

Consultancy title: Outcome Evaluation for UNDP Jordan Country Programme Women Empowerment Projects - National Consultant

Consultancy Duration: 25 working days over the period of 3 months

Location: Jordan

Department/Unit: TO ADD

Supervisor: TO ADD

Context:

The new Country Programme Document (CPD) for Jordan (2018-2022) was formally adopted by the Executive Board in January 2018, marking the formal start of a new programme cycle. The UNDP Jordan Country Programme Document (2018-2022) is anchored on three major pillars, namely, i) Environment, Climate Change and Disaster Risk Reduction (Env, CC and DRR), ii) Governance and Peace (GP), and; iii) Inclusive Growth and Sustainable Livelihoods (IG&SL) and complemented by Corporate initiatives including the Accelerator Lab, SDG Impact, Gender Equality Seal and Greening the Blue; and provides the framework within which programmes and projects covering the implementation period were designed and are being implemented.

The UNDP country programme will deliver direct policy and technical support to provide effective solutions to the developmental challenges of exclusion and vulnerability. In partnership with government, United Nations agencies, development partners, private sector, civil society and local communities and UNDP will target members of marginalized and vulnerable groups (including women, youth, persons with disabilities, residents of host communities, and refugees) and focus on both national and local levels, including those areas most heavily impacted by crises, to ensure no one is left behind. Both national and civil society institutions will be closely engaged in the design and implementation of programmatic interventions. Using its leadership and coordination role within UNSDF thematic groups. UNDP will also support the coherence and complementarity of the collective work of all United Nations agencies in Jordan and will engage in joint programmes and programming wherever relevant and effective to achieve results.

The office has been awarded the 2018-2020 Silver Gender Seal and will work throughout the coming year to ensure that all UNDP Jordan's strategies, procedures, programmes and operations are gender centric. Once the new round is announced the Country office will start working to prepare for the Gold Seal.

Towards gender equality, UNDP Jordan delivers impactful solutions by targeting the challenges facing women and girls through inclusive stakeholder engagement, building evidence-based assessments, and ensuring gender inclusive programme and policy design. UNDP Jordan's goal is to strengthen gender equality and women's empowerment through an impactful mainstreaming approach to achieve inclusive participation and social cohesion, resilient communities, livelihoods and environment, and enabling an institutional framework for the realization of the SDGs.

In accordance with the CO's Monitoring and Evaluation Plan, UNDP Jordan plans to execute an outcome evaluation of Women Empowerment Interventions under the 2018-2022 Country Program Document and the UN Sustainable Development Framework (UNSDF 2018-2022) with a specific focus on Strategic Priorities 2 and 3 *Empowered People and Enhanced Opportunities for Participation*.

Gender Equality and Women's Empowerment Context in Jordan

Women and girls in Jordan face **multi-dimensional gender equality challenges**, which are exacerbated by high levels of inequality and unemployment. While in theory, citizens are equal before the law, although the Constitution does not specifically prohibit gender discrimination, on the ground, women representation and leadership still fall short to meet global and regional standards.

Jordan¹ has signed and ratified several International Conventions foundational to women's rights, including UN Convention of the Elimination of all Forms of Discrimination Against Women (**CEDAW**) and the International Covenant on Civil and Political Rights (**ICCPR**). Under CEDAW however, Jordan made reservations on Articles 9.2 and 16 (1-cd-g) pertaining to women's ability to pass nationality to their children and spouses, their rights to custody and guardianship over children after divorce and rights to choose family name, occupation and profession.

The socio-economic situation in Jordan is characterized by **high unemployment rates, economic inequality, political marginalization of youth and women**, and a mismatch between educational skills and skills sought after by the labour market.

The [Women in Politics 2019](#) map surveys women's political participation in parliaments worldwide and ranks Jordan 132 out of 193 countries; a rank solely achieved through the gender quota system that was first adopted in 2003 and which with later revisions and improvements increased the number of seats reserved for women parliamentary candidates from 6 to 15. The [2021 Global Gender Gap report](#) developed by World Economic Forum benchmarks countries on indicators of economic participation and opportunity, educational attainment, health and survival, and political empowerment and ranks Jordan 131 out of 156 countries.

In the context of the COVID-19 pandemic, the 2020 UN Women report on [Covid-19 and Women's Economic Empowerment: Policy Recommendations for Strengthening Jordan's Recovery](#) highlights an important economic outcome of the pandemic induced crisis affecting most women, independent of their socioeconomic or employment status, is the increase in their unpaid care workload. The gender disparity in Jordan in terms of time allocation to paid versus unpaid work was already substantial pre pandemic: women spend 17.1 times more time than men on unpaid work (vs. a global average of 3.2), while men spend 6.5 more time on paid work than women (vs. a global average of 1.8). Estimations based on time-use data for Jordan, show that the unpaid work demands on women's time is likely to undergo a dramatic increase under the pandemic conditions.

While women in Jordan are among the region's best educated and at par with men's enrolment in higher education according to [Jordan's Department of Statistics](#), Jordan ranks third lowest worldwide in women's participation rate in the labour market. In a 2018 [World Bank](#) study, it was documented how gender norms and expectations to women's fulfilment of household chores impact the practicalities around work limiting women's mobility and thus ability to work outside of the home. Moreover, studies by Jordanian Women's Union (JWU) suggest that the persistence of sexual harassment is a barrier for women's participation in the formal economy.

¹ Jordanian labour law on workplace SGBV: According to a report by ARDD, the laws related to sexual harassment in workplace in Jordan are limited to Article (29/A/6) of the Jordanian labour law (1996): the labour law provides some compensation to workers who face certain types of harassment and assault. However, the law does not prohibit all types of sexual harassment.

Some cases of sexual assault can then be pursued through the Penal Code Law (1996) no. (16), Cyber Crime Law (2015) no. (27) and the Telecommunication Law (1995) no. (13).

Gender Dimension of the strategic priorities of UNDP Strategic Plan 2018-2021, CPD and UNSDF

Tackling gender inequalities require transformative structural changes that entail re-examining power relations and resource distribution at the micro and macro levels. It involves addressing social norms and associated gender discriminatory practices, changing policies and enhancing access to services and systems. This necessitates building strong partnerships with governments, at the national and local levels, civil society organizations, private sector, academia and media to collaboratively work on altering mind-sets and related discriminatory behaviours and attitudes. To this end, designing and employing innovative approaches should be carefully thought of to succeed in altering gender stereotypes, while at the same time emphasizing the significance of gender equality in fulfilling the 2030 agenda and related goals and targets.

Promoting women's socio-economic and political participation as well as improving their access to justice, basic services, and employment would create a productive economy, reduce poverty and inequalities, and ensure the existence of more peaceful and resilient societies.

Under Signature Solution 6, UNDP will work on strengthening **gender equality and empowerment of women and girls** in all projects, programmes and activities through tackling issues pertaining to inclusive participation and social cohesion, resilient communities, livelihoods, **raising awareness on women's rights and employer's obligations in the workplace** and environment and creating an enabling environment to achieve the SDGs under the following thematic areas:

Inclusive participation and social cohesion

UNDP focuses on addressing gender equality and women's empowerment by implementing a number of measures such as **enhancing women's political participation** as voters and candidates; adopting legal, policy and institutional reforms to remove gender-based discrimination in laws; promoting women's access to legal and justice services and empowering women and girls to claim and exercise their labour markets' rights and access to and control over assets and services. Prevention and response of gender-based violence contributes to sustainable peace and security as it does not only affect victims and survivors, but has direct implications on their families, communities as well as their productivity and participation in public and political life.

Resilient communities, livelihoods and environment

Gender equality is at the core of **sustained poverty reduction**. UNDP therefore aims to increase women's access to participation in the formal labour market; break down gender-based occupational segregation; improve access to assets and opportunities, rights, and elimination of gender-based violence. Under this focus area, programming can consider **challenges to women's formal economic participation, such as work-life balance, transportation, childcare**, access to education, decent work, financial resources and social protection, basic infrastructure, including clean and affordable energy, gender-based violence, discriminatory laws, policies, attitudes, practices and stereotypes, and addresses overlapping dimensions of discrimination.

Enabling an institutional framework for the realization of the SDGs

Accelerating progress towards the realisation of the SDGs requires structural transformations of the discriminatory practices that deny women their rights and hinder their formal economic, political and **social participation and opportunities**.

Transforming institutions to advance gender equality will include **working with public administration** to adopt legal, policy, and institutional reforms to remove gender-based discrimination in laws and ensure development policies, plans and budgets to incorporate gender-responsive solutions. UNDP **promotes structural transformations** by supporting the reform of laws, policies and institutions that **mainstream gender equality**.

Purpose of the Evaluation:

The outcome evaluation intends to focus on capturing lessons learnt/best practices and providing information on the nature, extent and where possible, the potential impact and sustainability of the implemented women empowerment programmes. The UNDP Jordan Country Office has recently conducted a midterm review of its country programme 2018-22, and an outcome evaluation on livelihoods programming for the 2013-2017 CPD cycle, which takes into consideration the livelihoods programming for the current CPD cycle as well. The reports of these evaluations have specific components of gender included and will be provided to the selected consultant to support the desk review process to draw relevant findings.

The evaluations will assess the programmes'/projects' design, scope, implementation modalities and capacity to achieve expected outcome. It will collate and analyze lessons learnt, challenges faced, and best practices identified during implementation to inform the Country Programme Document (2018–2022) to better understand what worked/did not work as a guide for future planning.

The evaluation will assess the performance of the projects against planned results and will also assess the preliminary indications of potential impact and sustainability of results, including the contribution to capacity development and achievement of sustainable development goals. The findings and recommendations of the evaluation will inform the key stakeholders of this evaluation who are the relevant ministries and institutions of the Government of Jordan, UNDP and other UN agencies, **as well as identifying areas for potential growth and expansion of UNDP activities and interventions**.

The outcome evaluation will assist UNDP Jordan in gaining a better understanding of the following aspects of its interventions:

- the extent to which the planned outcome and the related outputs have been, are being achieved, or likely to be achieved by end of projects;
- the causal linkage by which outputs contribute to the achievement of the specified outcome;
- evidence-base data demonstrating UNDP's contribution to the outcome; including case studies as a tool to explain results
- strategic values and comparative advantage of UNDP in contributing to the outcome, including
- strategic partnerships and linkages;

- factors that facilitate and/or hinder the progress in achieving outcome, including external/internal portfolio contexts such as weaknesses in design, modus-operandi, human/financial resources, etc.
- Gaps and lessons learned and main areas of focus to be added or strengthened for the new programme cycle.
- Mapping and identifying potential partners including public, private, and civil society institutions.

Evaluation Focus:

The outcome evaluation will assess women's empowerment outcome and related outputs against the OECD-DAC evaluation criteria of *Relevance, Effectiveness, Efficiency and Sustainability*, and will identify major factors that facilitate and/or hinder the progress in achieving the outcome, both in terms of the external environment and those internal to the programme portfolio interventions including: weaknesses in design, management, implementation (including implementation modalities), human resource skills, and resources.

The following evaluations questions will guide the evaluation.

Relevance

- The extent to which the women's empowerment outcome is in line with national and local priorities and peoples' development expectations;
- Has UNDP been able to adapt its programming to the changing context to address the country's priority needs related to the outcome?
- To what extent is this aligned with UNDP's mandate, as envisioned in the Country Program Document (2018-2022)?
- To what extent are the outputs relevant to the planned outcome?
- What are potential areas of engagement for UNDP's next Country Programme within UNDP's mandate?
- Impact of COVID-19 and UNDP's ability to adapt its interventions to respond to the emergent needs of women in a fast-changing context

Effectiveness

- To what extent have the women's empowerment outcome been achieved?
- To what extent have programmes/projects outputs been achieved or are likely to be achieved by 2022?
- Have there been any unintended or unplanned achievements or impacts of UNDP's interventions?
- What factors have contributed to achieving or not achieving the intended outcome?
- Have modes of implementation been proven to be effective?
- To what extent has UNDP's partnership model/ strategy been successful? What are the key gaps that UNDP interventions could address within its comparative advantage, which could significantly contribute to the achievement of the outcome?
- Has UNDP's partnership strategy been appropriate and effective in contributing to the outcome?
- To what extent did the results, both at the outcome and output levels, benefit women and men equally?
- To what extent has UNDP contributed to capacity development of local partners and civil society organizations?

Efficiency

- How appropriate are national Implementation (NIM) and direct implementation (DIM) modalities in delivering results within the outcome area? (strengths and weaknesses)
- Have the results been achieved at an acceptable cost, compared with alternative approaches with the same objectives? If so, which types of interventions have proven to be more cost-efficient?
- Have programme funds and activities been delivered in a timely manner? If not, what were the bottlenecks encountered?
- Are there sufficient resources (financial, time, people) allocated to integrate human rights and gender equality in the design, implementation, monitoring and evaluation of these outcomes?

Sustainability

- How strong is the level of ownership of the results by the relevant government entities and other stakeholders?
- How has UNDP contributed to human and institutional capacity building of partners in the area of gender equality and women's empowerment (as a guarantee for sustainability beyond UNDP interventions)?
- Is there a clear exit strategy at programmed/project level, factoring for environmental, operational, and financial sustainability?
- What recommendations could be given to strengthen sustainability?

Evaluation cross-cutting issues

Human rights

- To what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefited from the work of UNDP in the country under this outcome?

Gender equality

- To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the outcome interventions?
- To what extent has the interventions promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?

Guiding evaluation questions will be further refined by the evaluator and agreed with UNDP and the stakeholders in the inception report.

EVALUATION SCOPE

The evaluation will cover UNDP Women's Empowerment Outcome and will cover programmes/projects under the current Country Programme Document (CPD) for the period 2018-2022 up until the time of the evaluation. In particular, the evaluation will cover the following projects:

- 1- Enhancing Women's Participation in the Solid Waste Management Sector in Jordan Phase I and II
- 2- Access to justice
- 3- RUKNI Initiative
- 4- Takatof episodes

- 5- Heart of Amman
- 6- Asila
- 7- Joint Programme on political participation with UNWOMEN
- 8- BADIA programme
- 9- RIO convention project

This evaluation should cover the extent to which programmes, projects, soft assistance, advocacy initiatives, partners' initiatives and synergies among partners contributed to the achievement of the outcome and will look at all projects and programmes contributing to it. In light of the COVID-19 pandemic the evaluation should also consider negative consequences or unintended disbenefits and how well has UNDP been able to apply a do-no-harm approach

Geographical coverage: this evaluation will cover the areas in which UNDP is implementing the above mentioned projects mainly: Amman, Karak, northern Shouneh, and Al Badia

Target groups and stakeholders: The evaluation will engage all stakeholders - benefitting communities/institutions, Ministries, funding partners, UNDP, UN agencies and partnering CSOs.

Target Audience: UNDP, the project beneficiaries and stakeholders, other UN agencies, donors and other relevant users of the report.

Methodology

The final decisions about the specific design and method for the evaluation should be developed in consultation with the evaluation management team and UNDP programme staff on the basis of what is appropriate and feasible to meet the evaluation purpose, objectives and answers to evaluation questions.

This could include some or all of the following:

- An appropriate mix of qualitative and quantitative methodologies will be used to gather and analyze data/information, in order to offer diverse perspectives to the evaluation, and to promote participation of different groups of stakeholders
- **Document review of all relevant documentation.** This would include a review of inter alia
 - Programme/Project documents (contribution agreement). This will encompass administrative data as well as various studies and surveys, including those conducted by UNDP and implementing partners and related published documents/reports/articles.;
 - Theories of change and results frameworks;
 - Programme and project quality assurance reports;
 - Annual workplans;
 - Activity designs;
 - Consolidated quarterly and annual reports;
 - Results-oriented monitoring report;
 - Highlights of programmes/projects board meetings;
 - Technical/financial monitoring reports.
- **Key Informants interviews (KIIs)** and Focus Group Discussions (FGDs) with key stakeholders including key government counterparts, donor community members, representatives of key civil society organizations, UNCT members and implementing partners and beneficiaries:

- **Development of KIIs guiding questions** should address relevance, effectiveness, efficiency and sustainability and designed for different stakeholders to be interviewed.
- KIIs and FGDs should consider gender balance in representation;
- KIIs should be administered in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals or include any information that can reveal respondents' identities.
- **Surveys and questionnaires** including participants in development programmes, UNCT members and/or surveys and questionnaires involving other stakeholders at strategic and programmatic levels.
- **Field visits** and on-site validation of key tangible outputs and interventions.
- The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and direct beneficiaries.
- **Other methods** such as outcome mapping, observational visits, group discussions, etc.
- **Data review and analysis** of monitoring and other data sources and methods. Data collected should be disaggregated (by sex, age, and location) where possible.
- **Ensure maximum validity, reliability of data (quality) and promote use.**
- **the evaluator will ensure triangulation of the various data sources.**

The evaluator must use gender-based methodology and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and the SDGs, are included in the final evaluation report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed upon with UNDP, relevant stakeholders, and the evaluator.

Methodological adaptation to COVID-19

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Travel to the country has been limited. If it is not possible to travel to or within the country for the evaluation then the evaluation team should develop a methodology that takes this into account the conduct of the evaluation virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the Inception report and agreed with the Evaluation Manager.

If all or part of the evaluation is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/ computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the evaluation report.

If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.).

DELIVERABLES

Expected deliverables from the evaluation team are:

Inception report: Evaluation Inception Report detailing the evaluator’s understanding of what is being evaluated and why, showing how each evaluation question will be addressed (methodologies employed, targeted populations, sampling frames and progress indicators), a proposed schedule of tasks. The evaluation team shall submit an electronic copy of the draft inception report to the Evaluation manager as stated in the agreement. Before preparing the inception report, the evaluation team should consult with relevant UNDP staff to come to a consensus on the evaluation methodology, timeframe, field visit plans, sampling and so on. The inception report should include a detailed evaluation methodology, a clear timeline, and an evaluation framework along with the tools to be used to gather data, sampling frames and key milestones. The inception report needs to be approved by UNDP before starting the data collection. The evaluator **may** be asked to make an oral presentation of the inception report.

The inception report should include, *inter alia*:

Evaluation purpose and scope—A clear statement of the objectives of the evaluation and the main aspects or elements of the initiative to be examined.

Evaluation criteria and questions—The criteria and questions that the evaluation will use to assess performance and rationale.

Evaluation methodology—A description of data collection methods and data sources to be employed, including the rationale for their selection (how they will inform the evaluation) and their limitations; data collection tools, instruments and protocols and discussion of reliability and validity for the evaluation; and the sampling plan.

Evaluation matrix—This identifies the key evaluation questions and how they will be answered by the methods selected (see Annex 4).

A revised **schedule of key milestones**, deliverables and responsibilities.

Detailed **resource requirements** tied to evaluation activities and deliverables detailed in the work plan.

Draft Evaluation Report and presentation of preliminary findings: The report’s findings and results should follow logically from the analysis, be credible and clearly presented together with analyses of achievements and deficiencies. All recommendations should (a) be supported by data analyses (evidence), findings and conclusions, (b) be clearly stated, and (c) specify who is recommended to do what by when. The draft evaluation should be submitted on the date agreed in the inception report. The presentation of the preliminary findings is to be shared for validation with the evaluation management team after completion of data analysis. Feedback for the report will be provided by the evaluation management team.

Final Evaluation Report and summary of findings presentation: The final report may be prepared after a few iterations of the report if the quality standards are not met within the first round. The review and revision process from the draft report stage to the final report should not exceed 6 weeks. The presentation would include evaluation findings to be shared amongst a wider stakeholder group within four weeks of submitting the final evaluation report.

Gender and Human rights need to be incorporated in the evaluation report sections as per the [UNDP evaluation guidelines](#) and UNEG Guidance.

Standard templates that need to be followed are provided in the Annexes section. It is expected that the evaluator will follow the [UNDP evaluation guidelines](#) and ensure all the required quality criteria are addressed in the evaluation report

In line with UNDP's financial regulations, when determined by the Country Office and/or the consultant that a deliverable or service cannot be satisfactorily completed due to impact of COVID-19 and limitations to the evaluation, that deliverable or service will not be paid. Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her/their control.

REQUIRED COMPETENCIES

The evaluator should have high levels of technical, sectoral, policy and gender equality and women's empowerment expertise; rigorous research and drafting skills; and the capacity to conduct an independent and quality evaluation.

The following requirements must be fulfilled whereby the evaluator should have:

- A post graduate degree in social sciences (Sociology, Gender Studies, Anthropology or related field) is required along with five years of professional experience. A BA with 10 years of experience may suffice.
- A minimum of 10 years' experience as lead evaluator in programme/ policy evaluations
- A minimum of 7 years experience and subject knowledge in gender equality and women's empowerment
- Prior hands-on experiences in conducting programme/ policy level evaluations
- Proven experience with quantitative and qualitative data collection and analysis; participatory approaches
- Experiences in using results-based management principles, theory of change /logical framework analysis for programming
- Excellent understanding of the local context, and in particular the new and emerging policy directions
- Proven ability to produce analytical reports and high-quality academic publications in English
- Strong interpersonal skills and ability to work with people from different backgrounds to deliver quality products within a short timeframe
- Be flexible and responsive to changes and demands.
- Be client-oriented and open to feedback.
- Fluency in English is a requirement. Knowledge of Arabic would be an asset

Required corporate competencies for evaluation team members:

- Knowledge on UNDP programming principles and procedures; the UN evaluation framework, norms, and standards; human rights-based approach (HRBA)
- Demonstrate integrity by modeling the UN's values and ethical standards.
- Promote the vision, mission, and strategic goals of UNDP.

- Display cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Fulfill all obligations to gender sensitivity and zero tolerance for sexual harassment and sexual exploitation and abuse (SH/SEA).

TIME FRAME FOR THE EVALUATION PROCESS

The consultancy is expected to take a period of 25 working days_starting in June 2021. The 25 working days will be spread over a period of four months.

Activity	MAY/ JUNE			JULY			AUGUST			SEPTEMBER		
Preparation stage												
Prepare and finalize the TOR												
Compiling key documents and existing data												
Recruitment of external evaluator												
Inception stage (by evaluator)												
Briefings of evaluator (by evaluation manager to orient the evaluator)												
Desk review of key documents												
Finalizing the evaluation design and methods												
Preparing and finalizing an inception report												
Data collection and analysis stage (by evaluator)												
Desk research												
Data and information collection												
Synthesis and reporting stage												
First presentation on evaluation findings												
Submit draft report (by the evaluator)												

Evaluation Ethics:

Standard text includes:

“This evaluation will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’. The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.”

Implementation Arrangements:

UNDP Jordan Country Office will select the consultant through a transparent process. UNDP will be responsible for the management of the consultant and will in this regard designate an evaluation manager.

The programme management unit will assist in facilitating the process (e.g., providing relevant documentation, arranging visits/interviews with key informants and arrange for the consultant all necessary site visits and meetings according to the ToR). UNDP country office in coordination with the programme management unit shall arrange logistics for the mission including hotel reservation and transportation during the mission.

The evaluation manager will convene an evaluation reference group comprising of technical experts from UNDP, donors and implementing partners. This reference group will review the inception report and the draft review report to provide detailed comments related to the quality of methodology, evidence collected, analysis and reporting. The reference group will also advise on the conformity of processes to the UNDP evaluation guidelines. The evaluator needs to show how he/she addressed the comments

The consultant will take responsibility, with assistance from UNDP, for conducting the meetings and the review, subject to advanced approval of the methodology submitted in the inception report. Project staff will not participate in the meetings between the consultant and the evaluation participants.

The consultant will report directly to the designated evaluation manager.

If it is not possible for the consultant to travel to Jordan or the project locations due to COVID-19 restrictions, a methodology that considers the conduct of the evaluation virtually and remotely should be developed. This should be detailed in the inception report and agreed with the evaluation reference group and the evaluation manager. support during the implementation of remote/ virtual meetings will be provided by the evaluation manager when needed. An updated stakeholder list with contact details (phone and email) will be provided by the country office to the consultant. The final report will be approved by the evaluation commissioner.

UNDP with support of relevant stakeholders will develop a management response to the evaluation after report finalization.

Application submission process and criteria for selection

Selection will be based on an open and competitive bidding process. Interested applicants with the capacity to execute the scope of work described above should submit a detailed and realistic proposal including **methodology and work plan and budget** along with rationale as to why it would be the best way to carry out the scope of work.

The information provided in the scope of work is not prescriptive and UNDP remains open to interested bidders elaborating and presenting what they consider to be the most appropriate methodological approach and work plan to achieving the desired end results. However, the decision as to the final methodology to be followed in the Report will rest with UNDP.

The consultancy is scheduled to begin (June 30th, 2021)

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

1. Proposal:
 - (i) Explaining why they are the most suitable for the work
 - (ii) Provide a brief methodology on how they will approach and conduct the work (if applicable)

2. Financial proposal in accordance with the attached schedule
3. Personal CV including past experience in similar projects and at least 3 references

Standard templates and documents to be provided by UNDP to successful candidates

1. [Inception report](#)
2. [Evaluation report](#)
3. [Audit trail](#)
4. [UNEG Code of Conduct for Evaluation in the UN system](#)
5. [Integrating Gender Equality and Human Rights in Evaluation - UN-SWAP Guidance, Analysis and Good Practices](#)
6. [UNDP Evaluation Guidelines](#)
7. [Evaluation Quality Assessment](#)
8. [UNEG Quality Checklist for Evaluation Reports](#)
9. [List of project stakeholders and partners](#)
10. [Documents to be reviewed](#)
11. [Evaluation matrix](#)