

Term of Reference

UNDP Jordan Country Programme 2018 – 2022; Mid Term Review

Post Title: Country Programme Document Mid Term Evaluation

Type: National/ International Evaluator, Organization

Unit: UNDP Duty Station: Amman, Jordan

Duration of assignment: 25 Working Days within a period of 3 months

Starting Date: July 31, 2020

Deadline for application July 10, 2020

I. Background:

A. Introduction

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) Inclusive Participation and Institutional Strengthening (IPIS), and; iii) Inclusive Growth and Sustainable Livelihoods (IG&SL); and provides the framework within which programmes and project 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, 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 institutions and civil society will be closely engaged in the design and implementation of programmatic interventions. Using its leadership and coordination role within UNSDF thematic groups and in line with the 'Delivering as One' approach, UNDP will promote a resilience-based approach that will ensure sustainability of results. 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 Programme will drive change through focusing on:

Inclusive Participation and Social Cohesion:

UNDP will assist in creating an enabling space to promote inclusion and provide a voice for marginalised groups, such as women and girls, religious leaders, refugees, persons with disabilities and youth, and on issues such as gender-based violence. The establishment of a national NGOs platform on preventing

violent extremism will promote peer-to-peer engagement and knowledge sharing through collaborative conflict development research and the development of educational and strategic communication materials.

Resilient Communities, Livelihoods and Environment:

UNDP will follow an integrated approach to address poverty and inequality and achieve resilience and inclusion by supporting initiatives that foster an enabling environment for livelihoods and job creation, especially among vulnerable youth and women and host communities in crisis-affected areas

Enabling an institutional framework for the realisation of the SDGs:

UNDP will provide policy and technical assistance to MOPIC in its role as national convener and catalyst through collaboration among international and national stakeholders, and fostering policy coherence and mainstreaming SDGs across national and local development plans and strategies (such as the JRP and Governorate Development Plans), considering the interconnected economic, social and environmental elements of sustainable development and gender mainstreaming to ensure no one is left behind

INCLUSION: strengthening citizens' participation and structures to sustain social cohesion, and;

RESILIENCE: building resilient communities and institutions through enhanced opportunities for employment, livelihoods and local economic development, especially for vulnerable host communities, and sustainable environment and disaster risk management.

An institutional framework for the realization of the Goals will complement these approaches, especially in strengthening the humanitarian-development nexus, building critical data and resilience-planning capacities, and engaging in advocacy for policies to achieve key priorities, especially for women's empowerment and greater youth involvement.

The planned mid-term review will seek to assess progress towards the achievement of the CPD outputs/outcomes in order to understand UNDP's contribution to both the UNSDF and the Vision2025, drawing lessons that will then inform the remainder of the programme period. The overall purpose of the CPD MTR is to assess relevance of the country programme in light of the changes in the local, regional and international context.

This review takes place during a time of considerable socio-economic and political change in Jordan, which not only requires from us to work on the new available opportunities for engaging with government and non-government actors to counter challenges facing sustainable development, resilient communities and organizations and climate change.

The constant changing conditions also requires from UNDP to work on innovative approaches that would enable UNDP to deliver more effective and tangible development interventions. It is also critical now to assess how the Programme direction, and priorities will be realigned, in relation to the global context changes to mitigate the medium to long term impact of the COVID-19 pandemic. In addition to that, it would be vital to assess how donors' interests might have changed in light of this crisis

A new Common Country Assessment is also ongoing, and the findings will also be relevant in reviewing the programme.

In this respect, the CO is planning to undertake a facilitated exercise that will look both internally and externally to inform the why, how and what for the remaining period of the programme cycle, drawing on experience and lessons learnt over the past period, and reviewing regional best practice examples.

B. Programming Context

The Country Programme Document and the UN Sustainable Development Framework were approved in 2018.

The Jordan Country Programme has launched a number of Corporate Initiatives following the initiation of the current programme cycle including the Jordan Accelerator Lab and SDG Impact. Jordan CO has also qualified for the Silver Gender Equality Seal. All of the above have significant positive implications for Programming and ability to deliver on commitments.

Since the launch of the current Country Programme Document, there have been a number of reshuffles and new appointments within the Government, including the launch of a new development plan for the Government, “the Renaissance plan”. There has also been the relocation of the Country’s PVE unit from the Culture Ministry to the Prime Ministry, all of which will have implications on implementation of National Action Plans and other areas of work UNDP is supporting. The geo-political location of Jordan has also intensified the interlinked security, humanitarian, environmental, and pre-existing development challenges. Crises in neighbouring countries have affected the capacities of national systems and has exposed Jordan’s pre-existing economic, environmental, and social fragilities. The changing context has reflected on the programming and delivery of services by UNDP and this was coupled with intensified internal efforts to promote women’s economic, social and political participation in programming initiatives for more productive economy, reduced poverty and inequalities, and more peaceful and resilient societies.

The Country Programme context has changed notably owing to the COVID-19 health crisis and the urgent need to repurpose programmes and projects to respond to its immediate, mid-term and long-term implications. In addition, considerations need to be made to how the situation will impact decisions on planning of elections as well as shifts in other national priorities towards mitigating impact, further strengthening resilience and accelerating recovery.

C. Objectives of the Review

UNDP commissions midterm CPD evaluations to capture and demonstrate evaluative evidence of its contributions to development results at the country level with regard to policy advisory services and implemented programmes, projects and initiatives. This evaluation would be carried out within the overall provisions contained in the UNDP Evaluation Policy. In line with UNDP Jordan evaluation plan, this

midterm evaluation is being conducted to assess the impact of UNDP's development assistance across the major thematic and cross cutting areas of Governance, Sustainable Development and Inclusive Growth. UNDP is commissioning this evaluation with a sharp focus on the 3 selected UNSDF outcomes to capture evaluative evidence of the relevance, effectiveness, efficiency and sustainability of the current programme of UNDP, which would be used to strengthen existing programmes and to set the stage for new the preparation of new CPD.

In addition to that, this evaluation is expected to take into consideration the

the evolving changes in both the national and international contexts, as well as the COVID-19 global health pandemic.

This is a planned evaluation as highlighted within the Country Office Evaluation Plan (2018– 2022) that was approved by the Executive Board at the same time as the CPD. The findings and recommendations from the evaluation will provide evidence on progress made, the existing gaps and serve as an input for implementing the remainder of the programme within the cycle. The evaluation will be conducted in close collaboration and partnership with government and other key national partners.

Specifically, the review will assess:

- a. The strategic focus and scope of the CPD and UNDP's contribution to the country's development including the progress to date
 - a. Achievements and progress made against planned results as well as challenges and lessons learnt over the past two and a half years of the CPD against the programme theory of change.
 - b. Review effectiveness of the UNDP results framework specifically the outcome and output indicators, baselines and targets assessing how realistic/relevant and measurable they are and make recommendations for improvement, especially with regards to women's empowerment and gender equality, and environmental sustainability.
 - c. Relevance of frameworks and strategies that UNDP has devised for its support on Inclusive Participation and Institutional Strengthening; Inclusive Growth and Sustainable Livelihoods, and Environment, Climate Change and DRR; including partnership strategies, and whether they are well conceived for achieving the planned objectives.
 - d. The progress made towards achieving the three CPD outcomes, through specific projects and programmes and the range of technical and advisory services including contributing factors and constraints.
- b. Implications of changing programming context (detailed above) including new corporate initiatives on theory of change and programming decisions. The relevance and strategic positioning of UNDP in support of Jordan's resilience building and inclusion objectives as articulated in the Vision2025/ Nahda Plan and the UN system delivering as one as articulated in the UNSDF;
- c. Integration of human rights, youth, gender equality, and women empowerment throughout UNDP's interventions

Additional information is sought on:

e. Identifying gaps and formulating concise, country specific recommendations on strengthening the humanitarian-development-peace nexus, building critical data and resilience-planning capacities, and engaging in advocacy for policies to achieve key priorities, especially for women's empowerment and gender equality and greater youth involvement.

f. Proposing areas of re-positioning and re-focusing of the CPD within the current development context, and in line with UNDP's Strategic Plan;

e. The relevance of the Programme in delivering on the 2030 Agenda, Jordan's Vision 2025 and (Nahda) Renaissance Plan.

D. Rationale for the Mid-Term Review

A key rationale for the mid-term review can be found under section B above, namely an opportunity for the CO to assess progress towards the achievement of the CPD outputs/outcomes in order to understand UNDP's contribution to both the UNSDF and the Vision2025/Nahda Development Plan. This becomes more important in the changing programme context and the need for UNDP to assess the continuing relevance of its programme.

The mid-term evaluation is an opportunity to examine, as systematically and objectively as possible, the relevance, effectiveness, efficiency, appropriateness and sustainability of the CPD in supporting Jordan's development agenda as defined in national development plans. This exercise will allow UNDP to engage key stakeholders to discuss achievements, lessons learned, and adjustments required in response to an evolving development landscape and changing national priorities. It will also enable UNDP to adjust the strategic direction of the country programme in relation to the changing variables. Moreover, this would give the office the opportunity to reallocate resources in more effective manner; taking in to consideration the national priorities and responsive to national demands. As such, the report will include details of the impact of the current CPD to date.

Even more importantly, the exercise will allow the CO to align its programme more strategically behind the implications of the COVID-19 pandemic, aligned with UNDP's Strategic Plan, revisiting the theory of change and benefitting from the body of knowledge, design parameters and other guidance generated over the last two and a half years.

II. Scope of Work:

This evaluation covers the period 2018 till Mid 2020 of the CPD implementation. It would be conducted during the months September and October, with a view to enhancing programmes while providing strategic direction and inputs to the preparation of the next UNDP country programme and the next UNDAF, both scheduled to start in last quarter of 2022.

Strategic Positioning, Concept and Design

The Evaluation Team will assess the concept and design of the CPD and UNDP's overall intervention in, including an assessment of the appropriateness of the objectives, planned outputs, activities and inputs as compared to cost-effective alternatives.

Monitoring, Evaluation and Risk Management

A further focus of the evaluation will be on the extent to which adequate monitoring was undertaken throughout the period, and the extent to which evaluation systems were adequate to capture significant developments and inform responsive management. The evaluation will assess how Lessons Learned have been captured and operationalized throughout the period under investigation.

The geographic coverage will include all activities under the three pillars of the CO engagement. This will also cover the extent to which the programme strategy addresses several points of reference, namely,

- National priorities, as expressed in the Vision2025 and Nahda Development Plan
- The United Nations Sustainable Development Framework (UNSDF)
- The UN Reform and delinking of the Resident Coordinator function; and
- How UNDP interventions (outputs) have contributed to attainment of UNSDF Key results.

A. EVALUATION QUESTIONS

Specifically, the evaluation shall examine the following specific areas as catalogued in the table below.

Relevance	<ul style="list-style-type: none">• Has UNDP been influential in national debates on Governance, Inclusive Growth and Sustainable Development, Environment, Climate Change and Disaster Risk Reduction? Has it contributed to national priorities?• To what extent are UNDP's engagements a reflection of key strategic considerations in the development context of Jordan in relation to its comparative advantage vis-a-vis other partners?• To what extent is UNDP's selected method of delivery appropriate to the development context?• To what extent have UN reforms influenced the relevance of UNDP support to the Government of Jordan as an upper middle-income country?
Effectiveness	<ul style="list-style-type: none">• What are the main contributions to development for which UNDP is recognized in the country?• Is the UNDP programme on track to accomplish its intended results outcomes?• What are the unexpected outcomes or consequences? What are their implications?• To what extent has UNDP been effective in supporting local initiatives for SDG fulfilment? Considered in aggregate, are these local initiatives producing nationally significant results?• Has UNDP been effective in advocating best practices and desired goals?• What evidence is there that UNDP support has contributed towards an improvement in national government capacity, including institutional strengthening?

	<ul style="list-style-type: none"> • What contributing factors and impediments enhance or impede UNDP performance in this area? • Considering the technical capacity and institutional arrangements of the UNDP country office, is UNDP well suited to provide Governance, Inclusive Growth and Sustainable Development, Environment, Climate Change and DRR initiatives in Jordan? • Is UNDP perceived by stakeholders as a strong advocate for improving Governance, Inclusive Growth and Sustainable Development, Environment, Climate Change and DRR in Jordan? • How effective has UNDP been in partnering with development partners, civil society and private sector in Governance, Inclusive Growth and Sustainable Development, Environment, Climate Change and DRR? • How was gender equality and women empowerment integrated in UNDP's response under the three CPD outcomes? • Has UNDP utilized innovative techniques and best practices in its programming in these areas? • What evidence is there that UNDP's initiatives have included persons living with disabilities? • What evidence is there that UNDP has provided a voice to marginalized groups? • What evidence is there that UNDP has addressed issues of gender-based violence?
Efficiency	<ul style="list-style-type: none"> • To what extent have the programme or projects outputs been efficient and cost effective? • What evidence is there that UNDP has allocated 15% of its program budget to gender equality initiatives? • Has there been a financially sound use of resources? What could be done to ensure a more efficient use of resources in the country context? What are the main administrative constraints/strengths? • Are the monitoring and evaluation systems that UNDP has in place helping to ensure that programmes are managed efficiently and effectively? • Has UNDP been efficient in building synergies and leveraging with other programmes and stakeholders in Jordan?
Sustainability	<ul style="list-style-type: none"> • What is the likelihood that the Governance, Inclusive Growth and Sustainable Development, Environment, Climate Change and DRR initiatives which UNDP has supported are sustainable? • What mechanisms have been set in place by UNDP to support the government of Jordan to sustain improvements and gains in these areas? • How should the portfolio of activities be enhanced to support central authorities, local communities and civil society in improving service delivery over the long term? • What changes should be made in the current set of partnerships with national institutions, CSOs, UN Agencies, private sector and other development partners in Jordan, in order to promote long term sustainability and durability of results?
Partnership and Coordination	<ul style="list-style-type: none"> • In the context of UNSDF delivery as one the evaluation will assess effectiveness and appropriateness of the collaborations and partnerships that were established to deliver support on the CPD and ultimately the UNSDF. This includes an assessment of the partnerships with key line ministries, as well as with

	international Development Partners, Non-Governmental Organizations, and local Community Based Organizations, Private sector partners, and women and youth organizations and/or entities. The evaluation should draw conclusions about the extent to which the UN and UNDP were effective in coordination the support offered by all partners. It will also evaluation what risks were taken with regards to partnership management and how these were managed.
<p>The evaluation questions should include an assessment of the extent to which the CPD design, implementation and monitoring have taken the following cross cutting issues into consideration:</p> <p>Human rights</p> <ul style="list-style-type: none"> To what extent do the poor, vulnerable, refugees, youth and women and other disadvantaged and marginalized groups benefit from UNDP's work? <p>Gender Equality</p> <ul style="list-style-type: none"> To what extent has gender been addressed in the design, implementation and monitoring and reporting? Is gender marker data assigned to projects representative of reality (focus should be placed on gender marker 2 and 3 projects)? To what extent has UNDP supported Governance, Inclusive Growth and Sustainable Development initiatives promoted positive changes in gender equality? Are there any unintended effects, considering the do no harm principle? Information collected should be checked against data from the UNDP country office' Results-oriented Annual Reports (ROAR) during the period 2018-2019. To what extent has UNDP succeeded in building an effective institutional gender architecture that can support delivery on gender equality results in the CPD? <p>Based on the above analysis, the evaluators are expected to provide overarching conclusions on achievement of the 2018-2022 CPD, as well as identify key development priorities which shall inform the focus of the CPD. The evaluation is additionally expected to offer wider lessons for UNDP support in Jordan and elsewhere.</p>	

III. Methodology and Approach

In preparing the report, the consultant is expected to draw upon all available material to conduct the analysis. The consultant is not expected to collect primary data but may instead rely on information available through the conduct of a desk review of UNDP documentation (for example, project documents and evaluation reports, Results Oriented Annual Reports (ROARs), and donor reports) as well as national policy documents and reports. The MTR would need to adopt an inclusive and participatory approach and therefore the service provider must hold consultations and interviews with a range of key stakeholders, including UN colleagues, Government counterparts, donor organizations, development partners, civil society representatives and the private sector (UNDP should be consulted after the checklist of partners and identified areas of query have been determined). It is essential that the team ensure the validity of data collected, which can be sought through regular exchanges with the UNDP country office staff as well as implementing partners.

The evaluation is expected to take the “theory of change” (TOC) approach to determine the causal linkages between UNDP interventions; in relation to main thematic areas that the office is expected to deliver on. Moreover, the evaluators are expected to develop a logic model on how UNDP interventions in these areas are expected to result in an improved national transformation.

An inception report is to be presented to UNDP following an initial desk review which details the service provider’s research design and methodology, while presenting preliminary findings on the context analysis and the country programme’s relevance in the evolving context. Upon receiving UNDP’s feedback on the inception report, the consultants must proceed to develop a draft report, which includes an analysis of the major findings as well as any recommendations. The consultant will also be required at this stage to present the major findings to UNDP and select external stakeholders, thereby allowing a review and validation exercise to be conducted prior to finalization of the CPD MTR report

IV. Deliverables

PHASE	CONTENT	DELIVERABLES	ESTIMATED TIMEFRAME
PHASE 1	<ol style="list-style-type: none"> 1. Discussions with UNDP senior management and programme and policy units as well as key Government counterparts 2. Desk review of reference documentation and secondary data sources. 3. Based on 1 and 2, develop an inception report that includes an overview of findings so far, together with a proposed methodology for data collection and analysis 	<ul style="list-style-type: none"> · INCEPTION REPORT 	7 working days
PHASE 2	<ol style="list-style-type: none"> 1. Consultations with key stakeholders at all levels 2. Field visits (if required) 3. Working meetings with UN colleagues as required 	<ul style="list-style-type: none"> · PRESENTATION OF INITIAL FINDINGS 	7 working days
PHASE 3	<ol style="list-style-type: none"> 1. Prepare and submit first draft report to UNDP 2. Based on feedback received from UNDP, prepare and submit second draft report for review 3. Based on feedback received, finalize the mid-term review report 	<ul style="list-style-type: none"> · 1st DRAFT REPORT · 2nd DRAFT REPORT · FINAL REPORT 	11 working days

V. Duration of contract Workdays for the Senior International / National Consultant will be for 25 workdays.

Workdays will be distributed between the dates of contract signature. UNDP will pay the consultancy fees per working day. Due to the COVID-19 pandemic, and travel restrictions, the evaluation will be remotely managed, therefore should account for considerations such as engaging stakeholders virtually, remote data collection (if required) and intensive desk reviews. In case the travel restrictions are waved, travel might be requested.

VI. Qualification and Experience

- Qualification and Experience for the International / National Consultants are the following:
 - A Master's Degree in Social Sciences, Political Science, Economics or related fields with at least 10 progressive years working in a similar field.
 - Knowledge and expertise on development aspect of the country especially on Government and Human Rights and Gender and Environment.
 - The research team should have combined expertise in all of UNDP Jordan's thematic and cross-cutting areas of work, including democratic governance, rule of law and access to justice, sustainable livelihoods, PVE and social cohesion, environmental sustainability, disaster resilience, climate change, gender empowerment, and youth empowerment.
 - Significant knowledge and extensive experience of complex evaluations in the field of development aid for UN agencies (Preferably UNDP) and/or other international organizations.

VII. Competencies & Skills

- Demonstrated ability to undertake similar assignments with adequate human resources. The research team should bring extensive experience in research and policy analysis.
- Strong analytical and research skills with sufficient understanding of survey design, quantitative/qualitative methods and data analysis.
- Familiarity with UN (preferably UNDP) evaluation guidelines and processes is a plus.
- Outstanding interpersonal skills, teamwork, and competency to operate in a multi-cultural and diverse environment.
Excellent understanding of the local context, and in particular the new and emerging policy directions;
- A deep understanding of development, its drivers and trends in Jordan;
- A sound understanding of the United Nations system and its modalities of working;
- Familiarity with the global development agenda;
- Prior experience conducting strategic policy and programme reviews; and
- Proven ability to produce analytical reports and high-quality academic publications in English.
- Writing skills that include an attention to detail as well as a grasp of conceptual frameworks
- High degree of professionalism and ability to adhere to agreed timelines and deliverables

VIII. Application Procedure

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** 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 (July 31st 2020)

XI. MTR Ethics:

Evaluations in UNDP will be conducted in accordance with the principles outlined in the evaluation policy of UNDP and UNEG 'Ethical Guidelines for Evaluation'. Evaluations of UN activities need to be independent, impartial and rigorous. Each evaluation should clearly contribute to learning and accountability. Hence evaluators must have personal and professional integrity and be guided by propriety in the conduct of their business.

Evaluation Team /Evaluators must observe the following:

1. To avoid **conflict of interest** and undue pressure, evaluators need to be **independent**, implying that members of an Evaluation Team must not have been directly responsible for the policy/programming-setting, design, or overall management of the subject of evaluation, nor expect to be in the near future. Evaluators must have no vested interest and have the full freedom to conduct impartially their evaluative work, without potential negative effects on their career development. They must be able to express their opinion in a free manner.
2. Should protect the anonymity and **confidentiality of individual participants**. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. Evaluators are **not expected to evaluate individuals (not targeted at persons)** and must balance an evaluation of management functions with this general principle.
3. Evaluations sometimes uncover evidence of wrongdoing. Such cases must be reported discreetly to the appropriate investigative body.
4. Should be **sensitive to beliefs, manners and customs** and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and **address issues of discrimination and gender equality**. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that the evaluation might negatively affect the

interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.

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

For details on the ethics and independence in evaluation, please see

- i. [Evaluation policy of UNDP](#)
- ii. [UNEG Ethical Guidelines and Norms for Evaluation in the UN System](#)