶ The evaluation quality assessment checklist (see below), which is based on the EQA grid, is used as an element of the proposed quality assurance system for the draft and final versions of the evaluation report.

1. Structure and Clarity of the Report

To ensure the report is user-friendly, comprehensive, logically structured and drafted in accordance with international standards and following the editorial guidelines of the UNFPA Evaluation Office (Annex I).

2. Executive Summary

To provide an overview of the evaluation, written as a stand-alone section including key elements of the evaluation, such as objectives, methodology and conclusions and recommendations.

⁶ The evaluators are invited to look at good quality CPE reports that can be found in the UNFPA evaluation database, which is available at: <https://web2.unfpa.org/public/about/oversight/evaluations/>. These reports must be read in conjunction with their EQAs (also available in the database) in order to gain a clear idea of the quality standards that UNFPA expects the evaluation team to meet.

<p>3. Design and Methodology</p> <p>To provide a clear explanation of the methods and tools used, including the rationale for the methodological approach. To ensure constraints and limitations are made explicit (including limitations applying to interpretations and extrapolations; robustness of data sources, etc.)</p>
<p>4. Reliability of Data</p> <p>To ensure sources of data are clearly stated for both primary and secondary data. To provide explanation on the credibility of primary (e.g. interviews and group discussions) and secondary (e.g. reports) data established and limitations made explicit.</p>
<p>5. Findings and Analysis</p> <p>To ensure sound analysis and credible evidence-based findings. To ensure interpretations are based on carefully described assumptions; contextual factors are identified; cause and effect links between an intervention and its end results (including unintended results) are explained.</p>
<p>6. Validity of Conclusions</p> <p>To ensure conclusions are based on credible findings and convey evaluators' unbiased judgment of the intervention. Ensure conclusions are prioritized and clustered and include: summary, origin (which evaluation question(s) the conclusion is based on), and detailed conclusions.</p>
<p>7. Usefulness and Clarity of Recommendations</p> <p>To ensure recommendations flow logically from conclusions, are targeted, realistic and operationally feasible, and are presented in order of priority. Recommendations include: summary, priority level (very high/high/medium), target (administrative unit(s) to which the recommendation is addressed), origin (which conclusion(s) the recommendation is based on), and operational implications.</p>
<p>8. SWAP - Gender</p> <p>To ensure the evaluation approach is aligned with SWAP (guidance on the SWAP Evaluation Performance Indicator and its application to evaluation can be found at http://www.unevaluation.org/document/detail/1452 - UNEG guidance on integrating gender and human rights more broadly can be found here: http://www.uneval.org/document/detail/980).</p>

The EQAA process for this CPE will be multi-layered and will involve: (i) the Evaluation Manager at the UNFPA Jordan CO, (ii) the ASRO M&E Adviser, and (iii) the UNFPA Evaluation Office, whose roles and responsibilities with regard to EQAA are described in section 11. Management of the Evaluation in this ToR.

10. Indicative Timeframe and Work Plan

The table below indicates the specific activities and deliverables and their timelines (dates) at all stages of the evaluation. It also indicates where guidance and relevant tools and templates can be found in the UNFPA Evaluation Handbook.

Nota Bene: Column “Deliverables”: Deliverables in *italic* are the responsibility of the CO/Evaluation Manager, while the deliverables in **bold** are the responsibility of the Evaluation team.

Evaluation Phases and Activities	Deliverables	Dates/Duration	Handbook
Preparatory Phase			
This phase is completed before the commitment to the Evaluation process (by the CO and ASRO)			
<i>Design Phase</i>			
Evaluation kick-off meeting between the Evaluation Manager and the evaluation team		1 day	
Desk review of initial background information and documents on country context and the CP (incl. bibliography and resources in the ToR)		2 days	
Drafting of the design report (incl. articulation of evaluation methodology, finalization of evaluation questions, development of evaluation matrix, methods and tools and indicators, development of comprehensive stakeholders map and sampling strategy, and drafting the agenda for the field phase)	Draft design report	2 days	Template 8: The Design Report for CPE, pp. 259-261 Tool 5: The Evaluation Questions Selection Matrix, pp. 168-169 Tool 1: The Evaluation Matrix, pp. 138-160 Template 5: The Evaluation Matrix, pp. 256 Template 15: Work Plan, p. 278 Tool 10: Guiding Principles to Develop Interview Guides, pp. 185-187 Tool 11: Checklist for Sequencing Interviews, p. 188 Template 7: Interview Logbook, p. 258 Tool 9: Checklist of Issues to be Considered When Drafting the Agenda for Interviews, pp. 183-187 Template 6: The CPE Agenda, p. 257 Tool 6: The CPE Agenda, pp. 170-176

Presentation of the draft design report to the ERG for comments and feedback	PowerPoint presentation of the design report	1 day	
Review of the draft design report by the Evaluation Manager, ERG and the Regional M&E Adviser	<i>Consolidated feedback provided by Evaluation Manager to evaluation team leader</i>	10 days	
Revision of the draft design report and submission to the Evaluation Manager for approval	Final draft design report	1 day	
Field Phase			
Meeting of the evaluation team with CO staff to launch data collection	<i>Meeting between evaluation team/CO staff</i>	1 day	Tool 7: Field Phase Preparatory Tasks Checklist, pp. 177-183
Individual meetings with relevant programme officers at the CO	<i>Meeting of evaluators/CO programme officers</i>	4 days	
Data collection (incl. interviews with key informants, site visits, direct observation, group discussions, desk review etc.)	Entering data/information into the evaluation matrix	15 days	Tool 12: How to Conduct Interviews: Interview Logbook and Practical Tips, pp. 189-202 Tool 13: How to Conduct a Focus Group: Practical Tips, pp. 203-205 Template 9: Note of the Results of the Focus Group, p. 262
Debriefing meeting with CO staff and the ERG to present preliminary findings and emerging conclusions from data collection	PowerPoint presentation for debriefing with the CO and the ERG	1 day	Example of PowerPoint presentation (for a centralized evaluation undertaken by the Evaluation Office): https://www.unfpa.org/sites/default/files/admin-resource/FINAL_MTE_Supplies_PPT_Long_version.pdf
Reporting Phase			
Drafting of the evaluation report and submission to the Evaluation Manager	Draft evaluation report	10 days	Template 10: The Structure of the Final Report, pp. 253-264 Template 11: Abstract of the Evaluation Report, p. 265

			Template 18: Basic Graphs and Tables in Excel, p. 288
<p>Review of the draft evaluation report by the Evaluation Manager, the ERG and the Regional M&E Adviser</p> <p>Joint development of the EQA of the draft evaluation report by the Evaluation Manager and the Regional M&E Adviser</p>	<p><i>EQA of the draft evaluation report (by the Evaluation Manager and the Regional M&E Adviser)</i></p>	10 days	<p>Template 13: Evaluation Quality Assessment Grid and Explanatory Note, pp. 269-276</p> <p>Tool 14: Summary Checklist for a Human Rights and Gender Equality Evaluation Process, pp. 206-207</p> <p>Tool 15: United Nations SWAP Individual Evaluation Performance Indicator Scorecard, pp. 208-209</p>
<p>Drafting of the final evaluation report (including annexes) and submission of the final evaluation report to the Evaluation Manager</p>	<p>Final evaluation report (including annexes)</p>	5 days	
<p>Validation of the final evaluation report by CO management</p>		3 days	
<p>Preparation of the management response by CO</p>	<p><i>Management response</i></p>	5 days	<p>Template 12: Management Response, pp. 266-267</p>
<p>Circulation of the final evaluation report to the Evaluation Office and the management response to the Policy and Strategy Division</p>		5 days	
<p>Preparation of the independent EQA of the final evaluation report by the Evaluation Office</p>	<p><i>Final EQA of the evaluation report (by the Evaluation Office)</i></p>	5 days	
Dissemination and Facilitation of Use			
<p>Development of the presentation for the dissemination of the evaluation results by evaluation team</p>	<p>PowerPoint presentation of the evaluation results</p>	1 day	<p>Example of PowerPoint presentation (for a centralized evaluation undertaken by the Evaluation Office): https://www.unfpa.org/sites/default/files/admin-resource/FINAL_MTE_Supplies_PPT_Long_version.pdf</p>
<p>Development of the evaluation brief by the Evaluation Manager, with</p>	<p><i>Evaluation brief</i></p>	5 days	<p>Example of evaluation brief (for a centralized evaluation undertaken by the Evaluation Office):</p>

support from the communications officer at CO			https://www.unfpa.org/sites/default/files/admin-resource/UNFPA_MTE_Supplies_Brief_FINAL.pdf
Publication of the final evaluation report, the EQA and the management response on the UNFPA evaluation database		5 days	
Dissemination of the evaluation report and the evaluation brief to stakeholders by the Evaluation Manager	<i>Including (but not limited to): Communication via email; stakeholders meeting; workshops with implementing partners etc.</i>	15 days	

Once the evaluation team leader has been recruited, she/he will develop a detailed work plan (see Annex J) in close consultation with the Evaluation Manager.

11. Management of the Evaluation

The **Evaluation Manager** at the UNFPA Jordan CO will be responsible for the management of the evaluation and supervision of the evaluation team in line with the UNFPA Evaluation Handbook. The Evaluation Manager will oversee the entire process of the evaluation, from the preparation to the dissemination and facilitation of the use of the evaluation results. She/he will also coordinate the exchanges between the evaluation team and the ERG. The major task of the Evaluation Manager is to ensure the quality, independence and impartiality of the evaluation in line with the UNEG norms and standards and ethical guidelines for evaluation. The Evaluation Manager has the following roles and responsibilities:

- Compile a preliminary list of background information and documentation on both the country context and the UNFPA CP and file them in a Google drive to be shared with the evaluation team upon recruitment.
- Prepare a first stakeholders map and a list of Atlas projects and share them with the evaluation team.
- Prepare the ToR for the evaluation in line with the ready-to-use ToR from the Evaluation Office, with support from the Regional M&E Adviser, and submit the ToR to the Evaluation Office for approval.
- Establish the ERG.
- Chair the ERG, convene meetings with the evaluation team and manage the interaction between the evaluation team and the ERG.
- Launch and lead the selection process for the team of evaluators in consultation with the Regional M&E Adviser.
- Identify potential candidates to conduct the evaluation, complete the consultant assessment matrix to assess their qualifications, and propose a final selection of evaluators with support from the Regional M&E Adviser, to be submitted to the Evaluation Office for pre-qualification.

- Provide evaluators with logistical support in making arrangements for data collection (site visits, interviews, group discussions etc.).
- Prevent any attempts to compromise the independence of the evaluation team throughout the evaluation process.
- Perform the quality assurance of all the deliverables submitted by the evaluators throughout the evaluation process (notably the design report: focusing on the final evaluation questions, the theory of change, sample of stakeholders to be consulted and sites to be visited, the evaluation matrix, and the methods, tools and plans for data collection, as well as the draft and final evaluation reports).
- Coordinate feedback and comments of the ERG on the deliverables produced by the evaluation team throughout the evaluation process and ensure that feedback and comments of the ERG are adequately addressed.
- Conduct an EQA of the draft evaluation report in collaboration with the [acronym of UNFPA Regional Office] M&E Adviser, in line with the EQA grid and its explanatory note.
- Develop a communication plan (in coordination with the CO communication officer) to guide the dissemination of the evaluation results, and update the plan as the evaluation process evolves.
- Lead and participate in the preparation of the management response.
- Submit the final evaluation report, EQA and management response to the Regional M&E Adviser and the Evaluation Office.

At all stages of the evaluation process, the Evaluation Manager will require support from staff of the UNFPA Jordan CO. Specifically, the roles and responsibilities of the **Country Office staff** are:

- Contribute to the preparation of the ToR, specifically: the stakeholder mapping and the compilation of initial background information and documentation, and provide input to the evaluation questions.
- Be available for meetings with/interviews by the evaluation team.
- Provide support to the Evaluation Manager in making logistical arrangements for site visits and setting up interviews and group discussions with stakeholders at national and sub-national levels.
- Provide input to the management response.
- Contribute to the dissemination of the evaluation results.

The progress of the evaluation will be followed closely by the **Evaluation Reference Group (ERG)** which is composed of relevant UNFPA staff from the Jordan CO, ASRO, representatives of the national Government of Jordan, non-governmental implementing partners, as well as other relevant key stakeholders (see Handbook, section 2.3., p.37). The ERG will serve as an entity to ensure the relevance, quality and credibility of the evaluation. It will provide inputs on key milestones in the evaluation process, facilitate the evaluation team's access to sources of information and undertake quality assurance from a technical perspective. The ERG has the following roles and responsibilities:

- Provide input to the drafting of the ToR, including the selection of preliminary evaluation questions.
- Provide feedback and comments on the design report.
- Provide comments and substantive feedback from a technical perspective on the draft and final evaluation reports.
- Act as the interface between the evaluators and key stakeholders of the evaluation, and facilitate access to key informants and documentation.
- Assist in identifying key stakeholders to be consulted during the evaluation process.
- Participate in review meetings with the evaluation team as required.

- Contribute to learning, knowledge sharing and dissemination of evaluation results, as well as the completion and follow-up on the management response.

The **Regional M&E Adviser** at UNFPA ASRO will provide guidance and backstopping support to the Evaluation Manager at all stages of the evaluation process. The roles and responsibilities of the ASRO M&E Adviser are:

- Provide feedback and comments on the draft ToR (including annexes) in accordance with UNFPA Evaluation Handbook, and submit the final draft version to the Evaluation Office for approval.
- Support the Evaluation Manager in identifying potential candidates and assessing the qualifications of consultants, as well as review the completed consultant assessment matrix.
- Liaise with the Evaluation Office on the completion of the ToR and the selection of the evaluation team.
- Review the design report and provide comments to the Evaluation Manager, with a particular focus on the final evaluation questions, the theory of change, the sample of stakeholders to be consulted and sites to be visited, the evaluation matrix, and the methods, tools and plans for data collection.
- Review the draft evaluation report and jointly prepare an EQA of the draft evaluation report with the Evaluation Manager.
- Support the Evaluation Manager in the final review of the final evaluation report.
- Ensure the CO complies with the request for a management response.
- Support the CO in the dissemination and use of the evaluation results.

The UNFPA **Evaluation Office** will play a crucial role in the EQAA of the evaluation. The roles and responsibilities of the Evaluation Office are as follows:

- Review and approve the final draft ToR
- Review and pre-qualification of the consultants who will constitute the evaluation team.
- Update and maintain the UNFPA consultant roster with pre-qualified consultants for the evaluation.
- Commission the independent, external EQA of the final evaluation report.
- Publish final evaluation report, EQA and management response in the evaluation database.

12. Composition of the Evaluation Team

The evaluation will be conducted by a team of independent, external evaluators, consisting of: (i) an evaluation team leader (international) with overall responsibility for carrying out the evaluation exercise, (ii) two team members (national) who will provide technical expertise in thematic areas relevant to the UNFPA mandate (SRHR, adolescents and youth, gender equality, and population and development); and (iii) a young and emerging evaluator who will provide support throughout the evaluation process including overseeing a component of the program if s/he has such expertise. The team leader shall also perform the role of technical expert for one of the thematic areas of programming under the 9th UNFPA CP in Jordan.

The evaluation team leader will be recruited internationally, while the evaluation team members will be locally recruited to promote national evaluation capacity development and to ensure adequate knowledge of the country's context. The evaluation team leader must have solid knowledge and experience in conducting evaluations of development interventions and/or humanitarian action. The evaluation team leader is expected to supervise the young and emerging evaluator and, in agreement with the Evaluation Manager, create space for her/his meaningful participation in the work of the evaluation team. In addition,

the evaluation team should have the requisite level of knowledge to conduct human rights- and gender-responsive evaluations and be able to work in a multidisciplinary team in a multicultural environment.

12.1. Roles and Responsibilities of the Evaluation Team

Evaluation team leader and SRHR Expert

The evaluation team leader will hold the overall responsibility for the design and implementation of the evaluation. She/he will be responsible for the production and timely submission of all expected deliverables in line with the ToR. She/he will lead and coordinate the work of the evaluation team and ensure the quality of all deliverables at all stages of the evaluation process. The Evaluation Manager will provide methodological guidance to the evaluation team in developing the design report, in particular, but not limited to, the evaluation approach, methodology, work plan and agenda for the field phase, the draft and final evaluation reports, and the PowerPoint presentation of the evaluation results. She/he will lead the presentation of the design report and the debriefing meeting with the CO and ERG at the end of the field phase. The Team leader will also be responsible for liaising with the Evaluation Manager. Beyond her/his responsibilities as team leader, **the evaluation team leader will serve as technical expert for SRHR as described below.**

The SRHR expert will provide expertise on integrated and youth-friendly SRH services, HIV and other sexually transmitted infections, maternal health, obstetric fistula, family planning, comprehensive sexuality education, adolescent pregnancy, SRHR of young women and adolescent girls. She/he will contribute to the methodological design of the evaluation and take part in the data collection and analysis work, with overall responsibility of contributions to the expected deliverables in her/his thematic area of expertise. She/he will provide substantive inputs throughout the evaluation process by contributing to the development of the evaluation methodology, evaluation work plan and agenda for the field phase, participating in meetings with the Evaluation Manager, UNFPA Jordan CO staff and the ERG. She/he will hold interviews and group discussions with stakeholders, and undertake desk review, as advised by the evaluation team leader.

Evaluation team member: Gender equality expert

The gender equality expert will provide expertise on the human rights of women and girls, especially sexual and reproductive rights, the empowerment of women and girls, engagement of men and boys, as well as gender-based violence and harmful practices, such as female genital mutilation, child, early and forced marriage. She/he will contribute to the methodological design of the evaluation and take part in the data collection and analysis work, with overall responsibility of contributions to the expected deliverables in her/his thematic area of expertise. She/he will provide substantive inputs throughout the evaluation process by contributing to the development of the evaluation methodology, evaluation work plan and agenda for the field phase, participating in meetings with the Evaluation Manager, UNFPA Jordan CO staff and the ERG. She/he will hold interviews and group discussions with stakeholders, and undertake desk review, as advised by the evaluation team leader.

Evaluation team member: Population and development expert

The population and development expert will provide expertise on population and development issues, such as census, ageing, migration, population dynamics, the demographic dividend, and national statistical systems. She/he will contribute to the methodological design of the evaluation and take part in the data collection and analysis work, with overall responsibility of contributions to the expected deliverables in

her/his thematic area of expertise. She/he will provide substantive inputs throughout the evaluation process by contributing to the development of the evaluation methodology, evaluation work plan and agenda for the field phase, participating in meetings with the Evaluation Manager, UNFPA Jordan CO staff and the ERG. She/he will hold interviews and group discussions with stakeholders, and undertake desk review, as advised by the evaluation team leader.

Evaluation team member: Young and emerging evaluator

The young and emerging evaluator will work with the evaluation team in all phases of the CPE. S/he will support the evaluation team leader and members in developing the methodological design of the evaluation by contributing to the review of information and documents on the country context and the CP, and the operationalization of the evaluation approach and methodology through the validation of the theory of change, the finalization of the evaluation questions and the development of the evaluation matrix, methods, tools and indicators. The young and emerging evaluator will also participate in data collection by supporting the conduct of site visits, interviews and focus group discussions, as advised by the evaluation team leader. In addition, she/he will contribute to data analysis and the drafting of the evaluation report, including the formulation of recommendations. In addition, she/he will provide administrative support throughout the evaluation process and participate in meetings with the Evaluation Manager, UNFPA Libya CO staff and the ERG.

The modality and participation of the evaluation team members in the evaluation process, including data collection analysis, provision of technical inputs to the drafting of the design and draft and final evaluation reports will be agreed with the evaluation team leader and these tasks performed under her/his supervision and guidance.

12.2. Qualifications and Experience of the Evaluation Team

Team leader and SRHR expert

The competencies, skills and experience of the evaluation team leader should include:

- Master's degree in public health, medicine, health economics and financing, epidemiology, biostatistics, social sciences or a related field.
- 10 years of experience in conducting or managing evaluations in the field of international development and/or humanitarian action.
- Extensive experience in leading complex evaluations commissioned by United Nations organizations and/or other international organizations and NGOs.
- Substantive knowledge of sexual and reproductive health and rights.
- In-depth knowledge of theory-based evaluation approaches and ability to apply both qualitative and quantitative data collection methods and to uphold standards for quality evaluation as defined by UNFPA and UNEG.
- Good knowledge of humanitarian strategies, policies, frameworks and international humanitarian law, and principles as well as the international humanitarian architecture and coordination mechanisms.
- Ability to ensure ethics and integrity of the evaluation process, including confidentiality and the principle of do no harm.
- Ability to consistently integrate human rights and gender perspectives in all phases of the evaluation process.

- Excellent management and leadership skills to coordinate and supervise the work of the evaluation team.
- Ability to supervise a young and emerging evaluator, create an enabling environment for her/his meaningful participation in the work of the evaluation team, and provide guidance and support required to develop her/his capacities.
- Experience working with a multidisciplinary team of experts, including young and emerging evaluators
- Excellent analytical skills and demonstrated ability to formulate evidence-based conclusions and realistic and actionable recommendations.
- Excellent interpersonal and communication skills (written and spoken) .
- Good knowledge of the national development context of Jordan.
- Familiarity with UNFPA or other United Nations organizations' mandates and operations will be an advantage.
- Fluent in written and spoken English. Knowledge of Arabic is an asset.

Gender Equality expert

The competencies, skills and experience of the gender equality expert should include:

- Master's degree in Women/Gender Studies, Human Rights Law, Social Sciences, Development Studies or a related field.
- 5-7 years of experience in conducting evaluations, reviews, assessments, research studies or M&E work in the field of international development
- Substantive knowledge on gender equality and the empowerment of women and girls, gender-based violence and other harmful practices, such as female genital mutilation, early, child and forced marriage, and issues surrounding masculinity, gender relationships and sexuality.
- **Good knowledge of humanitarian strategies, policies, frameworks and international humanitarian law, and principles as well as the international humanitarian architecture and coordination mechanisms].**
- Ability to ensure ethics and integrity of the evaluation process, including confidentiality and prevention of harm to evaluation subjects.
- Ability to consistently integrate human rights and gender perspectives in all phases of the evaluation process.
- Solid knowledge of evaluation approaches and methodology and demonstrated ability to apply both quantitative and qualitative data collection methods.
- Excellent analytical and problem-solving skills.
- Experience working with a multidisciplinary team of experts.
- Excellent communication (written and spoken), facilitation and knowledge-sharing skills.
- Good knowledge of the national development context of **Jordan.**
- Familiarity with UNFPA or other United Nations organizations' mandates and operations will be an advantage.
- Fluent in written and spoken **English and Arabic languages**

Population and development expert

The competencies, skills and experience of the population and development expert should include:

- Master's degree in Demography or Population Studies, Statistics, Social Sciences, Development Studies or a related field.

- 5-7 years of experience in conducting evaluations, reviews, assessments, research studies or M&E work in the field of international development
- Substantive knowledge on the generation, analysis, dissemination and use of housing census and population data for development, population dynamics, migration and national statistics systems.
- Good knowledge of humanitarian strategies, policies, frameworks and international humanitarian law, and principles as well as the international humanitarian architecture and coordination mechanisms].
- Ability to ensure ethics and integrity of the evaluation process, including confidentiality and prevention of harm to evaluation subjects.
- Ability to consistently integrate human rights and gender perspectives in all phases of the evaluation process.
- Solid knowledge of evaluation approaches and methodology and demonstrated ability to apply both quantitative and qualitative data collection methods.
- Excellent analytical and problem-solving skills.
- Experience working with a multidisciplinary team of experts.
- Excellent communication (written and spoken), facilitation and knowledge-sharing skills.
- Good knowledge of the national development context of Jordan.
- Familiarity with UNFPA or other United Nations organizations' mandates and operations will be an advantage.
- Fluent in written and spoken English and Arabic Languages

Young and emerging evaluator

The young and emerging evaluator must be under 35 years of age and her/his competencies, skills and experience should include:

- Bachelor's degree in public Health, demography or population studies, social sciences, development studies or a related field.
- In possession of a certificate in evaluation or equivalent qualification.
- Less than five years of work experience in conducting evaluation or M&E in the field of international development.
- Solid analytical and problem-solving skills.
- Demonstrated ability to work in a team
- Strong organization skills, communication skills and writing skills.
- Good command of information and communication technology and data visualization tools.
- Good knowledge of the mandate and activities of UNFPA and other United Nations organizations will be an advantage.
- Fluent in written and spoken English and Arabic.

13. Budget and Payment Modalities

The evaluators will receive a daily fee according to the UNFPA consultancy scale based on qualifications and experience.

The payment of fees will be based on the submission of deliverables, as follows:

Upon approval of the design report	20%
Upon satisfactory completion of the draft final evaluation report	40%
Upon approval of the final evaluation report and PowerPoint for dissemination of evaluation results	40%

The provisional allocation of workdays among the evaluation team will be the following:

	Team Leader	Team Members (Thematic Experts and the Young Emerging Evaluator)
Design phase	7	5
Field phase	21	21
Reporting phase	15	15
Dissemination and facilitation of use phase	1	0
TOTAL (days)	44	41

The exact distribution of the number of workdays and distribution of the workload will be finalized by the evaluation team in the design report, subject to approval by UNFPA Evaluation Manager.

14. Bibliography and Resources

The following documents will be made available to the evaluation team upon recruitment:

Global UNFPA documents

1. UNFPA Strategic Plan (2014-2017) (incl. annexes)
<https://www.unfpa.org/resources/strategic-plan-2014-2017>
2. UNFPA Strategic Plan (2018-2021) (incl. annexes)
<https://www.unfpa.org/strategic-plan-2018-2021>
3. UNFPA Evaluation Policy (2019)
<https://www.unfpa.org/admin-resource/unfpa-evaluation-policy-2019>
4. Evaluation Handbook: How to Design and Conduct a Country Programme Evaluation at UNFPA (2019)
<https://www.unfpa.org/EvaluationHandbook>
5. Relevant centralized evaluations conducted by the UNFPA Evaluation Office – available at:
<https://www.unfpa.org/evaluation>

Jordan national strategies, policies and action plans

6. National Poverty Reduction Strategy
7. National Development Plan
8. United Nations Partnership for Development Framework (UNPDF)
9. United Nations Development Assistance Framework (UNDAF) and/or United Nations Sustainable Development Cooperation Framework (UNSDCF)
10. Relevant national strategies and policies for each thematic area of programming

UNFPA CO programming documents

11. Jordan Country Office/UNFPA 9th Country Programme Document (2018-2022)
12. United Nations Common Country Analysis/Assessment (CCA)
13. Jordan Country Office/UNFPA 9th Country Programme needs assessment
14. CO annual work plans
15. Joint programme documents
16. Mid-term reviews of interventions/programmes in different thematic areas of programming
17. Reports on core and non-core resources
18. CO resource mobilization strategy

UNFPA CO M&E documents

19. Jordan Country Office/UNFPA 9th Country Programme M&E Plan
20. CO annual results plans and reports
21. CO quarterly monitoring reports
22. Previous CPE of Jordan Country Office/UNFPA 7th Country Programme Document (2008-2012)
available at: <https://web2.unfpa.org/public/about/oversight/evaluations/>

Other documents

23. Implementing partner work plans and progress reports
24. Implementing partner assessments

25. Audit reports and spot check reports
26. Meeting agendas and minutes of joint United Nations working groups
27. Donor reports