

1. INTRODUCTION

1. These Terms of Reference (TOR) are for a **formative evaluation of UNICEF Jordan Evaluation of Water, Sanitation and Hygiene (WASH) Programme interventions to support access to WASH services for most vulnerable populations in Jordan, enhance climate action and social cohesion.**, commissioned by the UNICEF Jordan Country Office.
2. The **general objective of this evaluation** is to assess UNICEF's WASH Programme implemented in Jordan between 2023-2025. The evaluation will serve the dual purpose of accountability and learning.
3. The evaluation is expected to measure the results achieved against UNICEF mandate, corporate commitments, stated objectives and standard OECD-DAC and humanitarian evaluation criteria, and assess the good practices, lessons learned and provide actionable recommendations.
4. The purpose of this Evaluation Terms of Reference (ToR) is to provide a clear and detailed framework for planning, conducting, and managing the evaluation. Human rights, gender, equity and disability considerations and analysis will be fully mainstreamed into this evaluation and the evidence will be used by the primary stakeholders for decision-making and programme improvement.

2. BACKGROUND

2.1 Context

Jordan faces extreme water scarcity where climate change, environmental degradation, and growing demand continue to threaten the sustainability, reliability, and equity of water, sanitation, and hygiene (WASH) services. Although overall access to WASH infrastructure remains relatively high at national level, service gaps persist for the most vulnerable populations due to reduced water availability, system inefficiencies, and limited management capacity. The centralized governance framework, combined with the need for stronger national–subnational coordination, underscores the importance of integrating climate resilience, disaster risk reduction, and cross-sectoral collaboration into WASH service delivery and sector reform efforts.

Since the onset of the Syrian refugee crisis, UNICEF has assumed a central role as the Humanitarian Lead Agency for WASH, coordinating and delivering lifesaving water and sanitation services for refugee populations in Jordan. Over more than a decade into this refugee crisis, the UNICEF WASH programme has evolved from an emergency-focused operation to a more comprehensive approach that bridges humanitarian assistance with long-term development support, as it is formulated in UNICEF's Country Programme Document 2023-2027 for Jordan. In addition to providing essential services in Syrian refugee camps¹, the programme supports the Government of Jordan and partners in assessing and prioritizing the needs of vulnerable populations across the country, as well as supporting targeted interventions to improve the reliability and quality of services, while also strengthening institutional capacities, advancing climate action, and reinforcing resilience-building within the WASH sector through a child-centered and equity-driven lens.

2.2 Subject of the Evaluation

5. The subject of this evaluation is the Water, Sanitation and Hygiene (WASH) Programme implemented by UNICEF Jordan as part of the Country Programme Document (CPD) for 2023–2027, in close coordination with the Government of Jordan and a wide range of national partners including the Ministry of Water and Irrigation (MWI), Water Authority of Jordan (WAJ), Ministry of Health (MOH), Ministry of Education (MOE), Water utilities, civil society and development partners. The programme seeks to address persistent and emerging WASH deprivations affecting children and adolescents in Jordan, particularly those arising from severe water scarcity, climate change, environmental degradation, and inequitable access to safe and

¹ Through 2025, and following the change in regime in Syrian, returns of Syrian refugee has increased and by the early 2026, more than 420,000 Syrian refugees - approximately half of them children - remain in Jordan, including nearly 86,000 residing in Za'atari, Azraq, and Garden camps who rely almost entirely on international assistance for safe water and sanitation, through services managed by UNICEF Jordan.

sustainable WASH services. Its overarching goal is to ensure that children and adolescents live in safe, clean, and climate-resilient environments, with equitable access to water, sanitation, and hygiene services, and with improved hygiene and environmentally responsible practices by 2027.

6. The programme is designed to foster cross-sectoral collaboration and strengthen national and sub-national systems to deliver sustainable, climate-resilient, and inclusive WASH services. It supports the Government of Jordan in strengthening WASH sector governance, policies, standards, and institutional capacities, while also ensuring continued provision of lifesaving WASH services to refugees in camps and vulnerable host communities through a humanitarian–development–systems strengthening nexus. Emphasis is placed on integrating climate change adaptation, gender and disability inclusion, and evidence-based planning across WASH interventions. In parallel, the programme promotes social and behaviour change and community engagement to improve hygiene practices, water conservation, menstrual hygiene management, and environmentally sustainable behaviours, with a strong focus on children, adolescents, women, and youth. The Theory of Change (ToC) of the WASH Programme is presented under Annex 1. Between 2022 and 2025, UNICEF-supported WASH interventions reached hundreds of thousands of people through a combination of service delivery, institutional strengthening, and community-level behaviour change interventions, supported by multiple donors including bilateral and multilateral partners.²
7. The programme is aligned with UNICEF’s Global WASH Strategy (2023–2030), UNICEF’s Strategic Plan, and the UN Sustainable Development Cooperation Framework (UNSDCF) in Jordan. It adopts a systems-strengthening and public policy framework approach, using a risk-informed and equity-focused model to deliver results across three core output areas.
8. **Output 1: Strengthening the enabling environment through institutional capacity, policies, and evidence for climate-resilient WASH**
9. This output focuses on strengthening national and sub-national WASH systems to ensure sustainable, climate-resilient, and equitable service delivery. Recognizing that long-term WASH outcomes depend on strong institutions and effective governance, the programme supports the Government of Jordan to improve WASH sector coordination, policy coherence, and institutional capacity, including the integration of climate change, disaster risk reduction, gender, and child-sensitive approaches into WASH planning and decision-making.
10. Key interventions under this output include institutionalizing Climate-Resilient Water and Sanitation Safety Planning within MWI, the Water Authority of Jordan (WAJ), and water utilities; strengthening standards, guidelines, monitoring frameworks, and accreditation systems for WASH in health care facilities; and advancing national coordination mechanisms for menstrual hygiene health; as well as UNICEF’s role in leading coordination of Humanitarian WASH within the overall architecture of coordination for the response to the Syrian refugee crisis in Jordan . The programme also prioritizes evidence generation, including development of a national WASH and climate rationale, generation of data on hygiene practices and user satisfaction, and integration of WASH indicators into national monitoring systems to inform policy, planning, and resource allocation. These efforts aim to enhance government leadership, accountability, and evidence-based decision-making across the WASH sector.³
11. Key implementing partners under this output include MWI, WAJ, water utilities, MOH, MOE, and relevant national institutions, who collaborate to strengthen governance frameworks, institutional capacity, and sector-wide coordination.
12. **Output 2: Improving access to and use of safe, equitable, and climate-resilient WASH services**
13. This output addresses the need to ensure continued and equitable access to safe water and sanitation services for children, adolescents, and vulnerable populations, particularly refugees living in camps, underserved host communities, and users of public institutions. The programme combines lifesaving humanitarian service delivery with development-oriented interventions to improve equity, sustainability, resilience, and service quality.
14. Interventions under this output include the provision of basic safe water and sanitation services in Syrian refugee camps and support to families living in informal tented settlements to cover their basic WASH

needs; support Government institutions for provision of climate resilient WASH services to vulnerable communities and institutions, including the rehabilitation, extension and enhancement of water and wastewater systems; installation of climate resilient WASH services in schools and health care facilities. Particular attention is given to ensuring gender responsive solutions and accessibility for persons with disabilities and to reducing risks associated with aging infrastructure and climate-related shocks. These interventions are implemented in close coordination with government entities and service providers to strengthen ownership and sustainability over time.³

15. The programme targets hundreds of thousands of beneficiaries through these interventions, including refugees in camps, vulnerable host communities, students in schools, patients and staff in health care facilities, and residents of underserved areas.
16. **Output 3: Strengthening hygiene practices, social and behaviour change, and youth engagement for WASH and climate action**
17. Recognizing that sustainable WASH outcomes require behavioural and social change, this output focuses on empowering communities, families, children, and adolescents to adopt positive hygiene practices, water conservation behaviours, and environmentally responsible actions. The programme aims to address social norms and knowledge gaps related to WASH and climate related practices, including water conservation, hygiene, menstrual hygiene management, and climate action, while promoting meaningful participation of children and youth as agents of change.
18. Key interventions include community engagement on WASH and climate-sensitive behaviours; targeted menstrual hygiene management education and support for women and adolescent girls; establishment and support of climate action clubs in schools; and engagement of community water committees and/or representatives to strengthen local participation in WASH decision-making. The programme also promotes children and youth engagement in climate action through activities implemented at school and Makani centres.³
19. This output is delivered through collaboration with government institutions, civil society organizations, community-based actors, , ensuring inclusive participation and culturally appropriate approaches across diverse contexts.

3. OBJECTIVES, PURPOSE, SCOPE, AND INTENDED USE OF EVALUATION

3.1 Objectives and Purpose

20. The overall objective of this evaluation is to provide a comprehensive formative evaluation of the UNICEF WASH Programme in Jordan, as implemented under the Country Programme Document (CPD) 2023–2027. The evaluation is intended to inform strategic decisions and ensure that the programme remains relevant, responsive, and aligned with evolving WASH needs and priorities in Jordan, as well as informing development of the WASH Programme design in the next Country Programme Document.
21. This evaluation will serve the dual and mutually reinforcing purpose of accountability and learning, supporting both UNICEF and national stakeholders in assessing progress and identifying opportunities for adaptive programming, cross-learning, and future planning.
22. More specifically, this evaluation is commissioned to:
 - a. Provide an independent, evidence-based assessment of the programme’s results, achievements, challenges, and unintended effects, measures against the programme’s Theory of Change, UNICEF’s strategic priorities and normative framework, and established OECD/DAC evaluation criteria: relevance, coherence, efficiency, effectiveness, sustainability, and impact.
 - b. Capture and analyze learning on what works, what doesn’t, and why, by examining programme performance across the implementation contexts and among diverse target groups. This includes identifying good practices, innovative approaches, operational challenges, and contextual enablers or barriers, to support adaptive learning and evidence-informed decision-making.

- c. Provide forward-looking, actionable recommendations to inform the design of the next Country Programme Document, particularly in shaping the strategic direction, focus, and implementation modalities of the WASH component.

3.2 Scope

23. The scope of this evaluation will cover the UNICEF Jordan Water, Sanitation and Hygiene (WASH) Programme implemented between 2023 and 2025 under the Country Programme Document (CPD) 2023–2027.
24. The evaluation will cover WASH interventions implemented from January 2023 to December 2025, across the country, including refugee camps, informal settlements, and vulnerable host communities, as well as schools, health care facilities, and other public institutions. It will include vulnerable Jordanians, Syrians, and Palestinians as primary population groups, and will assess humanitarian, development, and systems-strengthening interventions related to service delivery, institutional capacity, climate resilience, and social and behaviour change. Detailed information on geographic coverage and beneficiary figures will be made available during the inception phase.

3.3 Users

25. Several stakeholders both inside and outside of UNICEF Jordan Country Office have interests in the results of the evaluation and some of these will be asked to play a role in the evaluation process. The table below presents the main stakeholders and users of the evaluation, and which will need to be further elaborated during inception phase by the evaluation team:

Stakeholders	
UNICEF	• UNICEF Jordan Country Office • UNICEF MENA Regional Office • UNICEF Evaluation Office
UN AGENCIES	• UNHCR • WHO • UN-Habitat • UNESCO • FAO
JORDAN GOVERNMENT	• Ministry of Water and Irrigation • Water Authority of Jordan • Ministry of Health • Ministry of Education • Department of Palestinian Affairs • Yarmouk Water Company • Aqaba Water Company • Miyahuna Water Company
RIGHTHOLDERS	• Syrian, Palestinian, and Jordanian communities, including parents, children, adolescents, and youth
DONORS	• Bureau of Population, Refugees, and Migration (BPRM), U.S. Department of State • Foreign, Commonwealth & Development Office • German Embassy • Swiss Agency for Development and Cooperation • Embassy of Netherlands in Jordan

	• Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH • World Bank
LOCAL AND INTERNATIONAL ORGANIZATIONS	• Royal Scientific Society • Oxfam International • Future Pioneers for Empowering Communities • Al-Mateen Association for Development • Arab Countries Water Utilities Association (ACWUA) • Higher Council for the Rights of Persons with Disabilities (HCAC) • IVL Swedish Environmental Research Institute • World Vision International

4. EVALUATION CRITERIA AND QUESTIONS

26. The formative evaluation will assess the findings related to OECD-DAC criteria of relevance, coherence, efficiency, effectiveness, sustainability and impact. Aligned with the evaluation criteria, the evaluation will address the following key questions, presented in Table 1.
27. Applicants are expected to further develop the evaluation methodology and approach at the proposal stage, with suggested evaluation questions and related data collection methods and sources. The final evaluation framework will be developed by the evaluation team during the inception phase, in collaboration with UNICEF and will be part of the inception report.

TABLE 1. Evaluation Questions

Criteria	Evaluation Questions
Relevance	1. To what extent has the UNICEF Jordan WASH Programme addressed the key WASH- and climate-related deprivations identified in its Theory of Change, particularly for boys and girls, adolescents, refugees, and other vulnerable populations between 2023 and 2025? 2. How appropriate has the programme design been in responding to Jordan's evolving context of water scarcity, climate risks, humanitarian needs, and refugee dynamics, including emerging trends related to refugee returns? 3. To what extent are the programme's priorities, approaches, and targeting aligned with Government of Jordan strategies and frameworks within the water sector and relevant cross-sectoral agendas (e.g. Jordan Water Strategy 2023-2040, Economic Modernization Vision, climate and environmental strategies, humanitarian response plans)?
Coherence	4. How well has the WASH Programme been aligned and coordinated with national WASH institutions, sector partners, and other UNICEF programme sectors (e.g. Health, Education, Climate/Environment) to support integrated and complementary interventions? 5. To what extent has the programme contributed to coherence between humanitarian and development interventions, particularly in refugee camps and vulnerable host communities? 6. How effectively has UNICEF positioned its WASH programme within the broader UN system and development partner landscape to avoid duplication and maximize complementarities?
Effectiveness	7. To what extent has the WASH Programme achieved its intended results across service delivery, institutional strengthening, social and behaviour change, and climate integration during the evaluation period?

	8. How effective have UNICEF-supported interventions been in improving access to safe, equitable, and climate-resilient WASH services in camps, host communities, at community and institutional level? 9. To what extent have social and behaviour change interventions contributed to improved hygiene practices, water conservation, menstrual hygiene management, and youth engagement in WASH and climate action? 10. How effectively has the programme supported the Government of Jordan to identify and address the WASH needs of the most vulnerable populations using evidence-based and risk-informed approaches?
Efficiency	11. To what extent have resources (financial, human, and technical) been used efficiently to deliver WASH results across humanitarian service delivery, systems strengthening, and behaviour change interventions? 12. To what extent are the programme's delivery mechanisms (e.g., partnerships, training, technical support) effectively reaching intended target groups in a timely and resource-efficient manner, and what adjustments could improve their efficiency and equity during the remaining programme period?
Sustainability	13. To what extent are national and local actors assuming leadership and ownership in the implementation and long-term sustainability of programme interventions? What capacities, systems, or resources are still needed to ensure continuity and institutionalization of results beyond UNICEF's support? 14. What progress has been made toward institutionalizing programme approaches (e.g., legal reform, SOPs, service standards), and what barriers still exist?
Impact	15. What evidence is available to demonstrate the programme's intended and unintended contribution to improved WASH outcomes, reduced exposure to water- and sanitation-related risks, and enhanced resilience of children and vulnerable communities? 16. How has the integration of climate considerations across WASH planning and implementation contributed to broader outcomes related to environmental sustainability and resilience?

5. METHODOLOGY

28. The bidders to propose the most appropriate methods and require them to detail their experience and approach in the technical proposal. An indicative design is given here which should be further developed by the selected team and finalized in consultation with UNICEF during the inception stage.
29. In their proposal, the evaluation team will be expected to suggest a comprehensive and realistic evaluation approach, adapted for conflict-sensitive and complex environment.
30. The evaluation should follow the United Nations and UNICEF evaluation norms and standards: UNEG Norms and Standards (2016), UNEG Code of Conduct for Evaluation in the UN system (2008), and UNICEF Evaluation Policy (2023). The evaluation must be independent and utility-focused, and will be carried out in an objective, impartial, open and participatory manner, enabling the voices of all relevant stakeholders to be heard and using empirically verified evidence that is valid and reliable.
31. The evaluation team should follow an appropriate mixed method and use innovative and participatory approaches adapted to the context, keeping in mind the key nature of the formative evaluation, with an emphasis on forward looking perspectives.
32. The evaluation will apply a theory-based evaluation approach to examine the causal pathways of change articulated in the programme's Theory of Change, and to assess how programme activities contributed to observed outcomes. Participatory methods such as outcome harvesting, case study, most significant change, or contribution analysis may be used to identify and validate results and assess the programme's contribution to behavioural and systemic changes in the WASH sector.

33. The evaluation team will conduct in-country primary data collection, including Key Informant Interviews (KIIs), Focus Group Discussions (FGDs), and site observations, complemented where needed by a quantitative survey to assess programme effectiveness and behavioural change. The evaluation team will ensure appropriate stakeholder representation, careful sequencing of data collection methods, and triangulation of findings.
34. The methodology, designed by the evaluation team should:
- Employ the relevant evaluation OECD/DAC criteria: relevance, coherence, efficiency, effectiveness, sustainability, and impact.
 - Utilize a focus-evaluation approach and theory-based approach. The ToC is provided in Annex1.
 - Adopt approaches that will enhance participation and contribution of children and young people and communities in the evaluation process.
 - Meaningfully integrate accountability to affected population mechanisms (AAP) in the evaluation process.
 - Use a mixed methods (quantitative, qualitative) to ensure the triangulation of information through a variety of means. Where relevant to assess behavioural outcomes and programme effectiveness, the evaluation team may conduct quantitative data collection such as perception or behavioural surveys, particularly if existing monitoring data or previous surveys are insufficient to measure changes in knowledge, attitudes, or practices. Existing programme monitoring data and previous assessments will be reviewed to determine whether additional primary quantitative data collection is required.
 - The bidder will have to clarify their analytical approach and expected process for triangulation and analysis of causal pathways of change. Triangulation will be conducted across multiple data sources, stakeholder perspectives, and methods to strengthen the validity of findings and to substantiate contribution claims.
 - Apply an evaluation matrix geared towards addressing the key evaluation questions.
 - The evaluation team is expected to collect and ensure that sampling and data collection tools will be adapted to the context, including to children, youth and person with disabilities.
 - Ensure the data collection methods are sensitive to gender, equity and human rights, and the voices of children and young people, particularly girls, adolescents' girls and young women, including those from the most vulnerable and remote areas of the country - are sufficiently heard and used.
35. The evaluation team is expected to use the ToC to assess the expected outcomes of the WASH Programme ToC (Annex 1), and propose a revised ToC based on the evaluation findings as part of the final report. The evaluation will test the underlying assumptions and causal linkages within the Theory of Change, and where relevant refine the pathways of change based on empirical findings and stakeholder validation.
36. The preliminary list of stakeholders presented should be completed by the evaluation team during the inception phase and clearly presented into the inception report.

5.1 Equity consideration and children and youth meaningful involvement

37. In line with the [standards of meaningful engagement of youth in evaluation](#) (2023) and [UNICEF guidance on adolescent participation in UNICEF programme monitoring and evaluation](#) (2019), it is encouraged to incorporate adolescents and youth voices in the evaluation.
38. The evaluation team must have a clear and detailed plan for assessing and collecting children, youth and equity-related primary and secondary data, including from girls, boys, young women and men, hard to reach populations, people with disabilities, and marginalized groups, before fieldwork begins.

39. The assessment framework for the evaluation should draw on UNICEF's Gender Action Plan and gender equality assessment tools such as the 'gender equity continuum'.
40. The methodology should be responsive to gender equality outcomes, indicating what data collection methods are employed to seek information on gender equality and ensure the inclusion of girls, women, including hard to reach populations, people with disabilities, and marginalized groups.
41. The methodology should ensure that data collected is disaggregated by sex, age, location, disability, and nationality, complemented by gender analysis of gathered data. An explanation should be provided if this is not possible.
42. Triangulation of data should ensure that an equity lens is applied and diverse perspectives and voices of both males and females are heard and considered.
43. The evaluation team should ideally represent a gender balance and be responsive to gender sensitivity during data collection and particularly when undertaking interviews.
44. The evaluation team will ensure that locations for collection of data are easily accessible for children and youth, female participants and individuals with disabilities and that the date and time for it will be set so as not to interfere with women/girls, men/boys' routines.
45. The evaluation team should apply and ensure the do no harm and conflict sensitive approach aligns with UNICEF safeguarding and protocols for data collection.
46. The evaluation findings, conclusions and recommendations must reflect gender and equity nuanced analysis.

5.2 Data quality and availability

47. The main sources of information available to the evaluation team will include programme documents, programme ToC, programme monitoring data, national studies regional intervention report, financial report, previous evaluation reports, strategic documents, etc.
48. The library will be finalized before the onboarding of the team and will be shared during the onboarding meeting. The evaluation team will review the library and coordinate with evaluation manager and counterparts to request any additional or missing information, if required.
49. At the inception stage, the evaluation team should:
 - Assess data availability and reliability as part of the inception phase. This assessment will inform the data collection process.
 - Systematically check the accuracy, consistency, and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data.
 - Provide the coding matrix and analysis strategy, alongside the raw data collected, and anticipated limitations in terms of methodology are missing.

6. EVALUATION WORKPLAN AND DELIVERABLES

50. The assignment is expected to be carried out over approximately 7 months upon contract signing with estimated total 180 working days. The grid below provides the expected timeline for completion of each deliverable and activity. The firm is expected to propose an adequate number of days, aligned with the team composition, the sampling size, and the data collection methods suggested.

Phase	Activity/Deliverable	Description	Timeline	Responsible Party
Inception Phase	Desk Review and Inception meetings	Conduct a review of documents and secondary data; inception meetings with key stakeholders; and assessment of data availability.	May 2025	Evaluation Team

	1 st draft of Inception Report	Submission of an inception report covering both evaluation phases, detailing design, refined questions, methods, and stakeholder mapping.	May- June 2026	Evaluation Team
	Quality Review of 1 st draft of Inception Report	Quality Assessment of submitted inception report by UNICEF Evaluation Manager, and submission of revised 2 nd draft of report by ET integrating feedback. Revisions may require multiple iterations until quality standards are met ² .	June 2026	UNICEF Evaluation Manager and Evaluation team
	Inception Report Presentation Workshop to ERG	Presentation of key elements of inception report to ERG members. Inception Report Briefing is expected to be prepared in Arabic ³ .	June 2026	Evaluation Team
	ERG and Regional office Revision of inception Report	Review of inception report by ERG and Regional Office, and submission of 3 rd draft of report by ET integrating feedback ⁴ .	June 2026	Evaluation Team, UNICEF, ERG
	Ethical Review and Clearance ⁵	Fill and submit the ethical review form to the Ethical Review Board (ERB) and integrate received feedback into the form and the inception report. Revisions may require multiple iterations until report is cleared.	June 2026	Evaluation Team, Ethical Review Board
	Final draft of inception Report	Reviewing and clearance of final draft of inception report by evaluation manager	June-July 2026	Evaluation Team
Data Collection Phase	Data Collection	Conduct fieldwork, interviews, and data gathering as per the approved methodology.	August - September 2026 ⁶	Evaluation Team
	Field Debrief	Presentation of preliminary findings from data collection.	September 2026	Evaluation Team
Data Analysis & Reporting Phase	Data analysis and 1 st Draft Evaluation Report	Conduct data analysis and submit 1 st draft of Final Evaluation Report.	September 2026	Evaluation Team
	Quality Review of 1 st draft of Inception Report	Quality Assessment of submitted final report by UNICEF Evaluation Manager, and submission of revised 2 nd draft of report by ET integrating feedback. Revisions may require multiple iterations until quality standards are met ⁷ .	June 2026	UNICEF Evaluation Manager and Evaluation team

2 UNICEF allocates up to 10 working days to quality assess the inception report by UNICEF Evaluation Manager, and revisions may require multiple iterations until quality standards are met.

3 Inception Report brief is expected to be prepared in Arabic by evaluation team to be shared with ERG members for their review and feedback along with the full English report. The use of AI translation is accepted for briefing and presentation, and shall be explicitly documented, and shall be subject to human review by Evaluation team to ensure quality and accuracy.

4 UNICEF allocates up to 14 working days for Evaluation Reference Group (ERG) and regional office reviews after quality assessment completion.

5 The ethical review process typically requires up to 14 working days overall, and several rounds of feedback are typically received by the ethical review board (ERB), hence it may take longer depending on the nature of the study and the clearance of an independence review body. Data collection process cannot proceed until ethical clearance is received

6 The timeline of data collection will be discussed and agreed with evaluation team and evaluation manager upon clarity of proposed methodology; due to schools closure during summer

7 UNICEF allocates up to 10 working days to quality assess the inception report by UNICEF Evaluation Manager, and revisions may require multiple iterations until quality standards are met.

	Primarily Findings Presentation to ERG	Prepare a presentation of key elements of inception report to ERG members. Final Report Briefing is expected to be prepared in Arabic ⁸ .	-September 2026	Evaluation Team
	ERG and Regional Office Review and Revisions	Review of inception report by ERG and Regional Office, and submission of 3 rd draft of report by ET integrating feedback ⁹ .	November 2026	Evaluation Team, UNICEF, ERG
	Final Evaluation Report	Submission of the final evaluation report in English and Arabic	November 2026	Evaluation Team
	Translation of Final Evaluation Report into Arabic	Translation of Final Evaluation Report to Arabic Language to be disseminated with all stakeholders	November 2026	Evaluation team

7. EVALUATION NORMS AND ETHICAL CONSIDERATIONS

51. The evaluation will be guided by the ethical principles of respect, beneficence, justice, integrity and accountability as outlined in the [UNICEF Procedure on Ethical Standards in Research, Evaluation, Data Collection and Analysis \(2021\)](#) and in line with [UNEG Ethical Guidelines for Evaluation \(2020\)](#). It is essential for the evaluation team to maintain respect for the dignity and diversity of the individuals interviewed, to take into consideration respect for human rights, gender equality, and leaving no one behind (including persons with disability) throughout the evaluation process, and explicitly consider actual and potential bias and prevent discrimination based on gender, race, disability or other factors. All members of the evaluation team and field data collectors engaged in primary data collection are required to complete UNICEF's AGORA course," Introduction to Ethics in Evidence Generation", and provide proof of certification at the outset of the inception phase.
52. Furthermore, the evaluation team must not have been involved in the design or implementation of the subject of evaluation or have any other conflicts of interest. Further, they will act impartially and respect the code of conduct of the evaluation profession.
53. The team needs to take the appropriate measures to preserve data confidentiality, participant privacy and **obtain informed consent**.¹⁰ It is also necessary to minimize the risks associated with any possible negative consequences and maximize the benefits for the main stakeholders by foreseeing unnecessary harm or injury that may arise from the findings of a negative or critical evaluation, without compromising its integrity.
54. The inception report must go through an **ethical review by an external independent body**. The evaluation will not be able to proceed with the data collection before **receiving approval** by an ethical review board or panel and **clearance** by the evaluation manager (this should be included in the work plan and covered by the budget of the proposal).
55. All tools developed must be in line with the Institutional Review Requirements. The IRB is designated to protect the rights and welfare of human subjects recruited to participate in an evaluation. The IRB attempts to ensure, both in advance and by periodic review, the protection of subjects by reviewing the inception report. IRB protocols assess the ethics of research, evaluations or data collection and analysis and their methods, promote fully informed and voluntary participation, and seek to maximize the safety of subjects.
56. All interviewees will be informed of the purpose of the evaluation and their role and what information is required specifically from them. Confidentiality of their views will need to be ensured.

⁸ Primarily findings report brief is expected to be prepared in Arabic by evaluation team to be shared with ERG members for their review and feedback along with the full English report. The use of AI translation is accepted for briefing and presentation, and shall be explicitly documented, and shall be subject to human review by Evaluation team to ensure quality and accuracy.

⁹ UNICEF allocates up to 14 working days for Evaluation Reference Group (ERG) and regional office reviews after quality assessment completion.

¹⁰ Informed consent must be obtained from all participants in data collection. In case children are participating in data collection, their assent needs to be obtained. Participation must be voluntary, negotiable, and explained to participants.

57. If interviewees include minors, written consent should be taken from the persons in charge of their care.
58. All the documents, including data and fieldwork instruments, developed during this consultancy are the intellectual property of UNICEF.
59. Any potential or actual conflict of interest needs to be disclosed.¹¹
60. When interviewing or raising surveys with children and adolescents, it is essential that the evaluation team refers to the UNICEF guidelines, [Ethical Research Involving Children \(2013\)](#).¹²
61. In its technical proposal, the evaluation team should clearly indicate any possible ethical issues, describe ethical safeguards for participants and measures to address ethical issues, and specify the supervision and the ethical review mechanisms that are applicable to the evaluation process.
62. If necessary, firms will have to go through an institutional risk assessment of their capacity to prevent and/or respond to eventual cases of sexual exploitation and abuse, perpetrated by their own personnel, against vulnerable community members that could participate in the evaluation process.
63. The use of AI shall be explicitly documented in the Inception and Final Reports, comply with UNEG ethical principles, and align with UN system AI ethics.

8. QUALITY ASSURANCE AND REPORTS REQUIREMENTS

64. Quality assurance is vital for a credible and useful evaluation and consists of a multilevel approach that evaluation teams need to integrate in the evaluation process and workplan. The contracted company is expected to have in place its internal Quality Assurance mechanisms, that is independent of the evaluation team, and a back-up system to ensure continuity and support for evaluation implementation (e.g. logistical arrangement).
65. The report structure will be as per UNICEF-Adapted UNEG Evaluation Reports Standards and will be shared with the evaluation team during the inception stage.
66. Evaluation products to meet the highest UNICEF's Geros quality assurance requirements and be aligned with UNICEF and UNEG norms and standards, including United Nations System-wide Action Plan (UN-SWAP) for Gender Equality and the Empowerment of Women.
67. Each deliverable will be reviewed by UNICEF Country Office and the ERG, as well as by UNICEF's Regional Office.
68. UNICEF Jordan Evaluation Manager will be responsible for ensuring that the evaluation progresses as per UNICEF guide and for conducting rigorous quality control of the evaluation products (at least 2 quality check for each report).
69. The reports will be produced in English and Arabic and all documents need to be provided in Word and PDF format.
70. The final evaluation report is expected to be no longer **than 70 pages**, without Annexes.
71. The evaluation team should integrate and respond to comments received and submit a revised version of each deliverable. The evaluation team must respond to all comments transparently through a record of comments and responses that is shared with the evaluation manager. If the evaluation team judges it is not appropriate to make adjustments to reports/deliverables based on certain comments it must provide justification in the record of comments.
72. The final evaluation report will be ex-post reviewed and assessed by the UNICEF quality assessment mechanism, known as the [Global Evaluation Report Oversight System \(GEROS\)](#). While the review takes place after the finalization and publication of the report, the report is expected to meet the Geros benchmarks which are based on UNICEF's reporting standards.
73. The evaluation report will be made public, as per UNICEF Evaluation Policy (2023).

¹¹ Members of the evaluation team are required to disclose in their proposal any past experience, of themselves or their immediate family, which may give rise to a potential conflict of interest and indicate how to resolve any conflict of interest.

¹² See also: [Adolescent participation in UNICEF monitoring and evaluation \(2019\)](#).

9. EVALUATION MANAGEMENT

74. **Evaluation company:** The contracted company is responsible for the timely and quality design, implementation and reporting of the evaluation in line with the Terms of Reference and according to UNEG and UNICEF standards and policies. The company ensures that the team profile covers collectively the skills and experiences described in these terms of references, puts the necessary measures in place to provide backstopping to the evaluation process, sets up an internal separate quality assurance process, assures that the quality of the deliverables meets UNICEF's requirements, and takes adaptive measures to address issues on these matters. It subcontracts any required services needed to deliver the evaluation, except any external ethical review. This can include logistical arrangement of primary data collection, such as setting appointments for interviews and focus group discussions, translation of products to Arabic, and/or proofreading of final products. Overall performance at the end of the contract will be evaluated against the following criteria: timeliness, responsibility, initiative, communication, and quality of the products delivered.
75. **Evaluation team Leader.** The Evaluation Team Leader is accountable for conducting the evaluation in line with the Terms of Reference and the approved inception report, ensuring timely delivery of all outputs and full compliance with UNICEF's quality and ethical standards. S/he leads the evaluative process from inception to final reporting, and serves as the main pen-holder for both the inception and final reports. The Team Leader oversees day-to-day coordination, technical direction, and management of the evaluation team, and acts as the primary liaison between the evaluation team and UNICEF. Refer to section 10 for detailed scope of TL's role.
76. **Evaluation Manager:** UNICEF Jordan Evaluation Officer will manage the evaluation process, act as the primary liaison with the evaluation team, and facilitate access to UNICEF data and stakeholder contacts. The Evaluation Manager will provide strategic oversight and technical guidance across all stages of the evaluation, ensuring full alignment with UNICEF's quality standards and ethical requirements for evaluative work. The Evaluation Manager will conduct quality assurance of all evaluation deliverables and authorize their clearance for payment upon formal acceptance of their quality. Regular meetings will be scheduled between the Evaluation Manager and the evaluation team to follow up on the assignment and provide support when needed
77. **Evaluation Reference Group (ERG):** A reference group will be set up for this evaluation to ensure independent, credible, transparent, impartial and quality evaluation per UNICEF Evaluation Policy (2023), will act as technical advisory body established to provide strategic guidance, technical support, and quality assurance during the planning, implementation, and finalization of an evaluation. Composed of key stakeholders, including representatives from government agencies, partners, and other partners experts. The ERG plays a crucial role in ensuring the relevance, credibility, and utility of the evaluation process.
78. **Youth Advisory Board (YAB):** A committee of external youth will be established for this evaluation and will serve as a consultative body supporting evaluation activities by reviewing evaluation products through a youth-focused lens.

10. PROFILE OF THE EVALUATION TEAM

79. A credible firm with proven experience in conducting evaluations in the same area/sector as the object of the evaluation are encouraged to apply. An evaluation team proposed should be multi-disciplinary, composed of international and national experts, gender balanced, required language proficiency, and with proven knowledge and expertise relevant to the set of skills and minimum qualifications below. The **core team** shall include:

I. A Team Leader:

80. The team leader will be responsible for overall management of the evaluation, ensuring timely delivery of all outputs, and their full compliance with the UNICEF evaluation quality standards.
81. She/He will be in charge of coordinating the work of the team, designing the evaluation framework, methodology, and tools, and serve as the pen-holder for inception and final reports. She/He will ensure coherence and strong evaluative thinking throughout the evaluation process, from inception to dissemination, and take overall responsibility of ensuring the quality of all reports and deliverables. She/He will also formulate practical and actionable recommendations to strengthen programme design, Theory of Change (ToC), and intervention strategies to enhance results. The evaluation team leader will also present the preliminary findings to the stakeholders and facilitates interaction on the findings.
82. The Team Leader will oversee day-to-day coordination, provide periodic progress updates, lead the technical direction of the evaluation, manage team members, and act as the primary liaison between the evaluation team and UNICEF.
83. The team leader is expected to allocate at **least 42% of the core team total** level of effort of the assignment working hours, including participation in selected data collection activities.
84. More specifically, the team leader will be asset against the following **minimum qualifications**:
 - An advanced university degree or equivalent in social sciences, international development, politic, humanitarian affairs, or equivalent.
 - Proven experience (minimum 8 years required) in the design and implementation of evaluations within humanitarian and development contexts.
 - Demonstrated experience conducting as team leader evaluation for UN agencies, most preferably for UNICEF (minimum 5 evaluations).
 - Extensive knowledge of the Jordan context.
 - Proven expertise in Jordan or the MENA region.
 - Proven expertise of WASH-related evaluations is an advantage
 - Strong understanding of OECD-DAC evaluation criteria and UNEG norms and standards.
 - Proven experience integrating human rights, gender, equity, disability and vulnerability perspective in the evaluation design and analysis.
 - Proven experience in using innovative evaluation approaches, and youth focus approaches in data collection methods.
 - Excellent report writing skills and analytical skills in English.
 - Knowledge of Arabic will be an asset.

II. A Thematic Expert:

85. The thematic expert will support the team leader in a complementary manner, providing expert knowledge of WASH programming to inform the evaluation methodology and data collection instruments. She/He will contribute to the overall evaluation reports and deliverables by providing programmatic and strategic insight to the entire process to ensure the sensemaking of findings is grounded in a sound understanding of both programme implementation and strategic frameworks. And will be co-responsible for providing actionable recommendations to improve program design, TOC, intervention strategy for more effective results and support the report writing.
86. The Thematic expert is expected to allocate **at least 30% of the core team total** level of effort of the assignment working hours and may participate in selected data collection activities, including participation in interviews with stakeholders where to support understanding and interpretation of technical input from technical perspective. More specifically, the expert will be asset against the **following minimum qualifications**:
 - An advanced university degree in WASH related field (engineering, hydrology, etc.) or equivalent.

- Proven experience (minimum 8 year required) in WASH programming/policy, or system strengthening, preferably in Jordan or the MENA region.
- Proven experience in evaluation and application of evaluation qualitative methodology and analysis I an advantage.
- Extensive knowledge of Jordan context and MENA and Nexus approach.
- Demonstrated knowledge of international WASH standards, relevant legal frameworks, and UNICEF's approach to WASH
- Proven experience integrating human rights, gender, equity, disability and vulnerability perspective in the evaluation design and analysis.
- Excellent report writing skills, analytical skills as well as good computer skills in English.
- Proficiency in spoken and written Arabic.

III. National Evaluation Consultant:

87. The national consultant will provide expert knowledge on the country's political economy and socioeconomic context to advise on the design and delivery of a contextually relevant and sensitive interventions. The consultant's specific duties include supporting the inception phase through an initial desk review and stakeholder analysis; liaising with country stakeholders and arranging logistics for primary data collection through interviews and focused group discussions; supporting the analysis of evidence and the preparation of meetings and presentations; and validating the translation of deliverables where required.
88. The national expert is expected to allocate at least 20% of the total core team level of effort of the assignment working hours, including leading interviews with governmental and none-English speaking participants in selected data collection activities. More specifically, the consultant will be asset against the **following minimum qualifications**:
 - An advanced university degree in social sciences, international development, politic, humanitarian affairs, or equivalent.
 - At least 7 years of experience in research and/or evaluation, including data collection and analysis
 - Experience in collecting and analysing qualitative data collection and stakeholder engagement
 - In-depth understanding of Jordan's political economy and socioeconomic context
 - Excellent written and oral communication in Arabic and English.
89. Additional subject matter experts, such as a data analysis specialist are encouraged and may be proposed as part of the team composition to strengthen the evaluation.

11. OFFICIAL TRAVEL

90. It is expected that the Evaluation team will visit the country (if located outside) including areas for field work as per the methodology finalized for this evaluation.
91. All travel costs (international and local) should be planned properly in the technical proposal and included in the financial proposal, as per UNICEF DSA and travel policy for ICSC consultants <http://icsc.un.org>.
92. Please note that if selected, the contract can be a supporting document to obtain an entry visa (if necessary).
93. UNICEF will be unable to secure travel visas. In case the team members are not able to travel, the contracted amount for the travel budget may need to be adjusted as appropriate.

12. PAYMENT SCHEDULE

94. Payment is contingent on approval by the evaluation specialist and will be made as indicated in the below table. No advance payment is to be made. This is a deliverable-based contract, and payments will be made

against each deliverable upon UNICEF evaluation manager's approval and acceptance of the quality and work performed and not on expenditures incurred. The payment schedule is provided in table below:

Deliverables	Timeline	Payment
Submission of the final inception report and cleared by the evaluation manager	Within 30 days after the final draft of the inception report	20 % of the total contract
Field data collection debriefing and preliminary findings	Within 30 days after the end of the field data collection	30 % of the total contract
Submission of the draft of the evaluation report cleared by the evaluation manager to share with ERG members	Within 30 days after the submission of the approved draft of the evaluation report to be shared with ERG	20 % of the total contract
Submission of the final evaluation report and final presentation in English	Within 30 days after the submission of the final evaluation report and final presentation done	30 % of the total contract

13. Application requirements and process

Technical proposal

95. A technical proposal should be submitted as an overall response to TOR.
96. The technical proposal should minimize repeating what is stated in the ToR and should emphasize the conceptual thinking and methods the bidder expects to utilise.
97. The technical proposal must include:
 - A proposal providing an understanding of the TOR, including the purpose, objectives, scope, methodology and deliverables of the evaluation are addressed.
 - A detailed breakdown of the necessary components to show the work and competence of the firm and the evaluation team to execute the evaluation.
 - A proposed time/delivery schedule, i.e. an action plan specifying the timeframe with various milestones and activities should be included.
 - Updated profiles/CV of the team.
 - Writing examples for both Team Leader and Thematic Expert.
 - Composition of the team and a brief introduction to the key-experience and expertise of each member indicating the technical deliverables they will oversee.
 - A detailed quality assurance (QA) mechanisms and risk mitigation measures put in place.
 - A proposed time/delivery schedule, specifying the timeframe with various milestones and activities, to ensure timely and time-efficient delivery of the tasks.

Request for proposal and weighting criteria

98. Submitted proposals will be assessed using Cumulative Analysis Method. All requests for proposal will be weighed according to the technical (80 points) and financial considerations (20 points). The minimum technical score is 56 points.
99. Financial proposals will be opened only for those applications that attained 70% or above on the technical part.

100. The contract shall be awarded to a bidder obtaining the highest combined technical and financial scores.
Noting that UNICEF may interview the Team Leader ahead of bid awarding.
101. Below are the criteria and points for technical and financial proposals.

Technical Proposal (80 points)

Team Qualifications and Experience (60 points)

- Team Leader meets or exceeds the minimum qualifications outlined in the ToR (30 points)
- Thematic Expert and Evaluation Team members meet or exceed the minimum qualifications outlined in the ToR (10 pts).
- Overall quality and complementarity of the proposed team, including the appropriateness of the division of roles and responsibilities and the balance between international and national expertise (10 pts).
- Proposed local data collection partner's/team qualifications, experience in Jordan, and existing support mechanism and staff (5 pts).
- Quality of writing samples provided by the Team Leader, demonstrating analytical depth, clarity, and relevance (5 pts).

Quality of the Proposed Methodology and Approach (10 points)

- Soundness and rigor of the proposed evaluation design and methodology, including alignment with the Theory of Change and UNEG norms and standards, including accountability and ethical consideration.

Work Plan, Quality Assurance and Risk Mitigation (10 points)

- Clarity and feasibility of the proposed work plan and deliverables, ensuring timely delivery.
- Quality assurance mechanisms and risk mitigation strategies, particularly for data collection in sensitive contexts.

Financial Offer (20 points)

- Financial proposal is clear and aligned with the technical proposal and ToR requirements

14. UNICEF RECOURSE IN CASE OF UNSATISFACTORY PERFORMANCE

102. UNICEF reserves the right to withhold payment until the applicant(s) provide satisfactory quality output as reviewed by the evaluation specialist.
103. In the event of unsatisfactory performance, the payment will be withheld until quality deliverables are submitted.

15. CONDITIONS

104. The applicant(s) will work on its own computer(s) and use its own office resources and materials in the execution of this assignment.
105. The applicant(s) fee shall be inclusive of all office administrative costs. Please also see UNICEF's Standard Terms and Conditions.

16. ENQUIRIES:

106. Please direct any enquiries to: jco-procurement@unicef.org.

107. Proposals with all supporting documents should be addressed to UNICEF Jordan Country office Bids:
jordanbids@unicef.org.

ANNEX 1 – UNICEF JORDAN WATER, SANITATION, and HYGIENE PROGRAMME THEORY OF CHANGE, 2023-2027

