

Call for Expression of Interest for a consultancy to conduct an Independent Final Evaluation for the ‘Decent Work in Jordan’s Floriculture Sector project’

Project Title	Decent Work in Jordan’s Floriculture Sector
Countries Covered	Jordan
Application Deadline	August 15, 2022
Expected Duration	September- November 2022 (30 working days)

The Regional Office for Arab States is seeking Expressions of Interest from a consultant (evaluator) to conduct an independent final evaluation for the ‘**Decent Work in Jordan’s Floriculture Sector project**’ as per the details found in the below attached TOR.

Required Information/Documents to submit as an Expression of Interest:

Please submit the following:

- An Up-to-date CV highlighting relevant experience
- An evaluation report from previous experience that was implemented and prepared by the applicant
- Financial proposal specifying daily rate based on the above-mentioned number of working days.

This consultancy is open for international and national consultants. In case the applicant does not speak Arabic, and s/he has a preference for a national support in Jordan, please enclose her/his CV with a brief description of her/his responsibilities, number of estimated working days requiring her/his service and daily professional fee in US\$.

Referring to a national support remains optional. If not provided, ILO will recruit a national support separately (if deemed necessary).

Please submit required information by the deadline above via email to **Ms. Faith Manyala** (manyala@ilo.org), ILO officer in process of certification by EVAL as evaluation manager, copying **Mr. Hideyuki Tsuruoka**, tsuruoka@ilo.org, the Regional Monitoring and Evaluation Officer and **Ms. Hiba Al Rifai**, alrifai@ilo.org, Monitoring & Evaluation Officer.

Terms of Reference

Title

FINAL INDEPENDENT EVALUATION OF PROJECT DECENT WORK IN JORDAN'S FLORICULTURE SECTOR

1. Key facts

Title of project being evaluated	Decent Work in Jordan's Floriculture Sector
Project DC Code	JOR/19/02/AUS
Type of evaluation (e.g. independent, internal)	Independent Final Evaluation
Timing of evaluation (e.g. midterm, final)	Final
Donor	Australia/DFAT
Administrative Unit in the ILO responsible for administrating the project	RO/DWT-Beirut
Technical Unit(s) in the ILO responsible for backstopping the project	DWT/Beirut
P&B outcome (s) under evaluation	<p>P&B Outcome:-</p> <p>Outcome 3: Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all</p> <p>Output 3.2.: Increased capacity of member States to formulate and implement policies and strategies for creating decent work in the rural economy</p> <p>JOR130 Decent work and the status of agriculture workers in the sector are advanced through a compliance model that strengthens productivity, national labour legislation and adheres to international labour standards</p>
SDG(s) under evaluation	<p>- Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all (8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms) and (8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium- sized enterprises, including through access to financial Services)</p>
Budget	US\$ 2,394,539

2. Background information

Since 2008, the floriculture sub-sector in Jordan has experienced promising growth. 2018 estimates show approximately 70 farms producing 70 million cut flowers and employing approximately 3,000 workers annually. While the sector has faced challenges similar to those of other agricultural sub-sectors in Jordan, including diminishing water resources, rising energy prices and lack of qualified labour, there is little known about the workers and the conditions they are employed under. At the global level, the sub-sector has come under scrutiny for its poor labour practices, including instances of forced labour and child labour, as well as concern for workers' safety and health.

The ILO has documented considerable decent work deficits in the agriculture sector in Jordan. Such deficits including under and non-payment, occupational safety and health hazards and absent social protection systems. This project will provide the first ever assessment of decent work in Jordan's floriculture subsector and support producers and workers to enhance productivity and comply with decent work principles.

Jordan is classified by the World Bank as an upper-middle income country with a population over 10 million.¹ It's relative political and socio-economic stability make it a valued asset in a region otherwise marked by conflict. As a result of its relative stability, Jordan has been a main destination for over 1 million displaced Syrians since the outbreak of conflict in 2011. While the inflow did not create new economic and labour market challenges, it did exacerbate the effects of existing weaknesses. These include job poor growth, a weak investment climate and resource scarcity. At the same time, infrastructure, basic services and natural resources were further strained. These factors compounded to heighten tensions across different segments of society, with focus on rising unemployment.

While Jordan was left with the immediate impacts of a sudden and large refugee inflow, international actors came together in 2016 to pledge support for main host countries in the region. What became known as the Jordan Compact, provided Jordan with a stream of concessional trade and finance, made contingent on the employment of Syrian refugees inside Jordan's borders. With the reality of decades of job poor growth and rampant skills mismatches, the Government invested heavily in policy reform and programs to generate jobs for Jordanians, as well as Syrian refugees.

The agriculture sector is the largest employer of low-skilled and non-Jordanian labour. The floriculture sub-sector is distinct from other sub-sectors in agriculture, although concerns for decent work overlap (informality, lack of social protection, occupational safety and health risks etc). The sector is attractive to national producers, as it generates higher revenue than other agriculture sub-sectors. At the same time, it demands higher input costs. Cut flowers have a short shelf life and require careful planting and harvest techniques, as well as post-harvest handling.

The high input costs and challenges to obtain adequate skilled and unskilled labour introduce production constraints for flower producers in Jordan. One key input cost is the cost of labour. Engineers and technical experts are limited in Jordan, and the cost of contracting skilled, expatriate labour is high. At the same time, even low-skilled, manual labour requires a degree of skill, usually obtained overtime as workers observe and execute pre and post-harvest tasks.

¹World Bank Country and Lending Groups (2019)

<https://datahelpdesk.worldbank.org/knowledgebase/articles/906519-world-bank-country-and-lending-groups>
Department of Statistics (2019) Population <http://dosweb.dos.gov.jo/population/population-2/>

Non-Jordanians workers face additional barriers to access national social protection systems. For workers in the floriculture industry, who are particularly exposed to hazardous chemicals, this introduced significant potential health costs. Unprotected exposure can cause severe headaches, nausea, impaired vision, rashes, asthma and neurological problems, all of which require medical attention and can incur high costs. For women, exposure can result in still births, miscarriages and reproductive health complications that require specialized care.

Background of the project to be evaluated

The International Labour Organization (ILO) with support from The Government of Australia represented by the Department of Foreign Affairs and Trade (DFAT), is implementing the “Decent Work in Jordan’s Floriculture Sector” project. This project adapts and pilots a compliance model² to the floriculture subsector, addressing decent work deficits. At the same time, it launched skills training and worked closely with international sectoral and export specialists to enhanced firm-level productivity and access to new market opportunities. In doing so it has taken a sector-specific approach to advance the ILO and the Government of Jordan’s common commitment to promote Decent Work, social justice and equity. Under the DWCP 2018-2022, it has supported the export readiness of flower producers (DWCP output 1.2.3), increased job matching through employment services (DWCP output 1.2.1) and contributed to enhanced Occupational Safety and Health at the firm-level (DWCP Pillar II). At the global level the project had a planned contributions directly to Outcome 3: Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all

The project builds on a larger agriculture intervention launched by the ILO, with support from the Kingdom of the Netherlands, in 2018. The project, “Advancing Decent Work in Jordan’s Agriculture Sector: A compliance model,” adapted Better Work Jordan monitoring and advisory tools to enhance compliance with labour standards in the agriculture sector. It also established a Tripartite Working Group to negotiate, draft and endorse bylaws for agriculture workers, under the labour code. Under the project, the ILO in Jordan established networks with agriculture cooperatives, farmers and industry associations which will also contribute to the current project. In particular, it has worked through cooperatives, which provide an organizing block for workers and employers in the sector.

The project was signed on 1st July 2019 and is due to end as of 31st October 2022. Ultimately the project sought to influence a more productive and socially just floriculture sector through investing in the development of workers’ skills with a view to improve their employability and value in the floriculture labour market

The 3 main outcomes of the project are:

Outcome 1: Improved employability of 1000 Syrian refugees and vulnerable Jordanians in Madaba, Irbid, and Balqaa governorates.

Outcome 2: Improved working conditions and enhanced compliance with national legislation and International Labour Standards on target farms

² Under the Dutch funded project, “Advancing Decent Work in Jordan’s Agriculture Sector: A compliance model,” the ILO drafted and validated a compliance model for the agriculture sector, based on national legislation and international labour standards. Under the four-year Dutch funded PROSPECTs partnership, the ILO has begun to apply the model and methodology at the farm level.

Outcome 3: Increased local capacity (knowledge and expertise) in multiple levels of the floriculture value chain.

Project strategy

The project is working at the farm level to enhance decent work conditions and productivity. It did so through three main areas of action that focus on technical skills training for male and female agricultural workers, interventions to improve work conditions on flower farms and facilitate producers' access to production and export services. In doing so it is working directly with cut-flower producers and manual labourers. At the same time, it is utilizing existing tripartite structures to discuss the application and international labour standards and national labour legislation in the sub-sector.

The project began by assessing the state of decent work and environmental safeguards on flower farms. This assessed the profiles of workers (sex, age, nationality), in addition to recruitment procedures, the provision of minimum wage and standard working hours, written contracts, worker accommodation, work permits and social protection measures.

These assessments helped target interventions to enhance working conditions and environmental safeguards on farms, including through the provision of unified contracts, work injury insurance, and occupational safety and health equipment. Project interventions supported producers to access new markets, through compliance with decent work and social indicators, increasingly sought after by international buyers.

Stakeholders and target groups/beneficiaries

The main project **beneficiaries** were workers (and potential workers) and producers/farmers in the floriculture sector.

The project has many **intermediate stakeholders** involved at different levels that bring a range of contributions that will benefit in different ways. At the national level the Ministry of Labour, Ministry of Agriculture, the Vocational Training Corporation (VTC), the General Federation of Trade Unions, the Jordanian Association of Cut Flowers and Ornamental Plants, Institute for Family Health- King Hussein Foundation, and the Palestinian Foundation for the Development of Trade (PALTRADE).

Project alignment with the DWCP, P&B, CPO & SDG

As a member State of the ILO, Jordan is committed to the application of the 1998 ILO Declaration on Fundamental Principles and Rights at Work and its Follow-up (FPRW), which emphasizes the universal right to freedom of association and collective bargaining, and freedom from forced labour, child labour and discrimination in employment. According to the DWCP Outcome JOR 130, the following are agreed on with ROAS: P&B Outcome [1]: 590030 - Outcome 3: Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all

The project contributes to the following Sustainable Development Goals (SDGs):

- Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all (8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms) and (8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium- sized enterprises, including through access to financial Services)

By adapting skills training to occupations that are accessible to women and persons with disabilities while also considering the specific health and safety requirements of the two groups, the project directly contributed to the DWCP cross cutting aspect for more inclusive programming.

It also supported enhanced attractiveness and visibility of the floriculture sector through marketing and export assistance, thereby contributing the DWCP output 1.2.3 *Decent Job creation capacity enhanced for companies, start-up and micro businesses through improved access to finance, enhanced business development services including developing capacities for export readiness.*

By increasing the number of workers that are enrolled in Employment Services, the project also contributed to DWCP Output 1.2.1 *Job matching and referral services for job seekers, with focus on decent work placements for women and youth in private sector companies, is provided by Employment Service Centres (ESCs).* Under these outputs the project supports Syrian refugees and vulnerable Jordanians in the host communities through training and linking them with employment and livelihood opportunities. Finally, activities to enhance OSH measures, labour inspection and referral of instances of child labour supported the DWCP pillar II- *Decent working conditions for all create a level playing field for male and female Jordanians, refugees and migrants.*

The DWCP priorities are fully in-line with national development strategies, including the National Human Resources Development Strategy (NHRD), the National Employment Strategy and the UN Sustainable Development Framework. By contributing to demand driven skills development programming, the project directly contributed to the 2016-2025 NHRD priority to increase the number of youth and adults who have relevant technical and vocational skills. It also supported the three outcomes of the UNSDF 2018-2022. In particular, it supported male and female workers and workers with disabilities to participate in the economic sphere (Enhanced Opportunities).³

At the national level, this also included the national response to the crisis in Syria, entitled the Jordan Response Plan, to which the ILO directly contributes to nationally determined needs under the Livelihoods Sector. This project directly contributed to the Jordan Response Plan priority for “assistance for individuals to transition from short-term income generation to more sustainable employment through skills development and employment services.”⁴

Project governance and management arrangements

The project is led by the Chief Technical Adviser (CTA) of ILO’s Programme of Support to the Crisis Response, with support from a national project coordinator, a national M&E Officer, a national Admin and Finance Officer. Programme and M&E backstopping is provided by the Regional Programming Unit within ROAS and relevant DWT specialists.

3. Purpose, objectives, and scope of the evaluation

Evaluation background

ILO considers project evaluations as an integral part of the implementation of technical cooperation activities. As per ILO evaluation policy and procedures all programmes and projects with a budget of

³ United Nations Sustainable Development Framework 2018-2022. <https://jo.one.un.org/en/united-nations-sustainable-development-framework-2018-2022/>

⁴ This project will directly contribute to “assistance for individuals to transition from short-term income generation to more sustainable employment through skills development and employment services” <https://static1.squarespace.com/static/522c2552e4b0d3c39ccd1e00/t/5c9211e6e79c7001701ba9b3/1553076715901/Final+2019+JRP.pdf>

USD 5 million + must have to go through two independent evaluations. Both evaluations are managed by an ILO certified evaluation manager and implemented by independent evaluators.

This project will go through an independent final evaluation managed by an ILO certified evaluation manager and implemented by independent evaluators.

The purpose of this evaluation is for accountability, learning and planning and building knowledge. It should be conducted in the context of criteria and approaches for international development assistance as established by the OECD/DAC Evaluation Quality Standard; and the UNEG Code of Conduct for Evaluation in the UN System.

This evaluation will follow the ILO policy guidelines for results-based evaluations; and the ILO EVAL Policy Guidelines Checklist 4.4 “Preparing the inception report”; Checklist 4.1 “Validating methodologies”; and Checklist 4.2 “Preparing the evaluation report”⁵. The evaluation will follow the OECD-DAC criteria framework and principles for evaluation. For all practical purposes, this ToR and ILO Evaluation policies and guidelines define the overall scope of this evaluation. Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to stakeholders on how they can address them.

Purpose and objectives of the independent final evaluation

The main purpose of this independent final evaluation is to provide an independent assessment of the progress to date for accountability and learning purposes, through an analysis of relevance, effectiveness, efficiency, effects and orientation to impact of the project. The specific objectives of the evaluation are the following:

1. Assess the relevance and coherence of project’s design regarding country needs and how the project is perceived and valued by project beneficiaries and partners.
2. Identify the contributions of the project to the SDGs, the country’s UNSDCF and DWCP, the ILO objectives and CPOs and its synergy with other projects and programs in both countries.
3. Analyse the implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes and impacts, including unexpected results and factors affecting project implementation (positively and negatively).
4. Review the institutional set-up, capacity for project implementation and coordination mechanisms.
5. Assess the implementation efficiency of the project.
6. Review the strategies for outcomes’ sustainability and orientation to impact.
7. Identify lessons and potential good practices for the tripartite constituents, stakeholders and partners; and
8. Provide strategic recommendations for the different tripartite constituents, stakeholders and partners to improve implementation of the project activities and attainment of project objectives.

Scope of the evaluation

The final evaluation will cover the entire project period 1st July 2019 to 31st October 2022. The evaluation will cover all the planned outputs and outcomes under the project, with particular attention to synergies between the components and contribution to the national policies and programmes.

⁵ https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_761031.pdf

The evaluation will discuss how the project is helping Syrian refugees and host communities to access to decent employment in the floriculture sector and how is addressing the main decent work deficits in the agriculture sector in Jordan such as under and non-payment, occupational safety and health hazards and absent social protection systems. This is in line with the projects main objective which is to enhance the employability of Syrian refugees and host communities in the floricultural sector.

Six crosscutting themes will be assessed. These includes: i) fair transition to environmental sustainability (including environmental preservation and creation of green jobs), ii) gender equality and non-discrimination (including disability inclusion), iii) conflict mitigation, iv) life skills and job readiness, v) social dialogue and tripartism, and vi) international labour standards.

The evaluation should help to understand how and why the project has advanced or is in the way to obtain (or not obtain) the specific results from outputs, potential outcomes and impact.

The geographical analysis of the assessment should cover Jordan at the national level and the implementation selected target areas through a desk review and interviews with stakeholders.

4. Evaluation criteria and questions (including Cross-cutting issues/ issues of special interest to the ILO)

a) Review criteria

The evaluation should address the overall standard evaluation criteria: Relevance, effectiveness, efficiency, sustainability and impact as defined in the ILO Policy Guidelines for results-based evaluation, 2020:⁶ Relevant data should be sex-disaggregated and different needs of women and men should be considered throughout the evaluation process.

- Relevance, coherence, and strategic fit of the project
- Validity of the project design
- Project effectiveness
- Efficiency of resource use
- Sustainability of project outcomes
- Impact orientation; and
- Gender equality and non-discrimination⁷

The following questions, while not an exhaustive list, are intended to guide and facilitate the evaluation. Other aspects can be added as identified by the evaluator in accordance with the given purpose and in consultation with the evaluation manager. Any fundamental changes to the evaluation criteria and questions should be agreed between the evaluation manager and the evaluator and reflected in the inception report.

b) Key Evaluation Questions

The evaluator shall examine the following key issues:

a) Relevance, coherence and strategic fit,

⁶ https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm

⁷ EVAL's Guidance Note 3.1: Integrating gender equality in monitoring and evaluation

- Was the project coherent with the Governments objectives, National Development Frameworks, County Development Frameworks, beneficiaries' needs, and does it support the outcomes outlined in ILO's CPOs as well as the UNSDCF and SDGs?
- How did the project complement and fit with other on-going ILO activities in Jordan? Has the project been able to leverage the ILO contributions, through its comparative advantages (including tripartism, international labour standards, etc.)?
- To what extent has the project provided a timely and relevant response to constituents' needs and priorities in the COVID-19 context?

b) Validity of intervention design

- Was the project realistic (in terms of project strategy, expected outputs, outcome and impact) given the time and resources available, including performance and its M&E system, knowledge sharing and communication strategy, and resource mobilization?
- To what extent did the project integrate the ILO's cross-cutting themes in the design? Did the project design consider the gender dimension of the planned interventions through objectives, outcomes, outputs and activities that aim to promote gender equality? Was a gender analysis included during the initial needs assessment of the project?
- Was the project's Theory of Change (ToC) comprehensive, integrating external factors, and was it based on a systemic analysis?
- Did the project interventions effectively address ownership and sustainability?
- Does the intervention include logical and coherent results and monitoring frameworks for a human-centered recovery from the socio-economic impact of COVID-19 pandemic, drawing on international labour standards and social dialogue and responsive to gender equality and non-discrimination and environmental sustainability concerns?

c) Effectiveness:

- What progress has been made towards achieving the overall project objectives/outcomes? Have unintended results of the project been identified? Which have been the main contributing and challenging factors towards project's success in attaining its targets?
- Did the project achieve its gender-related objectives? What kind of progress was made, and what were the obstacles? Did the tools developed by the project integrate gender and non-discrimination issues?
- To what extent has the project identified and integrated into its actions the operational and strategic needs and priorities for men, women, persons with disabilities, refugees, and vulnerable groups?
- To what extent did the Covid-19 pandemic influence project results and effectiveness and how did the project address this influence? To what extent has the ILO intervention applied innovative approaches for an effective and timely ILO action to mitigate the immediate effects of the pandemic on the world of work?
- Has the project fostered ILO constituents' active involvement through social dialogue in articulating, implementing and sustaining coherent response strategies to mitigate the effects

of the pandemic on the world of work? To what extent has the project engaged with stakeholders other than ILO constituents for sustainable results?

d) Efficiency of resource use

- Were the resources (financial, human, technical support, etc.) allocated strategically to achieve the project outputs and specially outcomes? If not, why and which measures were taken to work towards achievement of project outcomes and impact?
- Were the project's activities/operations in line with the schedule of activities as defined by the project team, work plans and budgets?
- To what extent did the project leverage on resources to promote gender equality and non-discrimination; and inclusion of people with disability/differently abled? How much resources were spent on male and on female beneficiaries? How does this compare to the results achieved for men and for women?
- To what extent has the project leveraged new or repurposed existing financial resources to mitigate COVID-19 effects in a balanced manner? Does the leveraging of resources take into account the sustainability of results?

e) Impact orientation and sustainability

- To what extent is there evidence of positive changes in the life of the ultimate project beneficiaries and on policies and practices at national and county levels? To what extent are the results of the intervention likely to have a long term, sustainable positive contribution to the relevant SDGs and targets (explicitly or implicitly)? Is the project contributing to expansion of the knowledge base and building evidence regarding the project outcomes and impacts at county and national levels?
- What assessment is made regarding the sustainability of the project outcomes and what steps were made to enhance the likelihood of outcome sustainability? Which were the gaps? How has the sustainability approach of the project been affected, or could be affected, by the Covid-19 impact in the context of the national responses?
- Did the project develop and implement any exit strategy?
- What are the possible long-term effects on gender equality?
- To what extent has the project contributed to strengthening capacities of governments, workers and employers' organizations' representatives so they can better serve the needs of their members and participate in social partnership for COVID-19 response and recovery?

5. Methodology

The independent final evaluation will comply with evaluation norms and standards and follow ethical safeguards, all as specified in ILO's evaluation procedures. The ILO adheres to the United Nations Evaluation Group (UNEG) evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards. The evaluation is an independent final evaluation, and the final methodology and evaluation questions will be determined by the consultant in consultation with the Evaluation Manager.

The evaluation will apply a mix methods approach, including triangulation to increase the validity and rigor of the evaluation findings, engaging with tripartite constituents, stakeholders and partners of

the project, as much as feasible, at all levels during the data collection and reporting phases. The evaluation methodology ought to take gender into consideration, sex disaggregated data and focus group discussions with either equal male to female participants or separate groups if appropriate. Further, it is critical to capture the extent of disability inclusion across the work of the UN. Strengthening disability inclusion in evaluations, for both mainstreamed and targeted interventions, will help the UN system to promote institutional accountability and learning, thereby contributing to the implementation of the United Nations Convention on the Rights of Persons with Disabilities (CRPD) and the achievement of the Sustainable Development Goals (SDGs), including the core commitment to leave no one behind. The data collection, analysis and presentation should be responsive to diversity and non-discrimination, including disability inclusion issues. The evaluation therefore should be designed so that it factors in for reasonable accommodations: e.g., longer time for focus group discussions/ key informant interviews (FGDs/KII), additional support to sign participation, accessibility considerations⁸.

Due to the impact of the Covid-19 pandemic and its impact on the world of work, this evaluation will be conducted in the context of criteria and approaches outlined in the ILO internal guide: “Implications of Covid-19 on evaluations in the ILO: An internal Guide on adapting to the situation” (version March 25, 2020) and Protocol on collecting evaluative evidence on the ILO's COVID-19 response measures through project and programme evaluations⁹.

Desk review, including the following information sources:

- Project Document
- Theory of Change, log frame, results framework, work plans, budget
- National development plans, UNSDCF, P&B, DWCP and CPO
- List of key stakeholders to be interviewed with contact details:
- List of names and positions of current and former technical assistance project staff and contacts
- All technical progress reports including the inception phase
- Research, strategy documents and study reports (including baseline studies is existing) conducted by the Project
- All key project finance documents and records
- Newspaper articles
- Mid-term or other internal evaluations if available
- Mission reports; and
- Any other available relevant document on the project.

The desk review may suggest a number of preliminary findings that could be useful in reviewing or fine-tuning the evaluation questions. The desk review will include briefing interviews with the project team and the donor.

The evaluation will involve field visits and face-to-face engagements e.g. key informant interviews and focus group discussions with project staff, tripartite constituents, stakeholders and partners in the

⁸ Guidance on Integrating Disability Inclusion in Evaluations and Reporting on the UNDIS Entity Accountability Framework Evaluation Indicator- <http://unevaluation.org/document/download/3818>

⁹ Operating procedures No. 2 **Protocol on collecting evaluative evidence on the ILO's COVID-19 response measures through project and programme evaluations, 9 October 2020**

project sites, considering the pandemic situation (if not advisable, interviews should be done only virtually). Interviews will be conducted in English and Arabic, as appropriate.

An indicative list of persons to be interviewed will be prepared by the project in consultation with the Evaluation Manager. The project will provide logistical support in the organization of these interviews.

This list will include:

Government	Trade Unions/Associations	Others	Donor	ILO
Ministry of Labour	General Federation of Jordan Trade Unions	Vocational Training Corporation	Australia Aid partners in country	HQ Technical Units
Ministry of Agriculture	The Jordanian Association of Cut Flowers and Ornamental Plants	PALTRADE		Project staff
		A sample of the beneficiaries		Technical backstopping by DWT/Beirut
		Institute of Family Health – King Hussein Foundation		ROAS Deputy Director
		ALSAFWEH TRAINING AND DEVELOPMENT (SALALEM)		RO/DWT-Beirut

A Stakeholders’ workshop will be organized toward the end of the evaluation, with participation from key stakeholders, ILO staff and partners. This is an opportunity to present the preliminary findings, invite the participants to validate them and fill in any data gaps. A compilation of a draft evaluation report will follow (see below deliverables for details). The draft will be subject of a methodological review by the evaluation manager. Subsequently, the evaluation manager will consolidate any written comments and provide to the evaluator - who will develop the final version of the report, addressing the comments - or explain the reason for not addressing the comments, if that would be the case.

6. Main deliverables

a) **An inception report** (not more than 20 pages excluding the annexes) - upon the review of available documents and an initial discussion with the project management and the donor (EVAL Guidelines –Checklist 4.8) will be developed. The inception report will:

- Describe the conceptual framework that will be used to undertake the evaluation.
- Elaborate the methodology proposed in the TOR with changes as required.
- Set out in some detail the data required to answer the evaluation questions, data sources by specific evaluation questions, (emphasizing triangulation as much as possible) data collection methods, and purposive sampling
- Selection criteria for individuals for interviews (as much as possible should include men youth and women).

- Detail the work plan for the evaluation, indicating the phases in the evaluation, their key deliverables and milestones.
- Set out the list of key stakeholders to be interviewed and the tools to be used for interviews and discussions.
- Set out the agenda for the stakeholder’s workshop.
- Set out outline for the final evaluation report.
- Interview guides and other data collection tools

The Inception report should be approved by the Evaluation manager before proceeding with the field work.

b) **A presentation on preliminary findings** to be shared in a Stakeholder’s workshop with the key stakeholders (including members of the Technical Tripartite Working Group on agriculture and the Project Steering Committee) after data collection is completed. This is a virtual workshop or in-person meeting (if conditions allow) in Jordan. The evaluator will set the agenda for the meeting. The workshop will be technically organized by the evaluation team with the logistic support of the project.

c) **First draft of Evaluation Report in English** (following EVAL Checklists 4.2 and 4.9) should be no longer than 45 pages excluding annexes. The Evaluation Manager is responsible for approving this draft. The draft review report will be shared with all relevant stakeholders. They will be asked to provide comments to the report within ten days.

1. Cover page with key project and evaluation data
2. Executive Summary
3. Acronyms and abbreviations
4. Context and description of the project including reported key reported results
5. Methodology and limitations
6. Findings (this section’s content should be organized around evaluation criterion and questions), including a table showing output and outcome level results through indicators and targets planned and achieved and comments on each one.
7. Conclusions
8. Recommendations (i.e., for the different key stakeholders and project partners), indicating per each one priority, timeframe and level of resources required. Suggested: maximum 8-10 recommendations in total).
9. Lessons learned and good practices
10. Annexes:
 - TOR
 - List of persons consulted
 - Schedule of work (briefings, data collection, interviews, field visits, workshop/s)
 - Documents consulted

- Evaluation matrix
- Data collection tools
- Logical framework analysis matrix
- Lessons learned using standard template (Template 4.1)
- Emerging good practices using standard template (Template 4.2)

The final version of the evaluation report, incorporating written comments received from ILO and other key stakeholders. Any identified lessons learnt, and good practices will also need to be inserted in standard annex templates (one Lesson Learnt and one Good Practice per template to be annexed in the report) as per EVAL guidelines.

- d) **An Executive Summary** prepared by the evaluator (Team Leader) in ILO EVAL template and submit to the Evaluation Manager.
- e) **The final evaluation report** is subjected to final approval by EVAL (after initial approval by the Evaluation manager/Regional evaluation officer).

7. Management arrangements and work plan (including timeframe)

Evaluation Manager: The evaluation will be managed by **Ms. Faith Manyala (manyala@ilo.org)**, ILO officer in process of certification by EVAL as evaluation manager, who has no prior involvement in the project, and oversight by **Hideyuki Tsuruoka, Regional Monitoring & Evaluation Officer**, RO-Arab States/DWT-Beirut

The evaluation manager is responsible for completing the following specific tasks:

- Draft and finalize the evaluation TOR with inputs from key stakeholders.
- Develop the Call for expression of interest and select the independent evaluator in coordination with EVAL.
- Brief the evaluator on ILO evaluation policies and procedures.
- Initial coordination with the project team on the development of the data collection process and the preliminary results workshop.
- Circulate the first draft of the evaluation report to the key stakeholders requesting written comments within 10 working days.
- Consolidate the received written comments received into a master evaluation report to send the evaluation team; and
- Ensure the final version of the evaluation report addresses the stakeholders' comments (or an explanation why any has not been addressed) and meets ILO requirements.

Role of the project team:

The project management team will provide logistical support to the evaluator and will assist in organizing the data collection (documents and interviews). The project team will ensure that all relevant documentation is up to date and easily accessible (in electronic form in a space such as Google Drive) by both consultants from the first day of the contract (desk review phase).

Role of the Evaluator

1. Responsible for conducting the evaluation
2. Coordinate with evaluation manager, project team and stakeholders to conduct the entire evaluation process
3. Proceed to a desk review of all relevant documents and conduct a field mission to meet main stakeholders
4. Elaborate the inception report (incl. methodological elaborations), the first version and final report in deadlines and in conformity with ILO and international standards
5. Conduct the field work and stakeholders' workshop at the end of the mission
6. Participate to debriefings with main stakeholders on the main results and recommendations of the evaluation

Role of the national consultant (In case needed)

1. Provide support to the lead evaluator in terms of data collection and interpretation if necessary
2. Provide support to the lead evaluator in transcribing FGDs during report writing

Evaluation Timetable and Schedule

The End term Evaluation will be conducted for 30 days over a 2-month period. A detailed timetable will be included in the inception report developed by the evaluator.

All logistics costs will be covered by the project.

Task	Responsible	Number of working days TL	Number of working days NC (in case needed)
1. Initial zoom/teams call with project team, to discuss the evaluation timelines, responsibilities and budget	Evaluation Manager		
2. Development of TORs	Evaluation Manager		
3. Circulating the TORs to Stakeholders	Evaluation Manager		
4. Issue call for proposals	Evaluation Manager		
5. Selection of evaluation consultant	Evaluation Manager,		
6. Recruit evaluation consultant(s)	Evaluation Manager, Evaluation Focal Point, Project Manager		
7. Inception phase: briefing with the evaluation manager, project manager, documents review and development and approval of the inception report	Evaluation Manager, Project Manager, Consultant,	5	3
8. Data collection phase (fieldwork as per agreed itinerary, interviews)	Consultant	10	5

Task	Responsible	Number of working days TL	Number of working days NC (in case needed)
9. Post-fieldwork debrief call	Evaluation Manager, Consultant		
10. Report writing (full draft with annexes) submitted to the evaluation manager for review; preliminary findings at Stakeholders workshop	Consultant and Evaluation manager	10	2
11. Circulating the draft report for comments from stakeholders	Evaluation Manager		
12. Consolidate feedback from stakeholders and send feedback to the consultant.	Evaluation Manager		
13. Consultant prepares Final Evaluation Report and separate Evaluation Summary and submits to ILO	Consultant	5	
14. Evaluation manager approves the evaluation report at its level and submit to the Regional SMEO	Evaluation manager		
15. EVAL provides final approval	Evaluation Manager		
TOTAL		30	10

Resources

Estimated resource requirements at this point:

- Evaluator honorarium for 30 days for the team leader and 10 for the national consultant (in case needed),
- Flights and DSA as per ILO travel policy (subjected to COVID 19 situation)
- Logistic support for the field mission
- Stakeholders' workshop

8. Profile of the evaluation team

Qualifications for Lead Evaluator

- University Degree with minimum 7 years of experience in project /program evaluation.
- Evaluation expertise in market analysis field and previous proven skills and experience in undertaking evaluations of similar projects, preferably in the Arab States region. Experience in evaluating projects of the UN system
- Strong background in local economic and enterprise development as well as Human Rights Based Approach programming and Results Based Management.

- In-depth knowledge of the local context, national policies in terms of development and existing national and international support programs,
- Extensive knowledge of, and experience in applying, qualitative and quantitative research methodologies.
- Knowledge of ILO's roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable.
- Excellent analytical skills and communication skills.
- Demonstrated excellent report writing and oral skills in English
- Oral and reading skills in Arabic language will be an asset.

Team member (national consultant in case needed)

- a. University degree in social sciences or related graduate qualifications.
- b. A minimum of 5 years of professional experience in evaluating social development projects initiatives or related social research; as team member (i.e., data collection and analysis, on the area of rural employment will be an added advantage).
- c. Proven experience with logical framework approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing.
- d. Fluency in written and spoken English and fluency in Arabic required.
- e. Knowledge and experience of the UN System an advantage.
- f. Understanding of the development context of the Project Country is an advantage.
- g. Excellent communication and interview skills.
- h. Demonstrated ability to deliver quality results within strict deadlines.
- i. Based in Jordan

The national consultant is required to fully comply by the advisories issued by the national and local governments and the UN and ILO regarding domestic travels and social distancing.

The consultants are also required to sign the Code of Conduct Agreement together with the contract document.

The consultants are encouraged to familiarize themselves with the ILO Self-Induction Module for Evaluation Consultants¹⁰.

9. Legal and ethical matters

a) Confidentiality and non-disclosure

All data and information received from the ILO or other stakeholders for the purposes of this assignment shall be treated as confidential and shall be used only for the purpose of executing this mandate. All intellectual property rights arising from the execution of this mandate are attributed to

¹⁰ [ILO Self-induction Module for Evaluation Consultants-Part-I \(itcilo.org\)](https://www.ilo.org/itsilo/evaluation/evaluation-consultants-part-1)

the ILO. The contents of the written documents obtained and used in connection with this assignment may not be disclosed to third parties without the prior written consent of the ILO or the relevant stakeholders.

ANNEX 1: Relevant Policies and Guidelines

1. ILO Policy Guidelines for evaluation: Principles, rationale, planning and managing for evaluations, 3rd ed. http://www.ilo.ch/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm
2. Code of conduct form (To be signed by the evaluation teams)
http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm
3. Checklist No. 4.8: Writing the inception report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm
4. Checklist 4.2: preparing the evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm
5. Checklist 4.9: rating the quality of evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm
6. Template for lessons learnt and Emerging Good Practices
http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm
http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm
7. Guidance note 4.5: Stakeholders participation in the ILO evaluation
https://www.ilo.org/global/docs/WCMS_165982/lang--en/index.htm
8. Guidance note 3.1: Integrating gender equality in the monitoring and evaluation of Projects
http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm
9. Template 4.4 for evaluation title page
http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm
10. Template 4.3 for evaluation summary
<http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>
11. UNEG Ethical Guidelines for Evaluation
<http://www.unevaluation.org/document/download/548>