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Project Implementation Review

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NOTE ON THE REVIEW PROCESS AND REPORT

This Project Implementation Review was managed by ILO-IPEC's Evaluation and Impact Assessment section (EIA) following a consultative and participatory approach. EIA has ensured that all major stakeholders were involved throughout the review and that the review was carried out to highest degree of credibility, methodological soundness and independence and in line with established evaluation standards.

The review was facilitated out by a team of external consultants¹. The field mission took place in October 2012. The opinions and recommendations included in this report are those of the facilitators based on the views and perspectives of the stakeholders who participated in the review and as such serve as an important contribution to learning and planning without necessarily constituting the official perspective of the ILO or any other organization involved in the project.

Funding for this project review was provided by the United States Department of Labor. This report does not necessarily reflect the views or policies of the United States Department of Labor nor does mention of trade names, commercial products, or organizations imply endorsement by the United States Government).

¹ Mia Sorgenfrei (Team Leader) and Kholoud Abu Zaid

Table of contents

Abbreviations.....	v
Executive Summary	vi
The principal achievements of the ILO-IPEC project so far.....	vi
Strategic focus and priority areas for the remaining project period	vi
Recommendations.....	vii
1. Background	1
1.1 The project objectives	1
1.2 An innovative project model.....	1
1.3 Weak institutional capacity and limited action to address child labour.....	1
1.4 Previous and current initiatives to address child labour in Jordan.....	2
1.5 Significant contextual changes	2
1.5.1 Change of government in Jordan	2
1.5.2 The impact of the influx of Syrian refugees on child labour in Jordan	2
1.6 The National Framework on Child Labour.....	3
2. Project Implementation Review: Purpose and Methodology	3
2.1 The purpose of the project implementation review	3
2.2 Review sequencing	4
2.3 Methodological considerations	5
3. Individual meetings with stakeholders.....	6
3.1 Areas of consensus.....	6
3.2 Coordination and capacity gaps.....	6
3.3 Priorities for the implementation pilots	7
3.4 Stakeholder impressions of project achievements	7
4. Overview of Initial Project Achievements	7
4.1 Relationship-building with stakeholders and creation of trust.....	7
4.2 Awareness-raising and empowerment of stakeholders.....	7
4.3 Information-sharing and coordination of child labour monitoring	8
4.4 Gradual identification of capacity gaps to be addressed.....	8
4.5 Mapping of previous work and on-going initiatives on child labour.....	8
4.6 Discussions on the impact of Syrian refugees on child labour in Jordan.....	8
4.7 Internal review of the project strategy	9
5. Analysis of Strengths, Weaknesses, Opportunities and Challenges	9
5.1 Strengths	9
5.1.1 Competent and experienced project staff	9
5.1.2 A clear vision for a more coherent project approach	10
5.1.3 Goodwill from the majority of the key stakeholders	10
5.1.4 Solid foundations constituted by previous experiences and knowledge base	10
5.2 Weaknesses.....	10
5.2.1 Limited resources and shortened project period	10
5.2.2 In-built dependency on cooperation with Save the Children in project constellation	11
5.2.3 Effectiveness of the database highly dependent on adequate and appropriate use	11

5.2.4	Project outputs may be perceived as intangible	11
5.3	Opportunities	12
5.3.1	Potential for development of good practice models with Save the Children	12
5.3.2	Potential for increased impact through enhanced coordination between local actors	12
5.4	Challenges.....	12
5.4.1	An institutional challenge: coordination, capacity development and ownership	12
5.4.2	A contextual challenge: The influx of Syrian refugees	13
6.	The Stakeholder Workshop	13
6.1	Presentation by ILO-IPEC Project Coordinator	14
6.2	Presentation by External Facilitator: Key Issues and Emerging Findings.....	14
6.2.1	Three Distinct Project Phases	14
6.2.2	Strategic Focus and Realistic Planning	15
6.2.3	Strategic Adaptation: Purpose and Process	15
6.3	Highlights from the plenary session	16
6.4	Highlights from group work session.....	17
7.	Follow-up Meeting for Project Decision-Makers	19
7.1	Implementation pilots	19
7.2	Research component.....	19
7.3	Capacity issues.....	20
7.4	Resource allocation and mobilisation	20
7.5	Good practices	21
7.6	Mainstreaming	21
7.7	Outcome Measurement	21
7.8	Conclusion	21
8.	Recommendations for Project Implementation	22
8.1	Recommendation 1: Move from dialogue to action	22
8.2	Recommendation 2: Pursue project revision and implementation pilots.....	22
8.3	Recommendation 3: Maintain staff capacity, review management roles	22
8.4	Recommendation 4: Intensify resource mobilisation	23
8.5	Recommendation 5: Enhance coordination and mainstreaming.....	24
8.6	Recommendation 6: Support capacity development.....	24
8.7	Recommendation 7: Concentrate on thematic priority areas	25
8.8	Recommendation 8: Conceptualise and document good practice models.....	26
8.9	Recommendation 9: Address the impact of the influx of Syrian refugees	26
9.	Lessons Learnt.....	27
	Annex 1: Documents reviewed and consulted	28
	Annex 2: Terms of reference for the project implementation review	29
	Annex 3: Extract from Project Revision Request	43
	Annex 4: Stakeholder meeting schedule for individual interviews.....	51
	Annex 5: List of participants at the stakeholder workshop	52
	Annex 6: List of stakeholders consulted.....	53

Abbreviations

CD	Capacity development
CHF	Community Housing Foundation International
CL	Child labour
CLMS	Child labour monitoring system
CPC	Child protection committee
CTA	Chief Technical Advisor
EIA	Evaluation and Impact Assessment section of ILO/IPEC
GAM	Great Amman Municipality
ILO	International Labour Organisation
IPEC	International Programme on the Elimination of Child Labour
MoE	Ministry of Education
MoL	Ministry of Labour
MoSD	Ministry of Social Development
NCFA	National Council for Family Affairs
NFCL	National Framework on Child Labour
PIR	Project Implementation Review
SNV	SNV Netherlands Development Organisation
UN	United Nations
UNDAF	United Nations
UNICEF	United Nations Children's Fund
USDOL	The United States Department of Labor

Executive Summary

The ILO-IPEC project “Moving towards a Child-Labour Free Jordan” (2010-2014) is funded by the US Department of Labor (USDOL) with a budget of two million dollars. The development objective of the project is “To create an enabling environment for the elimination of residual child labour in Jordan”. The project involves stakeholders from both public, private and civil society sectors and includes activities such as awareness-raising, capacity development, relationship-building and evidence-based policy influencing. It aims to support the implementation of the National Framework on Child Labour at national, governorate and local levels in cooperation with Save the Children, USDOL grantee focusing on direct service provision at community level.

The purpose of this project implementation review is to reinforce strategic focus, improve project performance and outcomes, reinforce accountability and stimulate learning through the facilitation of strategic consultation with key stakeholders to help determine the extent to which on-going project management and implementation is effectively leading to fulfilment of the project objectives.

The principal achievements of the ILO-IPEC project so far

- **Awareness-raising and empowerment of stakeholders** involved in the implementation of the National Framework on Child Labour and gradual identification of their capacity gaps.
- **Dialogue and trust-building with stakeholders** for improved coordination facilitated through a technical committee, which has now been turned into a national committee with additional members.
- **Information-gathering about the different child labour initiatives** that have taken place in recent years and those that are still on-going, as well as exchanges with the organisations in charge, in order to learn from experiences, build on complementarities and develop synergies.
- **Informal mapping of sectors and regions where child labour is concentrated** resulting in the identification of the following sectors: agriculture, mechanics, and tourism.
- Response to the stakeholder request for ILO-IPEC **to facilitate exchanges on the impact of the influx of Syrian refugees on child labour** by organising several consecutive meetings.
- **Internal review of the project strategy by the project team** which has resulted in a project revision request to be submitted to the donor following the project implementation review.

Strategic focus and priority areas for the remaining project period

There is consensus among consulted stakeholders that:

- it is time to start applying the National Framework on Child Labour in practice in order to test it and reinforce the required mechanisms for identification, referral and monitoring.
- piloting of the National Framework on Child Labour should take place in a limited number of geographic regions and focus on specific thematic areas.

This confirms stakeholder support to and may be considered as a validation of the proposition made in the draft project revision request to shift the focus from establishing child labour monitoring teams at community level to concentrate exclusively on reinforcing implementation of the National Framework on Child Labour and hence enhance project coherence.

Less clear to stakeholders is what the piloting of the National Framework on Child Labour should look like, what the concrete action points should be, and who should take the responsibility for the specific tasks to be carried out. It was agreed at the decision-maker meeting that this needs to be clarified by the end of 2012, after the individual meetings and joint workshops with key stakeholders.

The need to enhance coordination of efforts between the principal ministries (Ministry of Labour, Ministry of Education, and Ministry of Social Development) to ensure mainstreaming of child labour at policy level and effective implementation of the National Framework on Child Labour is widely recognised by stakeholders as a priority, as is the need to coordinate with other actors including the municipalities and organisations representing employers and workers.

While awareness has been raised, and goodwill created, there is a need to strengthen knowledge about child labour and technical competencies in order to enable implementation of the framework.

Key stakeholders, including the Ministry of Labour, the Regional ILO Office, UNICEF and Save the Children, have expressed that the impact of the influx of Syrian refugees on child labour needs to be addressed by the ILO-IPEC project.

To avoid duplication with research on child labour already undertaken in the tourism and agriculture sectors in Jordan, it was agreed at the decision-making meeting to focus on the mechanics sector. In addition, a pragmatic approach to following child labour trends in Jordan will be adopted by supporting the Department of Statistics in including essential questions concerning child labour in the next national labour survey.

Recommendations

Based on the findings emerging from the stakeholder review and the follow-up meeting for project decision-makers, the external facilitator recommends the following to the project management team (further details on each of these recommendations are given in chapter 8):

1. Move from dialogue to action: Bring stakeholder coordination beyond the exchange of knowledge and ideas in the national committee to practical initiatives through:

- the development of an action plan for the implementation of the National Framework on Child Labour which should include the delegation of responsibility to national committee members (with attribution of resources and timeframes) for specific tasks in areas such as required legislative changes, child labour competency development, and thematic child labour research in support of the implementation pilots.
- the creation of dynamic hubs in the pilot regions combining decision-making committees composed of representatives of the key ministries at governorate level with taskforces of specialists and practitioners directly involved in tackling child labour in the communities to develop contextually appropriate approaches and help establish networks of service providers and resource organisations.

2. Pursue project revision and implementation pilots: There appears to be consensus among stakeholders about the need for the ILO-IPEC project to concentrate on activities supporting the implementation of the national framework. The stakeholders at national level need to be involved in reinforcing the referral and monitoring system that connects community, governorate and national level. To make the pilots as specific and focused as possible, it has been suggested to establish these in the geographical areas where Save the Children operates and concentrate on specific sectors (the mechanics sector) or populations (refugees outside the refugee camps).

3. Maintain staff capacity, review management roles: Considering the nature of the activities to be carried out until the end of the project (support to relationship-building, coordination, knowledge and capacity development), it does not seem reasonable to reduce the project management team from two to one in a year from now, as this may significantly weaken the impact of the project. As the national coordinator will be taking over the CTA's responsibilities, it is recommended that a full- or part-time local specialist with

competencies in capacity development and insights into child labour and/or refugee issues should be recruited on a one-year contract. From this point on, it will be important for the national project coordinator to start gradually taking over the project management role, with continued coaching by the CTA. This should give the CTA more space to develop capacity development initiatives.

4. Intensify resource mobilisation: Considering the limited resource base and the need to intensify implementation efforts, it will be essential for the ILO-IPEC project staff to engage proactively in resource mobilisation, both in terms of complementary financial support and through contributions by resource persons and specialists among the stakeholders.

5. Enhance coordination and mainstreaming: Both horizontal coordination (between the different actors at national, governorate and community levels, respectively) and vertical coordination (from national level through governorate level to community level) concerning child labour need to be intensified (even within the concerned ministries). This is a precondition for mainstreaming child labour at policy level and requires the development of sufficient understanding of the child labour issues and how the different actors can work together more effectively. ILO-IPEC will need to make it a priority to encourage joint efforts at a strategic level (through collective policy-influencing with other ILO-projects in particular and other UN agencies through the UNDAF). Concrete initiatives for this to happen at a more practical level may be taken in cooperation with actors such as UNICEF and NCFA, by actively supporting influential change agents in the ministries who are willing and able to drive processes of policy change.

6. Support capacity development: Careful consideration needs to take place concerning the types of capacity building that ought to be specifically targeted for each stakeholder (or group of stakeholders) involved in the implementation, and who should be working with whom in order to pilot the national framework. This could be addressed by providing support to organizational development and institutional strengthening in order to move beyond awareness-raising to knowledge development and organizational learning.

During the next project phase a core activity within the area of capacity development should be the creation and facilitation of a cascading training system covering inspectors and social workers from different ministries, governorates and municipalities. This process should be driven by the Child Labour Unit in the Ministry of Labour in coordination with the child labour focal points in the Ministry of Education and Ministry of Social Development and facilitated by ILO-IPEC and Save the Children at the respective levels.

7. Concentrate on thematic priority areas: It will be important to focus on thematic priority areas to ensure coherence and maximise the use of the resources available to the project. The external facilitator therefore recommends that the ILO-IPEC project concentrates on certain priority areas of research and of capacity development for the remaining project period. The specific areas are detailed in section 8.7.

8. Conceptualise and document good practice models: Considering that documentation and dissemination of good practice models for replication to ensure wider impact is becoming an integral part of ILO-IPEC projects, the facilitator suggests highlighting this area as an action-research activity to give it the full attention it deserves with process design, dedicated capacity, resources and technical support both to programme staff and stakeholders contributing to implementation. In this project, good practice models can be studied at two levels:

- the project implementation model (with two separate projects focusing on upstream and downstream activities) – this will require support from Save the Children
- the implementation pilots – the regional ILO office has expressed an interest in supporting efforts to document good practices for regional and international dissemination, within and beyond the ILO.

9. Address the impact of the influx of Syrian refugees: It seems pertinent that the ILO-IPEC project takes fully on board the role which they have been asked to adopt by local stakeholders in order to facilitate assessment of the impact of the influx of Syrian refugees on the child labour situation in Jordan and assist local stakeholders in addressing critical issues in this regard. It will be essential to establish what additional resources may be mobilised, from the ILO and elsewhere, the nature of the cooperation with key stakeholders such as the Ministry of Labour, Save the Children and UNICEF, and on that basis, determine the level of intensity to be adopted.

The research dimension could be based on the initial results of a rapid assessment to be undertaken by the regional ILO-office which would include an assessment of the impact of the influx of Syrian refugees on the child labour situation. Considering that the influx of Syrian refugees is becoming a regional problem, it would be very appropriate to share the Jordan experience at the planned regional conference on good practices.

1. Background

1. The ILO/IPEC-project, "Moving towards a Child-Labour Free Jordan" (2010-2014), is funded by the US Department of Labor with a budget of 2 million dollars. The development objective of the project is "To create an enabling environment for the elimination of residual child labour in Jordan". The project involves stakeholders from both public, private and civil society sectors and focuses on "upstream"-activities for evidence-based policy influencing through the facilitation of processes such as awareness-raising and relationship building as well as capacity development and coordination. It aims to support the implementation of the National Framework on Child Labour at national, governorate and local levels in cooperation with Save the Children, the USDOL grantee focusing on downstream activities in the form of direct service provision at community level.

1.1 The project objectives

1. The Development Objective of the project is "To create an enabling environment for the elimination of residual child labour in Jordan".
2. The project has the following four immediate objectives:

Immediate Objective 1: By the end of the project, a mechanism for coordinating action to combat child labour at national and district levels and link child labourers and their families to improved educational provision and social protection will have been established.

Immediate Objective 2: By the end of the project, trends in child labour will be estimated, specific aspects of child labour in Jordan will have been researched and conclusions will have been used to inform policy decisions and guide direct action.

Immediate Objective 3: By the end of the project, the capacity of ILO constituents to implement the National Framework on Child Labour will have been enhanced.

Immediate Objective 4: By the end of the project, the elimination of child labour and the promotion of youth employment will have been mainstreamed into the national development policy frameworks.

1.2 An innovative project model

2. The USDOL is supporting an innovative project model by funding one grantee (ILO-IPEC) to carry out "upstream" interventions for evidence-based policy influencing and another grantee (Save the Children) to implement "downstream" activities, that is, service provision at community level. The aim is to provide an opportunity for each organisation to build on their core competencies in order to maximize impact while optimising complementarities and synergies between the two projects and avoiding duplication of efforts. In turn, the challenge is how to link the work of the two organisations most effectively and efficiently.

1.3 Weak institutional capacity and limited action to address child labour

3. Currently, limited institutional action is taking place to address child labour in Jordan, and while child labour may be less widespread in Jordan than in other countries in the region, the generally weak capacity to address the problem in government institutions at national, governorate and local levels represents a real challenge to the ILO-IPEC project, despite widespread willingness among the stakeholders to engage in processes to tackle the child labour problem, including the implementation of the National Framework on Child Labour.

1.4 Previous and current initiatives to address child labour in Jordan

4. The ILO Country Programme (2002 – 2007) implemented the first USDOL-funded ILO-IPEC child labour project in Jordan. A key output was the National Strategy on Child Labour (2006). This strategy was developed within the context of the National Plan of Action for Children (2004 – 2013) which includes a number of objectives specifically related to child labour. Subsequently, Community Housing Foundation International (CHF) implemented the project, “Combating Exploitative Child Labor through Education” (CECLE), also funded by the US Department of Labor. The local organisation National Council for Family Affairs (NCFA) worked closely together with CHF to develop the National Framework on Child Labour which was adopted by the Jordanian government in August 2011. Save the Children is currently implementing the USDOL-funded project, “Promising Futures: Reducing Child Labour in Jordan through Education and Sustainable Livelihoods”. Most of Save the Children’s activities take place at community level through Child Protection Committees (CPCs). One of the INGO’s most important implementing partners is the Social Support Centre in Marka which was established as a result of the work undertaken by the first ILO-IPEC project in Jordan. It is planned to establish Social Support Centres in two other regions, possibly three.
5. Relevant ILO and UN agencies are important stakeholders and current/potential contributors to the IPEC project:
 - The regional ILO office and the Decent work country programme which includes other ILO projects (youth employment, social protection, admin lab)
 - The ILO Geneva which is providing direct technical support to the ILO-IPEC project in Jordan, because there are no child labour specialists in the regional office. ILO Geneva also coordinates evaluations in relation to the project.
 - United Nations Development Assistance Framework (UNDAF) in Jordan which is transitioning into a new framework period (2013-2017) is composed of UN agencies such as UNICEF, UNESCO, the UNDP – and the ILO).

1.5 Significant contextual changes

6. Two important contextual factors may influence the evolution of the ILO-IPEC project in the near future: the King’s decision to dissolve the parliament and appoint a new prime minister, which has led to delays in the work of the parliament, and the Syrian crisis which has led to a significant influx of Syrian refugees in Jordan.

1.5.1 Change of government in Jordan

7. On 10 October 2012, the King of Jordan appointed a new prime minister to form Jordan’s fifth government in two years, and elections are expected to take place towards the end of the year. Hence, legislative changes concerning child labour have been delayed. Also, following elections it is possible that some senior officials in these ministries may shift to other positions. This may have a potential knock-on effect in the ministries in terms of accelerating turnover of senior officials, with implications for the sustainability of capacity development taking place in the ministries.

1.5.2 The impact of the influx of Syrian refugees on child labour in Jordan

8. According to UNHCR, on 12 November 2012 118,398 Syrian refugees were registered or in the process of registering and the total number of Syrian refugees is likely to be much higher, as many Syrian refugees do not register for fear of persecution. Most refugees live in urban areas and lack community support. Many live in poverty, as they are unable to gain access to livelihoods.

Addressing the issue has become a political priority to the US, and so far USAID has provided 100 million USD in support of humanitarian assistance. Since the beginning of 2012, the ILO has been participating in the regular meetings of the Inter-Agency Task Force on Syria in Amman and its Working Groups on Child Protection and Gender-Based Violence and Education in Emergencies, and in recognition of ILO's international experience concerning child labour, the agency was requested to lead a sub-group on child labour which included the Ministries of Labour, Education and Social Development.

1.6 The National Framework on Child Labour

9. The National Framework on Child Labour (NCFL) was endorsed by the government in August 2011. It is the first attempt at developing a national reference document that specifies methods of dealing with child labour cases, and the roles and responsibilities that various parties should adopt in order to provide services to working children and their families in a comprehensive and sustained manner with the aim of protecting children from being involved in work, and bring them back to their natural place in school. CHF International and the NCFA were instrumental in developing the policy document.
10. The National Framework on Child Labour plays the role of a national action plan to address child labour. It provides an explanation of the policy context and guidelines about specific action to be taken (for example, in relation to referrals of working children from governorate level to national level, within the three implementing ministries. The framework outlines how to combat child labour in four stages, starting with detection and reporting, and ending with an evaluation of the intervention process. It focuses on the need for cooperation in order to ensure integrated service provision (including education) for children and their families. It clarifies the roles of the stakeholders involved, focusing on the concerned ministries, and presents recommendations for implementation of the framework, including the necessity of a coordinating body and the importance of monitoring and evaluation.

2. Project Implementation Review: Purpose and Methodology

2.1 The purpose of the project implementation review

11. The purpose of this project implementation review (PIR) is to enhance strategic focus, improve project performance and impact, reinforce accountability and stimulate learning through the facilitation of strategic consultation with key stakeholders to help analyse, to what extent ongoing project implementation and management is effectively leading to fulfilment of the project objectives. The project implementation review aims to facilitate analysis of the project design, implementation, outcomes and sustainability, and decision-making about the remaining project period, in order to improve delivery and increase sustainability. It brings the main stakeholders together to examine and discuss critical issues identified by the external facilitator through consultation with the stakeholders. If it is agreed that changes are required to the strategy or to the implementation process, these should be based on a common understanding among the stakeholders. Following the stakeholder review process, the facilitator will provide an overall assessment of the project implementation process and outcomes followed by recommendations about how to adjust the project strategy and implementation plan. These should be seen as complementary to the outcomes of the stakeholder review process. The findings and conclusions of the review will constitute the basis for decision-making by the US Department of Labor, national stakeholders, ILO/IPEC Geneva (ILO Headquarters), the Regional ILO Office, and project management in ILO/IPEC Jordan to adjust the project strategy and implementation plan.

12. This project implementation review was undertaken to:
 - Review the project's objectives and assumptions against the priorities and capabilities of the current Government of Jordan (and other important stakeholders)
 - Analyse implementation strategies for their appropriateness and potential effectiveness in achieving the project objectives
 - Review the institutional set-up, capacity for project implementation, coordination mechanisms and the use of management tools
 - Assess the implementation of the project so far, examine the likelihood of the project achieving its objectives and identify how project results and impact can be maximised
 - Review the strategies for sustainability and replication/up scaling.
13. The need to link and cooperate closely with the other USDOL grantee, Save the Children, who primarily operates at community level, should also be taken into account when determining how the ILO-IPEC can address child labour in Jordan most effectively.
14. While the focus of this project implementation review is the IPEC project, the project has been analysed and assessed in its context and system, that is:
 - How to facilitate and coordinate the contributions of a wide range of local and international stakeholders to the IPEC project's upstream activities
 - How to reinforce synergies and complementarities with the downstream activities of the Save the Children project
 - How to establish close linkages with other ILO and UN projects to avoid overlaps and tap into existing and available resources
 - How to build most effectively on previous efforts to address child labour in Jordan (including awareness raised, capacities built, as well as mechanisms and tools developed)

2.2 Review sequencing

15. The stakeholder review was facilitated during the period from 16-22 October 2012.
16. The consultation with stakeholders as well as the facilitation of their exchanges by the external facilitator have taken place in the following sequences:
 - Individual interviews with key stakeholders before and during the field mission (including representatives from the US Department of Labor, staff from ILO/IPEC Geneva and Jordan, government officials from key ministries, representatives of ILO's social partners, as well as local and international organisations working in the field of child labour)
 - Two internal ILO/IPEC project meetings (one with the presence of the desk officer from Geneva)
 - A stakeholder workshop with participation by key stakeholders
 - A decision-maker meeting for the principal decision-makers about the future project strategy and implementation to help finalise the project revision request under preparation.
 - Production by the facilitator of a report draft reflecting the perspectives of the different stakeholders, synthesising the workshop findings and conclusions, and providing an independent assessment with recommendations.
 - Integration of the comments on the draft report from the different stakeholders in the final report.

PIR planning and consultations with the USDOL, ILO Geneva and ILO Jordan

17. Planning and consultations took place with representatives from USDOL, ILO Geneva and ILO Jordan by phone and email prior to the field mission.

Interviews with national and international stakeholders in Jordan

18. These included the following key stakeholders:

- The three key ministries (MoL, MoE, MoSD)
- The ILO social partners (the Federation of Trade Unions and the Chamber of Industry)
- Save the Children (current USDOL grantee), UNICEF
- The Amman municipality, the Social Support Centre in Marka, National Council for Family Affairs (NCFA)

Stakeholder workshop

19. The stakeholder workshop consisted of a presentation by the ILO Jordan project staff of the proposed project revision followed by plenary discussion with workshop participants, and a presentation by the external facilitator on issues emerging from the stakeholder review process. Then a group work session was held to identify concrete action points for how to test the implementation of the National Framework on Child Labour in practice through implementation pilots in the regions.

Decision-maker meeting

20. The decision-makers (USDOL, ILO Geneva and ILO Jordan) discussed critical issues concerning ways of enhancing strategic focus and identified questions that needed to be answered before making final decisions. The project capacity and possible mobilisation and reallocation of resources were discussed to establish a realistic and effective implementation plan for the remaining project period.

Production of project implementation review report

21. In addition to highlighting key findings from the stakeholder review process, in the PIR Report the facilitator provides an independent analysis with complementary recommendations about how to adjust the project strategy and implementation.

2.3 Methodological considerations

22. This project implementation review was facilitated by an international consultant with assistance from a local consultant and with methodological support from the Evaluation and Impact Assessment section in ILO-IPEC Geneva, as well as valuable support from the ILO-IPEC Jordan project management team. ILO-IPEC's national project coordinator and the local consultant facilitated the group sessions during the stakeholder workshop in Arabic. The local consultant subsequently produced a synthesis of her findings based on her participation in interviews with local stakeholders and the stakeholder workshop. Essential points from the synthesis have been integrated in this report.

23. Due to the nature of the project, and the focus on consultation and relationship-building in the first project phase the facilitator opted for a process that focused more on strategy development and prioritisation of activities for the remaining project period than detailed assessment of project achievements.

24. From the beginning of the review process, two issues emerged as significant for the inquiries to be undertaken by the facilitator:

1. A draft for a project revision request had been prepared by the ILO-IPEC Jordan project management team earlier in the year, and based on initial discussions with ILO-IPEC Jordan and Geneva as well as USDOL prior to the field mission, the facilitator decided to verify during stakeholder consultations, whether it would be appropriate to validate the suggested shift from setting up local child labour monitoring teams (as indicated in the original project proposal) to reinforcing the national referral and monitoring system in accordance with the National Framework on Child Labour .
 2. The influx of Syrian refugees was impacting on the child labour situation in Jordan, and it was seen to be important to determine the level and nature of the involvement of the ILO-IPEC Jordan project in studying and addressing problems arising as a result.
25. The external facilitator held individual meetings with the majority of the stakeholders prior to the stakeholder workshop structured around three questions:
1. What are the principal achievements of the ILO-IPEC project so far?
 2. What do you consider to be the priorities of the ILO-IPEC project for the remaining project period?
 3. Do you have any concerns concerning the evolution of the ILO-IPEC project?
26. The plenary session at the stakeholder workshop was primarily used by participants as a forum for reiterating the views which they had presented during the individual meetings. In turn, the group work session that followed produced elements of a vision for the implementation of the national framework with concrete action points for the piloting process.
27. The decision-maker meeting took the form of a strategic decision-making session that concentrated on identifying key priorities and enhancing strategic focus following the stakeholder workshop. In addition, the different participants were tasked with specific action points.

3. Individual meetings with stakeholders

28. This chapter provides an overview of the principal issues raised by each of the stakeholders consulted during the individual interviews.

3.1 Areas of consensus

29. There was consensus among consulted stakeholders that, overall, the ILO-IPEC project is “on the right track”. However, it is time to produce an action plan and start applying the National Framework on Child Labour in practice as soon as possible to test it and build up the required mechanisms for identification, referral and monitoring. In order to ensure continuity, it will be essential to build on experiences and draw on resources from previous work on child labour in Jordan.

3.2 Coordination and capacity gaps

30. The need to reinforce the coordination of efforts between the principal ministries (Ministry of Labour, Ministry of Education, and Ministry of Social Development) to ensure mainstreaming of child labour at policy level and effective implementation of the National Framework on Child Labour is generally recognised as a priority by the consulted stakeholders, as is the need to include other important actors such as the municipalities, and organisations representing employers and workers.

31. Several stakeholders also stated in different ways that while awareness had been raised and goodwill created, there was a need to enhance knowledge about how to tackle child labour situations and develop technical competencies in order to enable implementation of the framework. The emphasis was placed on training of labour inspectors. However, several stakeholders shared ideas of training child labour focal points from the different ministries in providing child labour training to multidisciplinary groups of training participants and facilitating cooperation between different local actors acting as points of contacts with working children and their families, as well as employers employing children.

3.3 Priorities for the implementation pilots

32. In turn, it was less clear to stakeholders what the piloting process should look like, what the concrete action points should be, and who should take the responsibility for the specific tasks to be carried out. Some of the priority areas mentioned include:
- It was suggested by several stakeholders that sanctions to employers and parents allowing children to engage in child labour were too limited (e.g. too low fines) and not systematically enforced, and this needed to be addressed.
 - In addition, several stakeholders highlighted the importance of accompanying action taken to eliminate child labour, such as withdrawal of children from child labour or prevention of school drops outs, with support to improving the livelihood of the families.
 - It was expressed as a priority by key stakeholders, including the Ministry of Labour, the Regional ILO Office, UNICEF and Save the Children, that the impact of the influx of Syrian refugees on child labour should be addressed by the ILO-IPEC project.

3.4 Stakeholder impressions of project achievements

33. It also proved to be difficult for many of the stakeholders to explain what the principal achievements of the ILO-IPEC project have been so far. There was a tendency to focus on progress made towards developing an integrated database as well as workshops and meetings held as the most tangible outputs. However, some also referred to the empowerment of the Ministry of Labour to take a lead in driving forward the efforts to tackle child labour in Jordan which was a result of intensive coaching by the ILO-IPEC project staff.

4. Overview of Initial Project Achievements

4.1 Relationship-building with stakeholders and creation of trust

34. Extensive networking with and facilitation of relationship-building between key stakeholders has taken place, in particular through the establishment of a technical committee (now national committee) with regular meetings and a steering committee for decision-making. Trust has been developed between ILO and a number of key stakeholders. This was made clear during consultations with the majority of the stakeholders.

4.2 Awareness-raising and empowerment of stakeholders

35. Awareness about the need to address child labour in a coordinated manner and clarify roles and responsibilities has been raised among ministries and information-sharing and discussions have taken place between stakeholders. In particular, the Child Labour Unit in the Ministry of Labour has become empowered to take its own initiatives and be more proactive. However, judging from the exchanges during the interviews, knowledge development about child labour and how to address

child labour situations still needs to take place in the ministries. Also, some stakeholders are still constrained by absent mandates, including the Ministry of Social Development who is waiting for legislative changes, and the social partners of the ILO who are not targeted in the current version of the National Framework on Child Labour.

4.3 Information-sharing and coordination of child labour monitoring

36. Work has been initiated to establish a child labour database integrating information from the different agencies. Preparatory work has been undertaken to establish an integrated and comprehensive child labour data management system and provide access to information on child labour for the various stakeholders. Preparations include identifying information needs and exploring how to build on existing databases.

4.4 Gradual identification of capacity gaps to be addressed

37. Insights into the capacity development needs are emerging, through the facilitation of workshops with the three concerned ministries and ILO IPEC's social partners. Initial workshops with the Ministry of Labour (with participation by labour inspectors) and the Federation of Trade Unions have already taken place. Additional workshops are to take place before the end of 2012 with the Ministry of Education, the Ministry of Social Development, and the Chamber of Industry. Two meetings with the governorates in Amman and Zarka have also taken place. The capacity gaps to be addressed include varying degrees of understanding about how to address child labour issues in practice and weaknesses in the institutional set-up at all levels (national, governorate, and community level), and it will be necessary to establish a mechanism for vertical and horizontal coordination to support the implementation of the national framework.

4.5 Mapping of previous work and on-going initiatives on child labour

38. An informal mapping of previous work and on-going initiatives has been undertaken to benefit from existing work and avoid duplication. To build on experiences and benefit from the use of existing resources, a wide range of stakeholders have been consulted about their respective efforts in the field of child labour, including NCFA, CHF, the Social Support Centre in Marka and Save the Children. Local initiatives to conduct thematic research concerning child labour in the tourism and agricultural sectors by other organisations have been identified to avoid duplication and help guide the ILO-IPEC research focus, while attention has been drawn to the mechanics sector by some stakeholders as an unexplored sector (formal and informal) with a high concentration of child labour which needs to be studied.

4.6 Discussions on the impact of Syrian refugees on child labour in Jordan

39. Three meetings focusing on child labour and Syrian refugees have been facilitated by the ILO-IPEC project staff upon request by other stakeholders (ILO appears to be perceived as the natural leader in this area). In addition, a concept note has been written about the situation. Other actors addressing the current situation among Syrian refugee focus on other areas of social protection, and most humanitarian actors concentrate on improving the conditions in the refugee camps. In turn, the increase in child labour in urban areas caused by the influx of Syrian refugees has not been addressed effectively by local institutions. However, it remains to be determined how this issue should be treated by the ILO-IPEC project and to what extent it should be covered as a project activity.

4.7 Internal review of the project strategy

40. An extensive internal review of the project strategy by the project team has resulted in a project revision request (see extract in annex 2) to be submitted to the donor after the project implementation review. The ILO-IPEC project team in Jordan wrote the project revision draft following extensive stakeholder consultation. It was submitted to ILO-IPEC Geneva in August 2012 and shared with USDOL and the PIR facilitator in the beginning of October 2012. The major change suggested in the project revision request is to remove the output: “CLMTs [Child Labour Monitoring Teams] are set up at the local level in target areas” from the project’s logical framework and reallocate the funds originally dedicated to this output to other otherwise underfunded activities.
41. According to the project revision request, nearly half of the budget for activities in the original project document centres on the development of community-based child labour monitoring teams in around 60 communities in the targeted governorates. However, it is felt by the project team (based on the NFCL’s referral system and discussions with other USDOL grantees and stakeholders) that “this approach is not feasible and greater support is required to ensure the reinforcement of national and governorate level monitoring systems and structures based on the NFCL, as well as the capacity to implement, maintain and further improve these.”(Project revision request, p.5)
42. The project revision request highlights the need for significant capacity building efforts, particularly of the Ministry of Labour and its Child Labour Unit, as well as further development of the national child labour database in order to support the implementation of the National Framework on Child Labour. It also suggests that implementation of the National Framework on Child Labour will benefit from being piloted in order to adjust it as required, for example to cover the roles of other stakeholders than the ministries.

5. Analysis of Strengths, Weaknesses, Opportunities and Challenges

43. Considering that the ILO-IPEC Jordan project is about to enter a phase focusing on support to local stakeholders in their efforts to implement the national framework against child labour, it seems appropriate at this time to conduct a brief SWOC analysis, i.e. explore strengths, weaknesses, opportunities and challenges for the project in terms of achieving its objectives. The analysis is based on information shared by stakeholders during interviews as well as exchanges with the project team and documentation provided (including progress reports and the project revision draft document). It concerns both the project resources (human and financial) provided by the USDOL and ILO-IPEC and stakeholder involvement, as the two dimensions are closely linked and have significant implications for project achievements.

5.1 Strengths

5.1.1 Competent and experienced project staff

44. The project management team consists of an international CTA and a national project coordinator who appear to be highly competent and working well together:
 - Internally, in terms of mutual coaching, competency development and knowledge sharing, as well as complementary qualifications.
 - Externally, in terms of building trust with international and national key stakeholders and facilitating stakeholder exchanges concerning child labour issues.

45. The combination of the experiences and competencies which the two project team members bring to the project (the CTA has a long experience in the ILO and technical competencies in the field of child labour, the project coordinator has solid project management experience, primarily concerning refugees) will be useful in addressing key issues in the coming year.

5.1.2 A clear vision for a more coherent project approach

46. Independently of the project implementation review, the project team took the initiative to enhance the strategic focus of the project by producing a draft for a project revision request. The purpose was to concentrate the limited resources on upstream activities concerned with policy level interventions and directly supporting the implementation of the National Framework on Child Labour. Consequently, the project team proposed to remove a significant activity at community level, i.e. the creation of child labour monitoring teams, that was not only a downstream activity, but also to some extent a duplication of the function of the child protection committees and social support centres covered by the USDOL-funded project managed by Save the Children.

5.1.3 Goodwill from the majority of the key stakeholders

47. From the start, the ILO-IPEC project team managed to mobilise a lot of willingness to engage in the processes and mechanisms supported by the project in order to combat child labour. This was reflected in most of the interviews for the project implementation review. However, this goodwill needs to be fed with concrete action points and incentives that can motivate the individual stakeholders to participate. Also, despite the wide consultation of local stakeholders by the project team since the beginning of the project, some of the actors that used to work on previous child labour projects have indicated that they do not feel sufficiently included, and that they would like to play more active and central roles during the implementation pilots.

5.1.4 Solid foundations constituted by previous experiences and knowledge base

48. There is a wealth of experience and knowledge to draw on from previous child labour projects implemented in Jordan, that is, the first ILO-IPEC project (2004-2007), and the CECLE project that followed (implemented by CHF) which produced the National Framework on Child Labour in partnership with NCFA. In the initial project phase, the current ILO-IPEC team made sure to consult the stakeholders involved in the previous projects to learn from their experiences. They may also access resources such as the National Child Labour Strategy resulting from the first IPEC project, and the National Framework on Child Labour which is currently being used as a starting point for policy implementation to address child labour issues. In addition, the project can benefit from access to the ILO-IPEC Geneva resource centre with tools developed by other IPEC projects and lessons learnt about good practices.

5.2 Weaknesses

5.2.1 Limited resources and shortened project period

49. The disproportionate relationship between the ambition of the project (as it was presented in the original project document), the allocated resources and the effective project implementation time remaining after a delayed recruitment constitutes a significant weakness. The delayed recruitment process and long first phase with stakeholder consultation which was necessary due to the nature of the project (relationship building, coordination, knowledge and capacity development) has left the project team with a relatively short period to pilot the implementation of the national framework on child labour and document good practices. The type of processes supported by the ILO-IPEC

project take time, and it will therefore be important to continue these processes in parallel to the coordination of additional research and capacity development activities, as well as documentation of good practices.

5.2.2 *In-built dependency on cooperation with Save the Children in project constellation*

50. While ILO-IPEC and Save the Children have a good relationship, communicate on a regular basis, and have agreed to support each other e.g. in their research activities, it will be necessary to start making concrete decisions about how they can work together to support the implementation of the National Framework on Child Labour at national, governorate and community level. Inherent in the current approach with projects upstream and downstream and the focus of the ILO-IPEC project on support to implementation of the national framework is a certain degree of dependence between the two organisations. This is currently considered as an opportunity to build on complementarities and develop synergies but may potentially become a weakness for the project, if it is not fully exploited with sufficient intensity and concrete action planning.

5.2.3 *Effectiveness of the database highly dependent on adequate and appropriate use*

51. Much effort and significant resources have been dedicated to establishing a national child labour database to provide access to information about child labour cases, including identification, referrals and monitoring. High hopes are being placed in this future resource as a means to enhance information-sharing and coordination. However, the effectiveness of the database will depend to a great extent on the relevance and frequency of information updates by its users in the concerned ministries (Ministry of Labour, Ministry of Education, and Ministry of Social Affairs) and the way the information is used. It will therefore be essential to provide appropriate training with follow-up as well as coaching to ensure that critical information is exchanged and used effectively. According to the information shared during the stakeholder review, such capacity building responsibilities will be taken by ILO-IPEC at ministry level and by Save the Children at community level, while the responsibility for support to actors at governorate level is likely to be shared by the two agencies as appropriate.

5.2.4 *Project outputs may be perceived as intangible*

52. The fact that a number of stakeholders found it difficult to describe what the ILO-IPEC project has achieved so far may be due to several factors:
 1. The work of the ILO-IPEC team is closely linked with that of other key stakeholders working to implement the national framework. With such systemic dynamics it may be a challenge to attribute progress to one organisation.
 2. The achievements to be identified relate to support to/facilitation of organisational and human change processes that take place gradually and are not easy to pinpoint. Such achievements may therefore be perceived as intangible and difficult to measure - or not taken into account.
53. Considering that the ILO-IPEC project team will need to report on their achievements, it will be essential to reinforce the demonstration of results both to local stakeholders and to the donor, by formulating specific qualitative indicators related to the different types of processes that are being facilitated and monitor progress on an on-going basis.

5.3 Opportunities

5.3.1 *Potential for development of good practice models with Save the Children*

54. The partnership with Save the Children is not only inherent in the innovative funding approach adopted by USDOL (separate funding for upstream and downstream activities). It also constitutes an enabling factor for supporting the implementation of the National Framework on Child Labour which is the principal focus of the ILO-IPEC project. The child protection committees and social support centres covered by the Save the Children project are expected by the ILO-IPEC project team to become central mechanisms in identification, referral and monitoring at community level during the piloting of the national framework from 2013. In addition to identifying and analysing experiences with implementation pilots in specific geographical and thematic areas, this project has the opportunity, together with Save the Children, to conceptualise and analyse the new approach of which they are part and explore to what extent this model allows each organisation to optimise effectiveness in their development work by drawing on their core competencies (for ILO-IPEC, the core competencies may be described as facilitation of capacity development in the field of child labour and coordination for evidence-based policy influencing/upstream activities, for Save the Children: implementation of development activities for children through partnerships with local actors at community level/downstream activities).

5.3.2 *Potential for increased impact through enhanced coordination between local actors*

55. The goodwill generated in the technical committee on child labour, which has recently been turned into a national committee, and initially helped facilitate dialogue and exchanges between the different key stakeholders represents a real opportunity. Coordination lies at the core of ensuring effective implementation of the national framework. It is hoped that information sharing through the integrated database under development will contribute to such coordination, but changes in organisational ways of working as well as behavioural change among ministry staff will also be required. Both horizontal coordination (between the different actors at national, governorate and community levels, respectively) and vertical coordination (from national level through governorate level to community level) concerning child labour needs to be intensified (even within the concerned ministries).

5.4 Challenges

5.4.1 *An institutional challenge: coordination, capacity development and ownership*

56. High staff turnover among senior government officials in the concerned ministries and changing child labour focal points in the Ministry of Education and the Ministry of Social Development, limited organisational learning and weak institutional memory are challenges that are affecting the current pace of progress. In addition, the recent transformation of the committee itself (from a practically-oriented “Technical Committee” to an extended “National Committee” which has led to the integration of a number of newcomers, appears to have weakened the shared understanding of child labour issues and how they may be addressed. In addition, there appears to be lack of clarity about how each stakeholder may contribute to the implementation of the national framework and some hesitation to take responsibility for addressing child labour issues, despite facilitation of dialogue by the ILO-IPEC project concerning the division of roles and responsibilities between the different members of the national committee.
57. In its current form, the national framework focuses of the contributions by the three ministries (MOL, MOE, MOSD). However, there is a need to revise the framework to include the social

partners of ILO, that is, the employers and workers organizations. This will be particularly important if taking a sector focus, as has been discussed, in order to map child labour in the sector and situate it in the value chain, to help raise awareness among employers and to advise them about how to improve working conditions. It will therefore be important for ILO-IPEC to encourage such a revision.

58. The heavy emphasis by most stakeholders interviewed on the role of labour inspectors in addressing child labour appears to reflect a narrow understanding of child labour and how it may be tackled. Attributing the principal responsibility for child labour identification and referrals to labour inspectors goes against the systemic approach which the ILO-IPEC project seeks to encourage in order to address the complexities involved in child labour situations appropriately.
59. During the individual interviews, several of the stakeholders drew attention to the lack of continuity over time in the efforts by different projects to address child labour. It was felt by some that ILO-IPEC is not sufficiently taking into account previous experiences and tools developed (e.g. by CHF, the Social Support Centre, and NCFA) despite their extensive stakeholder consultation. In turn, the defensiveness and sense of ownership of some aspects of progress made over time by certain stakeholders seems to act as obstacles to the cooperation and coordination which is required to ensure continuity and coherence. This may prove to be a real challenge during the piloting of the implementation of the national framework, unless it is addressed directly, for example by attributing specific responsibilities and tasks to each actor for which they will be held accountable. The ILO-IPEC project is aware of this, and has facilitated discussions on roles and responsibilities. Key actors such as the NCFA and the Chamber of Industry have showed initiative by proposing roles which they might play in implementing the framework.

5.4.2 A contextual challenge: The influx of Syrian refugees

60. The influx of Syrian refugees appears to have a significant impact on the child labour situation in Jordan, in particular with respect to the large numbers of refugees that are moving out of the camps to the urban areas in Jordan. The Ministry of Labour, Save the Children and UNICEF have confirmed that there is a need to assist the Jordan government, who is overwhelmed by the rapidly increasing influx of Syrian refugees, in addressing the impact of Syrian refugees on the child labour situation in Jordan. ILO-IPEC Jordan has been asked to take a lead in facilitating exchanges concerning the issue, but in addition to that, the Ministry of Labour needs support to tackle this new dimension of the child labour issue, and most other international agencies are concentrating on other aspects of social protection. However, the CTA of the ILO-IPEC project has drawn attention to the fact that additional human and financial resources will be required, if this is to become a priority for the implementation of the project in the remaining project period.

6. The Stakeholder Workshop

61. The stakeholder workshop included the following sessions:
 - Presentation by the project coordinator concerning the project focus and the shift proposed, followed by plenary discussion
 - Presentation by the external facilitator of the major issues emerging from the stakeholder review
 - Group discussions on priorities for the implementation of the national framework against child labour.

6.1 Presentation by ILO-IPEC Project Coordinator

62. The national project coordinator provided an overview of the project purpose and objectives, the activities which the project has been engaging in so far, and the vision of the project team for the future which had resulted in the formulation of a draft for a project revision request. The suggested project revision would shift the focus from establishing child labour monitoring teams at community level to concentrate exclusively on pilots for implementation of the National Framework against Child Labour. This would enhance project coherence by focusing exclusively on upstream activities (in support of evidence-based policy influencing) while establishing the connection with downstream activities (in support of direct service provision) through close cooperation with Save the Children.

6.2 Presentation by External Facilitator: Key Issues and Emerging Findings

63. The presentation made by the facilitator is detailed below, as the purpose was to provide workshop participants with a synthesis of stakeholder contributions so far and the facilitator's emerging findings in order to stimulate discussion in plenary and in groups.

64. The external facilitator suggested that the key question might be:

How can the IPEC project most effectively facilitate policy reform and implementation through support to capacity development of stakeholders and coordination of their efforts?

65. She explained that this ILO-IPEC project could be considered as innovative because of its exclusive focus on upstream activities, including facilitation of institutional coordination and support to capacity development of local actors for evidence-based policy influencing, and the parallel implementation by Save the Children of a project focusing on downstream activities, both funded by the USDOL.

6.2.1 Three Distinct Project Phases

66. The facilitator suggested, based on her studies of project documentation and initial consultation with stakeholders, that this project appears to take place in three distinct project stages. The nature of the project, with a heavy emphasis on awareness-raising, relationship-building, capacity development and coordination, was such, that it had been necessary to adopt a phased approach. This included a long preparation phase as an integral part of the project which concentrated on developing a shared understanding of child labour issues and how to address them as well as a gradual transition from implementation into a consolidation phase focusing on the documentation of good practice models.

PHASE 1: Creating trust and commitment among key stakeholders

67. Phase 1 included relationship building and dialogue with key stakeholders about child labour, facilitation of information sharing through committee meetings and the creation of an integrated database, and creating consensus about the need to concentrate on applying policy in practice.

PHASE 2: Implementation of core project activities:

68. Phase 2 involved the conceptualisation of an implementation model to be piloted and the design of a process for reflective action-research and documentation of practice. In order to ensure effective implementation, it would be important to clarify the responsibilities of different stakeholders and

formulate concrete tasks for each stakeholder/group of stakeholders, and define areas of priority as well as the nature and timing of the activities to be implemented.

PHASE 3: Consolidation and phase out – a gradual transition

69. Learning and knowledge development based on documentation is critical for this project which aims at developing a strong evidence-base to influence policy and practice and inform future ILO practices. In addition to intensified efforts to ensure sustainability and local ownership, phase 3 should therefore include continuous improvement and documentation of the policy implementation pilots.

6.2.2 Strategic Focus and Realistic Planning

70. The facilitator assessed that it was necessary to ensure stronger strategic focus and more realistic planning for the ILO-IPEC project to start producing tangible outcomes. While it seemed appropriate to concentrate on the implementation of the National Framework on Child Labour, several questions remained unanswered:

- What should the implementation pilots look like?
- Who should be involved and how?

71. Based on the understanding which the external facilitator had developed during the stakeholder interviews, it would be important to:

Establish a local network to:

- Help initiate identification, assessment and referrals for working children
- Facilitate awareness-raising and access to services
- Create linkages between national, governorate and local levels

Stimulate the implementation process:

- Strengthen local leadership
- Facilitate stakeholder coordination
- Build on complementary strengths
- Support capacity development
- Provide incentives

72. Among the thematic priority areas were the withdrawal of children from child labour, retention of children at risk by enhancing the education system, and child labour prevention through support to livelihood activities. In addition two themes had emerged which would require further exploration. Several stakeholders had highlighted the importance of assessing the impact of the influx of Syrian refugees on child labour in Jordan and developing possible solutions. In addition, the external facilitator suggested that the improvement of working conditions for young workers and the provision of alternatives, e.g. through vocational training, which had only been sporadically touched upon during stakeholder interviews, might need further investigation.

6.2.3 Strategic Adaptation: Purpose and Process

73. The facilitator ended her presentation by outlining the purpose of the strategic adaptation process which was required in order to help the project management team ensure that the project meets the project objectives, take into consideration the priorities of different key stakeholders, ensure

effective implementation, maximise the impact and quality of the interventions, and consolidate sustainability and learning. The strategic adaptation process consisted in revisiting the project purpose, making the connection between upstream and downstream activities, identifying potential synergies and critical stakeholder contributions, prioritise thematic areas of intervention and make decisions about the way forward.

74. The external facilitator suggested that there were two critical issues to consider:

- How to develop child labour knowledge, technical capacity, and practical experience of actors at national and local level.
- How to reinforce the link between the ILO-IPEC project and the Save the Children project (i.e. upstream and downstream activities)

75. In order for stakeholders to contribute to the process of developing a stronger strategic focus, and identify areas of priority to develop a realistic implementation plan for the remaining project period, the facilitator asked meeting participants to discuss in groups how the national framework might be implemented in practice, and how ILO-IPEC could best support the process.

6.3 Highlights from the plenary session

76. The majority of the statements made during the plenary session were reiterations of views expressed during the individual interviews. Below are a few highlights:

- Need to conduct more research to fully understand the nature of child labour in Jordan
- Need to build on past experiences from previous child labour projects
- Need to allow for revision of the national framework to take place, in particular the indicated actors and their roles and responsibilities
- Need to formulate an action plan (bring in resource people from the field to share their practical experiences) and start piloting now (for at least 1 year)
- Need to pursue the development of the integrated database as an important step forward towards establishing a coordinated child labour identification, referral and monitoring system
- Set up task forces at national and governorate levels to take action in specific areas - too much emphasis on committee meetings
- Join forces in the field to identify and address child labour issues and build the capacities of the people involved: labour inspectors (MoL), business licence inspectors (Greater Amman Municipality), behaviour monitors (MoSD) and social workers (Social Support Centres), child protection committees (Save the Children)

77. The strong emphasis placed on the need for more research to take place to help understand the nature of the problems may in part be connected to the frustration about the imminent action planning, where stakeholders were asked to propose action points without having the necessary exposure to the reality on the ground to be able to fully develop the required approaches.

78. The external facilitator also made the observation that the exchanges during the stakeholder workshop illustrated well the difficulties which many stakeholders appear to have in making concrete suggestions about how to implement the national framework. This seems to be due to:

1. Disagreement or lack of clarity about the attribution of roles and responsibilities for the implementation of the framework: This was expressed by some as defensiveness and insistence on organisational ownership of achievements in child labour prior to the implementation of the current ILO-IPEC project, by others as hesitation to taking responsibility, officially because their mandate was not clear.

2. Varying levels of knowledge about child labour issues and the options available for tackling child labour as well as lack of practical experience in handling child labour cases at governorate and district level also appeared to act as a major barrier for concrete action planning.
79. This reinforces the idea put forward by the project team and confirmed by several stakeholders during the individual interviews that it is necessary at this point to move beyond discussions at committee meetings to concrete action planning in relation to the piloting process, with attribution of specific tasks and areas of responsibility to the different stakeholders involved, as well as considerations about the required allocation of resources.
80. As indicated below the group work session did produce some indications of how stakeholders envisage the implementation of the national framework, with a view to building the necessary capacities and establishing the required mechanisms and systems, testing and improving the national framework.

6.4 Highlights from group work session

81. The meeting participants were divided into two groups to discuss their vision of the implementation pilots and list key components of the pilots as well as concrete action points. Below is a synthesis of the outcomes of the group work.

A vision for the policy implementation pilots

82. In order to test the implementation framework with the help of the piloting process, it would be necessary to strengthen the capacity of the National Committee for Child Labour and build on the complementarities between the activities of the ILO-IPEC project at policy level and Save the Children at community level. In addition, a clear attribution of areas of responsibility would be required:
 - Support by the ILO to policy implementation at governorate level
 - Support by Child Protection Committees to policy implementation at community level
 - Support by Save the Children to identification and referral of child labour cases at beneficiary level
 - Support by the Social Support Centres to interventions related to child labour cases.

Piloting approach for implementation of the national framework

- Identify three geographical locations for the piloting, ideally north, central and south Jordan
- Select sectors for piloting
- Develop a practical action plan to start implementation
- Call for a meeting of the child labour (CL) steering committee prior to the piloting to obtain their support and provide them with regular updates throughout the piloting phase
- Use the procedure manual for training NFCL implementers and incorporate any changes required. Use and review forms included in the procedures manual for training and piloting
- Carry out regular review of NFCL during the piloting phase and at the end of it
- Link the piloting/implementation of NFCL with the CL monitoring system which is being developed

Activate the roles of important stakeholders

- Activate the role of Greater Amman Municipality (GAM) inspectors in Amman especially in terms of awareness raising about Child Labour, and identification of Child Labour cases and referral of cases to Ministry of Labour and or Social Support Centre
- Activate the role of the Family Protection Unit in the Ministry of Social Development (when and how can they intervene in Child Labour identified cases)
- Identify ways to involve employers and workers organizations in the piloting phase and the implementation of NFCL Activate the role of Labour Unions: Trade union can do the awareness raising. Teachers' union can push to monitor students' attendance. (Ministry of Education, said they can do more in terms of students' awareness related to Child Labour)
- Identify ways to include media in the implementation process

Horizontal and vertical coordination

- Strengthen the Coordination processes between stakeholders and ensure commitment from the three ministries. Enhance coordination among inspectors in MoL, GAM and Behaviour Monitors at the Ministry of Social Development.
- Need for strong coordination between all stakeholders including those specified in the NFCL and others who are not but need to be included. Strengthen referral system among ministries and other stakeholders related to child labour cases
- Regular meetings conducted at the field staff levels to ensure that all ministry staff are participating in the process and information sharing
- Link the piloting teams with Save the Children CPCs (Community Protection Committees) and with GAM inspectors and other responsible staff from municipal offices outside Amman
- Involve service providers in the piloting phase to ensure better referral and service provision

Information sharing

- Importance of information sharing and data circulation through the integrated database.
- Periodic newsletter for information sharing
- Documentation and sharing of information between ministries and other partners (each ministry has information and documents must share it with the others, through establishment of a library to be stationed at Ministry of Labour)

Train implementers at different levels

- Train implementers of the national framework on child labour, including the three ministries, municipalities and others as needed
- Build the capacity of different types of inspectors and strengthen coordination processes between them (e.g. Ministry of Labour to provide training for GAM's inspectors)

Institutionalisation

- Need for institutionalisation of the work within the ministries to cope with the regular change of ministers
- Support the institutionalisation of the National Framework on Child Labour through internal decisions, approvals for revisions of job descriptions and committee work in preparation for piloting and implementation
- Facilitate legal reforms required for the implementation of the National Framework on Child Labour

Resource mobilisation

- Need for investments in the implementation of the National Framework on Child Labour
- Identification of fundraising alternatives for the future to tap into if further support is required for the implementation of the national framework on child labour.

7. Follow-up Meeting for Project Decision-Makers

83. The agreed agenda for the decision-maker discussion during the follow-up meeting included the piloting of the implementation of the national framework, the research component, envisaged capacity development approaches, resource allocation and mobilisation, mainstreaming and good practices as well as the inclusion of qualitative outcome measurements.

7.1 Implementation pilots

What should be the principal characteristics of the implementation pilots? Geographical and thematic focus? Who should be doing what and how? What will be IPEC's role? What resources will that require?

84. It was considered as premature to expect answers to these questions, as they would depend on further stakeholder consultations until the end of 2012. Workshops had taken place with the Ministry of Labour and the Federation of Trade Unions and other workshops were planned with the Ministries of Education and Social Development and the Chamber of Industry, as well as one joint workshop to be organised subsequently. However, it was agreed that implementation needed to start by January 2013. Also, it was important to be realistic about what could be achieved by the project in the remaining project period, that is, overall one year to pilot the implementation of the national framework, and one year to consolidate documentation and analysis of good practices.

7.2 Research component

What will be the best way forward to ensure that research to be undertaken adds value and feeds directly into policy implementation and supports the core function of the project?

85. While the quality of the research and the validity of the findings by recent studies undertaken in Jordan concerning tourism and agriculture had yet to be assessed, it was key to avoid overlap. It was therefore agreed to focus research efforts in the remaining project period on the mechanics sector which is known to have a high concentration of child labour, but is a relatively unexplored sector from a child labour perspective. In addition it was important for ILO-IPEC to follow child labour trends. However, the current ILO-IPEC project does not have the resources required to carry out a study equivalent to the study conducted by the first ILO-IPEC project in 2007, and it was therefore decided to support the Department of Statistics to integrate a few essential questions concerning child labour in the next national labour survey.
86. It was mentioned that the representative from the regional office had proposed to conduct a rapid assessment concerning Syrian refugees which could include the impact on the child labour situation in Jordan. This would be useful for knowledge development and sharing among local stakeholders and would also help identify entry points and the level of intensity required, if ILO-IPEC were to be involved in this thematic area. The option of initiating an action-research process, in parallel to the piloting of the implementation of the National Framework on Child Labour, was also discussed.

7.3 Capacity issues

What are the major capacity issues to be addressed in order to support policy implementation? What would be the different types of capacity development support to be provided? Who can provide this support?

87. It was suggested that there might be other complementary types of capacity development support to be provided in addition to the approaches adopted so far (facilitation of stakeholder exchanges for knowledge sharing and ideas development, awareness-raising about the need to tackle child labour and exposure to child labour issues, identification of capacity needs and support to institutional strengthening of principal ministries and social partners). This would need to be explored during the action planning for the second project phase which would concentrate on supporting the implementation of the national framework on child labour.
88. Furthermore, the necessity for project staff to concentrate on supporting horizontal and vertical coordination, and technical capacity development specifically concerning the sectoral and thematic aspects of child labour, was highlighted. It was suggested that other resource persons might be brought in to contribute to some aspects of the capacity development required (including technical competency and knowledge development concerning child labour, and support to institutional strengthening and coordination). Local consultants could help provide capacity development support to stakeholders in areas that were of an organizational or strategic nature and did not directly concern technical child labour issues.

7.4 Resource allocation and mobilisation

Do other resources need to be reallocated beyond what is suggested in the current project revision proposal? How can the project tap into other available resources? (local and international, financial and human, knowledge base and previous experiences...)

89. The external facilitator highlighted the need for the project team to focus on their core functions as a team, i.e. facilitation of stakeholder exchanges and coordination at national and governorate levels, and support to mainstreaming of child labour, and bring in additional manpower, where their own efforts were not strictly required (in particular concerning research, capacity development and good practice documentation and analysis). The decision-makers discussed areas where specialists (including consultants and resource persons from other organisations) might be brought in to carry out specific tasks, such as capacity development, research, and good practices documentation.
90. The project team reiterated their wish that the CTA might stay until project termination, although he was only budgeted for another year. The external facilitator and the representative of the US Department of Labor both stated that human resources would be stretched. The CTA urged the US Department of Labor to consider how they might provide additional support, if they wanted the project team to pursue the thematic focus on the impact of the influx of Syrian refugees.
91. Resource mobilisation in the form of stakeholder collaboration or additional funding needed to be identified where possible for each activity. As previously mentioned the regional office had offered to provide support for a rapid assessment of Syrian refugees and the development of good practice models. The desk officer from Geneva reminded the project team of the child labour resource base which Geneva can make available to the projects it supports.

7.5 Good practices

How should good practices be documented and by whom?

92. It was mentioned that the regional ILO office had shown an interest in supporting the development and conceptualisation of good practice models:
- to analyse the innovative project model which focused exclusively on upstream activities but was closely connected to a project concentrating on downstream activities through joint support to policy implementation
 - to analyse the implementation pilots, if possible with a specific thematic focus (this could be a sectoral focus on the mechanics sector and a thematic focus on the impact of Syrian refugees on child labour in Jordan)
93. It was suggested that it was necessary to start conceptualizing the models to document issues arising and adjustment made during the piloting process. Different options for documentation and analysis of good practices were proposed:
- set up an internal/external good practice team facilitated by an ILO-IPEC project staff member with a few representatives of local stakeholders and a local external consultant
 - commission an international consultant to help analyse and disseminate good practices under the qualified guidance of the CTA who has previous experience in this area.

7.6 Mainstreaming

How can child labour mainstreaming be supported?

94. The necessity of supporting mainstreaming was highlighted:
- by integrating child labour in the national strategies of the ministries
 - by continuously placing it on the agenda of other stakeholders, including the UN agencies.

7.7 Outcome Measurement

What qualitative outcomes should be targeted in the area of support to coordination and capacity development for evidence-based policy influencing? What indicators should be monitored to document the extent to which these outcomes are being reached?

95. This issue had been raised by the external facilitator in her initial discussion with the US Department of Labor in order to help both the project team and the donor demonstrate results of relatively intangible processes such as capacity development, relationship building, awareness-raising, mainstreaming and coordination. The outputs formulated in the original project document simply stated “capacity development” without specifying what types of capacity development support were intended to be provided, and it was agreed that it would be useful to formulate more specific qualitative outputs and indicators related to the core activities of the project and the processes which they support.

7.8 Conclusion

96. It was agreed that the ILO-IPEC project team will complete the planned individual and joint stakeholder workshops concerning the implementation of the national framework and prepare an action plan for the year 2013 before the end of 2012. The Desk Officer from Geneva committed to

providing agreed child labour materials to assist the ILO-IPEC team in supporting technical competency development of stakeholders where needs have been identified.

8. Recommendations for Project Implementation

97. Based on the findings emerging from the stakeholder review and the follow-up meeting for project decision-makers, the external facilitator recommends the following to the project management team:

8.1 Recommendation 1: Move from dialogue to action

98. Bring stakeholder coordination beyond the exchange of knowledge and ideas in the national committee to practical initiatives through:
- the development of an action plan for the implementation of the National Framework on Child Labour which should include the delegation of responsibility to national committee members (with attribution of resources and timeframes) for specific tasks in areas such as required legislative changes, child labour competency development, and thematic child labour research in support of the implementation pilots.
 - the creation of dynamic hubs in the pilot regions combining decision-making committees composed of representatives of the key ministries at governorate level with taskforces of specialists and practitioners directly involved in tackling child labour in the communities to develop contextually appropriate approaches and help establish networks of service providers and resource organisations.

8.2 Recommendation 2: Pursue project revision and implementation pilots

99. There appears to be consensus among stakeholders about the need for the ILO-IPEC project to concentrate on activities supporting the implementation of the national framework. This justifies the reallocation of resources and elimination of selected activities suggested in the project revision request draft prepared by the ILO-IPEC project team. The shift in focus from child labour monitoring teams to pilots for implementation of the national framework against child labour, as an initiative to create more coherence in focusing on upstream activities while establishing the connection with downstream activities, is both needed and timely following the first phase of initial extensive stakeholder consultation.
100. The stakeholders at national level need to be involved in reinforcing the referral and monitoring system that connects community, governorate and national level. Only that way will they be able to develop practically oriented evidence-based policies and make proposals for legislative adjustments. To make the pilots as specific and focused as possible, it has been suggested to establish these in the geographical areas where Save the Children operates and concentrate on specific sectors (the mechanics sector) or populations (refugees outside the refugee camps).

8.3 Recommendation 3: Maintain staff capacity, review management roles

101. Considering the nature of the activities to be carried out until the end of the project (support to relationship-building, coordination, knowledge and capacity development), it does not seem reasonable to reduce the project management team from two to one a year from now, as this may significantly weaken the impact of the project. As the national coordinator will be taking over the CTA's responsibilities, it is recommended that a full- or part-time local specialist with

competencies in capacity development and insights into child labour and/or refugee issues should be recruited on a one-year consultancy contract.

102. The type of processes supported by the ILO-IPEC project take time, and it will therefore be important to continue these during the last year of the project period in parallel to the coordination of additional research and capacity development activities, as well as documentation of good practices. Even with a more narrow strategic focus, it will be crucial to actively seek for solutions to expand and/or complement the human and financial resource base to more adequately reflect the required project capacity.
103. From this point on, it will be important for the national project coordinator to start gradually taking over the project management role, with continued coaching by the CTA. This should give the CTA more space to develop capacity development initiatives:
 1. help establish capacity development support mechanisms for stakeholders to strengthen their technical competencies and develop their knowledge in the field of child labour, specifically in support of the implementation pilots, but also to strengthen existing training systems in the ministries in this area.
 2. facilitate capacity development processes, including the recommended cascading process explained in 9.5, to build the capacity of child labour focal points at national, governorate, municipality and district levels - a process where he might benefit from the knowledge of the Director of Save the Children, who previously worked for SNV, a Dutch capacity development organization that has applied the cascading method with good results.

8.4 Recommendation 4: Intensify resource mobilisation

104. Considering the limited resource base and the need to intensify implementation efforts, it will be essential for the ILO-IPEC project staff to engage proactively in resource mobilisation, both in terms of complementary financial support and through contributions by resource persons and specialists among the stakeholders.
105. Such support may include:
 - ILO-IPEC may look for additional resources to employ a full- or part-time specialist/ local consultant to focus on research and capacity development, in particular to support activities concerning the impact of the influx of Syrian refugees on child labour
 - The provision of tools and support from child labour specialists by ILO-IPEC headquarters in Geneva
 - Integration of child labour in the rapid assessment on the impact of influx of Syrian refugees on the labour situation in Jordan to be undertaken by the ILO regional office of Arab States who have also expressed an interest in supporting good practice development for regional dissemination and exchanges.
 - Support for capacity development and coordination by Save the Children (e.g. the director of Save the Children may be brought in to support the facilitation of a cascading approach to training and exchange of experiences concerning on child labour issues)
 - Practical support from UN agencies such as UNICEF, UNDP, UNESCO and UNHCR as appropriate (possibly combined with financial contributions²).

² For example, the EC has recently adopted a new measure that involves additional funding to their implementing partners, UNHCR and UNICEF, to address issues emerging as a result of the influx of Syrian refugees in Jordan, through vocational

8.5 Recommendation 5: Enhance coordination and mainstreaming

106. Both horizontal coordination (between the different actors at national, governorate and community levels, respectively) and vertical coordination (from national level through governorate level to community level) concerning child labour need to be intensified (even within the concerned ministries). This can be tested during the piloting process by attributing areas of responsibility and specific tasks to child labour focal points at different levels. Information sharing through the integrated database under development will support such coordination, as every step of a process can now be registered and used for common reference, but changes in organisational ways of working in the ministries as well as behavioural change among ministry staff will also be required, both with respect to willingness to share information more openly, promoting joint learning and making connections with the relevant child labour focal points at different levels and in different institutions and organisations, depending on the particular nature of each child labour case. However, this requires the development of sufficient understanding of the child labour issues and how the different actors can work together more effectively.
107. The above is a precondition for mainstreaming child labour at policy level. In addition, however, the ILO-IPEC will need to make it a priority to encourage joint efforts at a strategic level (through collective policy-influencing with other ILO-projects in particular and other UN agencies through the UNDAF). Concrete initiatives for this to happen at a more practical level may be taken in cooperation with actors such as UNICEF and NCFA, by actively supporting influential change agents in the ministries who are willing and able to drive processes of policy change.

8.6 Recommendation 6: Support capacity development

108. Careful consideration needs to take place concerning the types of capacity building that ought to be specifically targeted for each stakeholder (or group of stakeholders) involved in the implementation, and who should be working with whom in order to pilot the national framework. Due to turnover and lack of institutionalization, it would appear that there is little to build on from previous USDOL projects in terms of knowledge development about child labour and competency development building for child labour monitoring and referrals in the ministries. So far capacity development efforts by the current ILO-IPEC project have focused on coaching the child labour unit in the Ministry of Labour.
109. While discussions have taken place concerning roles and responsibilities with respect to addressing the child labour issue, during the stakeholder review it did not appear clear to most of the local stakeholders how the national framework might actually be applied in practice, and what their respective contributions might be. This may in part be due to the limited knowledge of child labour, even among the child labour focal points, but also confirms the need to pilot the implementation of the framework to gather experiences and learn by doing. High staff turnover among senior government officials in the concerned ministries and changing child labour focal points in the ministry of education and the ministry of social development, limited organisational learning and weak institutional memory are challenges to overcome. This could be addressed by providing support to organizational development and institutional strengthening in order to move beyond awareness-raising to knowledge development and organizational learning.

training, livelihood development and service provision, including education. (Devex article: “EU steps up aid for Syrian refugees and host communities, by Jenny Lei Ravelo, 21 December 2012).

110. Labour inspectors in Jordan have a legal/engineering background and need complementary skills development focusing on interaction with the community. However, the facilitator suggests that the focus among most stakeholders on labour inspectors as the primary group of implementers of the national framework that require training is too narrow. During the next project phase a core activity within the area of capacity development should be the creation and facilitation of a cascading training system covering inspectors and social workers from different ministries, governorates and municipalities, that is, an extended training of trainers system that enables cross-disciplinary groups of child labour focal points at national, governorate, municipality and district levels to develop the technical competencies and awareness of critical child labour issues required to implement the national framework. This process should be driven by the Child Labour Unit in the Ministry of Labour in coordination with the child labour focal points in the Ministry of Education and Ministry of Social Development and facilitated by ILO-IPEC and Save the Children at the respective levels.

8.7 Recommendation 7: Concentrate on thematic priority areas

111. It will be important to focus on thematic priority areas to ensure coherence and maximise the use of the resources available to the project. The external facilitator therefore recommends that the ILO-IPEC project concentrates on the following research areas:
- Integration of child labour related questions in the next national labour survey to be carried out by the national Department of Statistics (as indicated in the project revision request)
 - A sectoral focus on the mechanics sector in Amman and Zarka governorates (during the PIR review, this emerged as a pragmatic solution to ensure added value and avoid duplication)
 - A thematic focus on the impact of the recent influx of Syrian Refugees on child labour in urban areas, with a starting point in the Mafraq governorate in close cooperation with UNICEF and Save the Children (this will require buy-in from the two partner agencies and mobilisation of additional resources to those budgeted in the ILO-IPEC project. The thematic research should be practice-based, undertaken in support of activities implemented by UNICEF and Save the children on the ground and feed into capacity development support provided by ILO-IPEC as needed. The research could lead to the identification of a model for a future ILO-IPEC project specifically concentrating on this area).
 - Action research to facilitate reflective practice during the piloting process intended to test and improve implementation of the national framework on child labour.
112. Thematic capacity development priority areas for the remaining project period could include:
- support to the Ministry of Labour at national and governorate level to take the lead in driving and coordinating the implementation of the National Framework on Child Labour
 - support to the three Ministries to reinforce linkages with relevant stakeholders at community, governorate and national level in order to strengthen the referral and child labour monitoring system (in cooperation with Save the Children)
 - competency development in how to tackle child labour issues (through a cascading system)
 - support to the Ministry of Labour to address the impact of the influx of Syrian refugees on the child labour situation in urban areas (in cooperation with UNICEF and Save the Children).

113. In addition, it will be important during the piloting process to:

1. explore thematic areas highlighted by stakeholders during the review, including education as a preventative measure, livelihood activities in support of child labour prevention and withdrawal, and the improvement of working conditions for young workers or provision of alternatives (e.g. through vocational training).
2. uncover additional themes as piloting starts taking place at governorate and community levels, and practitioners directly in contact with working children, their families and employers become more involved and are able to raise critical issues emerging.

8.8 Recommendation 8: Conceptualise and document good practice models

114. Considering that documentation and dissemination of good practice models for replication to ensure wider impact is becoming an integral part of ILO-IPEC projects, the facilitator suggests highlighting this area as an action-research activity to give it the full attention it deserves with process design, dedicated capacity, resources and technical support both to programme staff and stakeholders contributing to implementation. In this project, good practice models can be studied at two levels:

- the project implementation model (with two separate projects focusing on upstream and downstream activities) – this will require support from Save the Children
- the implementation pilots – the regional ILO office has expressed an interest in supporting efforts to document good practices for regional and international dissemination, within and beyond the ILO.

115. It will be key to design a learning process which ensures that the implementation of activities is monitored regularly and that experiences are recorded, analysed and transformed into lessons on an on-going basis, in order to build up a knowledge base which can constitute a basis for conceptualising and clearly articulating the features of the good practice models to be disseminated.

8.9 Recommendation 9: Address the impact of the influx of Syrian refugees

116. It seems pertinent that the ILO-IPEC project takes fully on board the role which they have been asked to adopt by local stakeholders in order to facilitate assessment of the impact of the influx of Syrian refugees on the child labour situation in Jordan and assist local stakeholders in addressing critical issues in this regard. It will be essential to establish what additional resources may be mobilised, from the ILO and elsewhere, the nature of the cooperation with key stakeholders such as the Ministry of Labour, Save the Children and UNICEF, and on that basis, determine the level of intensity to be adopted.

117. If one of the pilots takes place in Mafraq, a research and capacity development intervention by the ILO-IPEC project may be envisaged to support the Child Labour Unit in the Ministry of Labour in addressing the particularities of the child labour situation in this area. This intervention would need to be carried out in collaboration with the child labour task force to be established at governorate level, the child protection committees and the Social Support Centre, and in coordination with other concerned local and international actors, such as the municipality department of social services, and the UNHCR.

118. The research dimension could be based on the initial results of a rapid assessment to be undertaken by the regional ILO-office which would include an assessment of the impact of the influx of Syrian refugees on the child labour situation. Ideally it would continue as an action-research process linked to the Mafraq pilot with continuous reflection and analysis in order to identify good practices, to be

facilitated by a local consultant coached by the ILO-IPEC project team. Considering that the influx of Syrian refugees is becoming a regional problem, it would be very appropriate to share the Jordan experience at the planned regional conference on good practices. It might even be worth exploring with the regional office whether a similar exercise might be organised in Lebanon to facilitate exchanges and comparative analysis.

9. Lessons Learnt

119. In the future, it will be important for the ILO to enhance coherence in project design and ensure a match between ambitions for project implementation and resource allocation from the outset. The project revision request currently under preparation is a good illustration of this. Furthermore, the ILO needs to accelerate recruitment to avoid delaying projects involving activities which require facilitation of and support to long-term processes such as relationship-building, capacity development, coordination and mainstreaming. The programmatic approach introduced by the ILO with the Decent Work Country Programme should support such processes in a more visible manner than is currently the case, through linking projects with complementary components and providing specialist support not only for technical competency building, but also for process facilitation and institutional development.
120. The donor, USDOL, might consider making more explicit demands on grantees to ensure continuity and benefit from complementarities and synergies, as it would appear that such continuity and synergies could have been pursued more actively by the multiple stakeholders who have been involved in tackling child labour in Jordan, since USDOL started funding provision in this area in Jordan. While many local stakeholders have emphasised the importance of learning from previous experiences, drawing on existing resources, building on ongoing initiatives and maintaining continuity, this cannot happen, unless each of the stakeholders involved in the efforts to implement the National Framework on Child Labour accepts to let go of any possessiveness or “old baggage” currently causing tensions among concerned stakeholders and instead adopt a constructive attitude to take joint responsibility for driving the process forward. It will therefore be important for the USDOL and influential organisations operating in Jordan, such as UNICEF and other UN agencies, to support the ILO-IPEC and Save the Children in their current efforts in this respect.

Annex 1: Documents reviewed and consulted

1. Terms of reference for the project implementation review
2. Project document, 2010
3. Project revision request (draft), September 2012
4. Technical progress reports from October 2011, April 2012, October 2012 (draft)
5. Decent work country programme status and progress reports, May and September 2012
6. Terms of reference for development of national child labour database and needs assessment of institutional database capacities, ILO June 2012
7. Child labour monitoring system and database, technical proposal
8. Child Labour Among Displaced Syrian Population in Jordan: Coherence of Response with National Policy and Legislative Frameworks, Concept Paper, May 2012
9. Summary of meeting with the Secretary General in the Ministry of Labour, August 2012
10. Summary notes from meetings on child labour among Syrians: Women and Children's protection in Emergencies Working Group (April 2012), the Working Group on Child Protection and Gender-based Violence (May and July 2012), Ministry of Labour, ILO and UNHCR (September 2012)
11. Comprehensive assessment on Syrian refugees residing in the community in Northern Jordan, by Un Ponte Per August 2012
12. Summary of outcomes from workshop on child labour in tourism in Petra, July 2012
13. Child labour in the tourism sector in Jordan – a survey study in Petra, by Dr. Maram Ma'in Al-Freihat, Jordan 2012
14. The role of trade unions in eliminating child labour and analysis of the national framework on child labour, outcomes and recommendations from workshop, Amman July 2012
15. Summary of meeting with CHF, July 2012
16. ILO-IPEC: Stakeholder consultation and planning workshop, October 2010
17. National Framework for Combating Child Labour, Jordan 2011
18. Decision on Dangerous, Strenuous or Health-Hazardous Forms of Labor for Juveniles for the Year 2011, Jordanian Ministry of Labour 2010
19. UNDAF 2013-2017, Results Matrix

Final version

15 October 2012



International Programme on the Elimination of Child Labour

ILO/IPEC

Terms of Reference

For the Project Implementation Review of

“Moving towards a Child Labour-Free Jordan”

ILO Project Code	JOR/10/50/USA
ILO Iris Code	102511
Country	Jordan
Duration	48 months
Starting Date	31 December 2010
Ending Date	30 November 2014
Project Language	English/Arabic
Executing Agency	ILO/IPEC
Financing Agency	United States Department of Labor (USDOL)
Donor contribution	USDOL: US\$ 2,000,000

I. BACKGROUND AND JUSTIFICATION

1. The International Programme on the Elimination of Child Labour (IPEC) is a technical cooperation programme of the International Labour Organisation (ILO). The aim of IPEC is the progressive elimination of child labour, especially its worst forms. The political will and commitment of individual governments to address child labour - in cooperation with employers' and workers' organizations, non-governmental organizations and other relevant parties in society - is the basis for IPEC action. IPEC support at the country level is based on a phased, multi-sector strategy. This strategy includes strengthening national capacities to deal with this issue, legislation harmonization, improvement of the knowledge base, raising awareness on the negative consequences of child labour, promoting social mobilization against it, and implementing demonstrative direct action programmes (AP) to prevent children from child labour, to remove child workers from hazardous work, and to provide them and their families with appropriate alternatives.
2. The operational strategy of IPEC has over the years focused on providing support to national and local constituents and partners through their projects and activities. Such support has to the extent possible been provided in the context of national frameworks, institutions and processes that have facilitated the building of capacities and mobilisation for further action. It has emphasized various degrees of a comprehensive approach, providing linkages between action and partners in sectors and areas of work relevant for child labour. Whenever possible specific national frameworks or programmes, such as national plans, strategic frameworks, have provided such focus.
3. From the perspective of the ILO, the elimination of child labour is part of its work on standards and fundamental principles and rights at work. The fulfilment of these standards should guarantee decent work for all adults. In this sense the ILO provides technical assistance to its three constituents: government, workers and employers. This tripartite structure is the key characteristic of ILO cooperation and it is within this framework that the activities developed by the project should be analysed.
4. Jordan has ratified the UN Convention on the Rights of the Child (CRC) and ILO Convention Numbers 138 and 182. In addition, Article 73 of the Jordanian Labour Law prohibits the employment of children under 16, the age under which schooling is compulsory. Article 74 also prohibits the employment of children under 18 in occupations that are dangerous, exhausting or harmful to health. A limit of 6 working hours per day is set for workers in the 16 to 18 age group and they are not permitted to work between 8 pm and 6 am or on national holidays.
5. The National Framework on Child Labour (NFCL) was adopted in August 2011.
6. ILO Decent Work Country Programmes (DWCPs) are being introduced in ILO to provide a mechanism through which to outline agreed upon priorities between the ILO and the national constituents, as well as partners within a broader UN and International development context. For further information please see <http://www.ilo.org/public/english/decent.htm>
7. The DWCP defines a corporate focus on priorities, operational strategies as well as a resource and an implementation plan that complements and supports partner plans for national decent work priorities. As such DWCP are broader frameworks to which the individual ILO project is linked and contributes to. DWCP are beginning to gradually be introduced in various countries. The DWCP document for Jordan 2012 – 2015 has been prepared in draft and can be viewed at <http://www.ilo.org/public/english/bureau/program/dwcp/download/jordan.pdf>

Background to the project

8. Other projects funded by USDOL and focussing specifically on child labour have included:

- ILO Country Programme (2002 – 2007)
- “Combating Exploitative Child Labor through Education” (CECLE) project implemented by Community Housing Foundation International
- “Promising Futures: Reducing Child Labour in Jordan through Education and Sustainable Livelihoods” project implemented by Save The Children (STC).

The USDOL funded IPEC/Jordan and USDOL funded Save the Children (STC) child labour projects began at the same time and have been coordinating their work. For the most part, IPEC has focused on child labour at the policy level and STC has worked at the community level.

9. A key output of the previous IPEC Country Programme was the National Strategy on Child Labour (2006). This was developed within the context of the National Plan of Action for Children (2004 – 2013) which includes a number of objectives that are specifically related to child labour.

10. At the time of project development the NFCL had not yet been finalised.

11. This project focuses on policy level interventions, including capacity building to create an enabling environment for a Child Labour-Free Jordan. It will contribute to:

- a) the ILO Global Action Plan that sets the internationally agreed goal of eliminating the worst forms of child labour by 2016 and the Roadmap for achieving the Elimination of the Worst Forms of Child Labour by 2016 adopted by the Hague Global Child Labour Conference on 10-11 May 2010;
- b) the Decent Work Country Programme; and
- c) the implementation of national efforts to prevent and eliminate child labour by supporting the ILO Global Jobs Pact which outlines strategies to guide recovery from the present economic crisis.

12. The Development Objective of the project is “To create an enabling environment for the elimination of residual child labour in Jordan”.

13. The project has the following four immediate objectives:

- Immediate Objective 1: By the end of the project, a mechanism for coordinating action to combat child labour at national and district levels and link child labourers and their families to improved educational provision and social protection will have been established.
- Immediate Objective 2: By the end of the project, trends in child labour will be estimated, specific aspects of child labour in Jordan will have been researched and conclusions will have been used to inform policy decisions and guide direct action.
- Immediate Objective 3: By the end of the project, the capacity of ILO constituents to implement the National Framework on Child Labour will have been enhanced.
- Immediate Objective 4: By the end of the project, the elimination of child labour and the promotion of youth employment will have been mainstreamed into the national development policy frameworks.

14. As of August 2012 the project has reported the following outcomes:

Under immediate objective 1:

- The creation of the Technical Committee on Child Labour (TCCL) has proved to be an effective, efficient and inclusive coordination mechanism. Through the TCCL, consensus was reached on the need to identify a national implementing agency to undertake the task of designing and developing a comprehensive child labour data management system and enhance the capacities of TCCL members to improve and integrate existing databases with the new system in the future
- The Ministry of Labour reconvened the National Child Labour Committee (NCLC) on 3rd June 2012.
- Regular coordination between the USDOL grantees in Jordan is on-going and a debriefing meeting on the CHF International project took place on 19 July 2012 to facilitate information sharing on lessons learned and outcomes. Other regular co-ordination continues to take place between different stakeholders working on child labour related issues, including agencies assisting refugees fleeing the crisis in Syria as child labour was identified as an issue among Syrian children in Jordan. The ILO has taken the lead in organising and chairing focused child labour meetings involving organisations working with Syrian refugees and TCCL members.

Under immediate objective 2:

- Efforts are under way by the ILO child labour project in Jordan in collaboration with the ILO Regional Office for the Arab States (ROAS), the Department of Statistics (DOS) and the MOL to explore the possibility of integrating questions relevant to child labour and worst forms of child labour in the questionnaire of the regular Labour Force Survey (LFS).
- Following discussions with key stakeholders and partners on the major problem of child labour in tourism in Petra, a workshop to identify research topics was held on 10 and 11 July 2012. Organised in collaboration with UNICEF, the PDTRA and the MOL, the event facilitated presentations and discussions on previous and new research on child labour in tourism in Petra with a particular focus on the community of Um Saihouyn, home to around 90 per cent of the working children in Petra.

Under immediate objective 3:

- The forum provided by the regular meetings of the TCCL has provided a practical platform to discuss the implementation of the NFCL and will assist in the next phase of training needs assessment of constituents and key partners.
- The head of the CLU and the ILO-IPEC NPC attended training at the ILO's International Training Centre in Turin in June 2012 on "Laws, Policies and Reporting Tools: Supporting the Fight against Child Labour". Participation in this course will assist the MOL in developing its capacities to report on the application of the ILO's child labour Conventions, among others.
- In July 2012, the ILO-IPEC project team, with the support of the ILO-ACTRAV specialist in ROAS, conducted a workshop with the General Federation of Jordanian Trade Unions (GFJTU) and its affiliates on the role of the trade unions in the elimination of child labour.

- In the context of the World Day Against Child Labour 2012 and in collaboration with the Greater Amman Municipality (GAM), ILO-IPEC organised a panel discussion in the Al-Hussein Cultural Centre in Amman. The event, co-funded by UNICEF.

Under immediate objective 4:

- Limited progress has been made in relation to this objective since most of the activities are scheduled to be carried out at a later stage of the work plan.
- The relationship with UNICEF, in particular, has been both positive and constructive, facilitating strong financial and related support by UNICEF for activities relating to the World Day Against Child Labour 2012 and the joint workshop on Child Labour in Tourism in Petra.
- Mainstreaming opportunities also arise in the context of ILO-IPEC's participation of the UN thematic working groups on social protection, child protection and education. As a result of the Syrian refugee situation, the ILO was requested to lead a separate working group on child labour among Syrian refugee children and has facilitated three meetings of this group since April 2012. A major challenge that has emerged is a lack of credible qualitative and quantitative data on child labour among the Syrian refugee population.
- ILO-IPEC has been in discussions with the Labour Inspectorate Division of the MOL regarding capacity-building assessment for labour inspectors in applying the revised Hazardous Work List for Juvenile Workers. This document was reviewed and endorsed by the Minister of Labour in June 2011 but requires support in terms of amending the Labour Inspector's Handbook, the review of the Labour Inspection Policy and Strategy and training for labour inspectors and child labour focal points.

Background to the project review

15. ILO considers evaluation as an integral part of the implementation of technical cooperation activities. Provisions are made in all projects in accordance with ILO evaluation policy and based on the nature of the project and the specific requirements agreed upon at the time of the project design and during the project as per established procedures. The Evaluation and Impact Assessment (EIA) section of ILO/IPEC provides an independent evaluation function for all ILO/IPEC projects.
16. The project document states that there will be an implementation review and an independent final evaluation of the project. Following ILO/IPEC evaluation procedures a consultation process on the timing, scope and aspects to be addressed in the project implementation review (PIR) was started in September 2012 by EIA. Responses to the consultation process by key stakeholders justified holding a project implementation review with key stakeholders in October 2012. A key reason for this was to link the PIR with the mid-term evaluation of the USDOL-funded Save the Children-implemented child labour project.
17. The present Terms of Reference are based on inputs from key stakeholders received by IPEC-EIA in the consultation process and on standard issues to be covered by a project review with an external facilitator.

II. PURPOSE AND SCOPE OF MID-TERM PROJECT IMPLEMENTATION REVIEW

18. The purpose of the project implementation review is to:
- Review the project's objectives and assumptions against the current Government of Jordan (and other important stakeholders) priorities and capabilities;
 - Analyse implementation strategies for their appropriateness and potential effectiveness in achieving the project objectives;
 - Review the institutional set-up, capacity for project implementation, coordination mechanisms and the use of management tools;
 - Assess the implementation of the project so far, examine the likelihood of the project achieving its objectives and identify how project results and impact can be maximised;
 - Review the strategies for sustainability and replication/up scaling.
19. The scope of the review will be the ILO/IPEC child labour project in Jordan as a whole. The Implementation Review (PIR) will consist of a thorough assessment by the stakeholders, facilitated by the external facilitator, focusing on progress to date in the implementation of project activities. The review will use monitoring information already available.
20. Due to the close linkage with the USDOL-funded Save the Children child labour project, the STC project objectives and activities should be taken into account when determining how the two projects can best collaborate to address child labour in Jordan.
21. The results will be used by USDOL, national stakeholders, IPEC HQ, and field staff to adjust strategies of the project.

III. SUGGESTED ASPECTS TO BE ADDRESSED

22. Through the consultation process with key stakeholders and based on prior analysis by the Evaluation and Impact Assessment (EIA) section, suggested aspects for the review to consider have been identified. These are presented in Annex 1. Other aspects can be added as identified by the review consultant in accordance with given purpose and in consultation with EIA.
23. One of the tasks for the consultant, as presented in more detail in the methodology section, is to decide which ones based on the information available, are the most important aspects for the stakeholders to address in order to achieve the purpose of the review. The selected aspects will need to be formulated into appropriate questions to facilitate discussion in order to clarify current status, discuss critical issues and reach consensus on the way forwards.

IV. EXPECTED OUTPUTS OF REVIEW

24. The external reviewer will produce a background report based on initial desk review to serve as the basis for the discussions in the project review meeting and a programme for the project review meeting.

25. The main output of the project implementation review is a project review report prepared by the external facilitator based on the outcome of the stakeholder discussions and agreement. The report in draft form and in English should be presented to IPEC EIA one week after the project review meetings. After a methodological review by EIA, the report will be circulated to all relevant stakeholders in English for their comments. An Arabic translation will be prepared and circulated shortly afterwards in order to enable all stakeholders to effectively participate in the consultation process. The team leader will further be responsible for finalizing the report incorporating any comments from stakeholders as appropriate.
26. The comments will be consolidated by EIA and forwarded to the consultant. The review consultant should consider the comments in the final draft of the report.
27. The review report should not exceed 25 pages in length (excluding annexes). The structure of the report could follow the following outline:
- Executive Summary with key findings, conclusions and recommendations
 - Background (including description of the project and review methodology)
 - Results from discussions on key issues associated with key questions
 - Conclusions/key lessons learned
 - Recommendations and suggestions
 - Appropriate annexes including TOR and list of stakeholders consulted
28. The report should also, as appropriate, include specific and detailed recommendations by the external reviewer based on the analysis of project review responses. All recommendations should be addressed specifically to the organization/institution responsible for implementing it. The report should also include a specific section on lessons learned from this project, either potential practices that could be replicated or those that should be avoided.
29. Ownership of data from the review rests jointly with ILO-IPEC and the consultants. The copyright of the review report will rest exclusively with the ILO. Use of the data for publication and other presentations can only be made with the written agreement of ILO-IPEC. Key stakeholders can make appropriate use of the review report in line with the original purpose and with appropriate acknowledgement.

V. PROPOSED REVIEW METHODOLOGY

30. The following is the suggested methodology for the independent review. The methodology can be adjusted by the review team if considered necessary for the review process and in accordance with the purpose and scope of the review. This should be done in consultation with the EIA section of ILO/IPEC. An external consultant will serve as facilitator to guide the project review participants through a discussion of their experiences.
31. The role of the external facilitator is, based on the desk review of existing documents and preparatory consultations, to identify areas where discussion is needed in the stakeholders' meeting and to facilitate the discussion to reach a consensus on the way forwards. The external facilitator will also provide input and further analysis based on their perspective and their overall findings.
32. The PIR brings the main stakeholders together to examine and assess the areas identified under the purpose of the review and in the suggested aspects. If it is agreed that changes are required to the strategy or to the implementation process and timetable based on the review of experience to date,

these revised strategies and schedules should be based on a common understanding among the stakeholders of the way forwards.

33. The review should be carried out in adherence with the relevant parts of the ILO Evaluation Framework and Strategy; the ILO Policy Guidelines for Results-Based Evaluations 2012 (http://www.ilo.org/eval/Evaluationguidance/WCMS_168289/lang--en/index.htm); the specific ILO-IPEC Guidelines and Notes; the UN Evaluation Group Norms and Standards, Ethical Guidelines, Code of Conduct; and the OECD/DAC Evaluation Quality Standard.
34. Gender concerns should be addressed in accordance with ILO Guidance note 4: “Considering gender in the monitoring and evaluation of projects”³. All data should be sex-disaggregated and different needs of women and men and of marginalized groups targeted by the programme should be considered throughout the review process.

The following elements are the proposed methodology:

I. Document review and internal scoping

35. The consultant will review the project document, work plans, project monitoring plans, progress reports, and other documents (see table below) that were produced through the project. In addition, the review consultant will conduct electronic or telephone interviews with selected stakeholders. The review consultant will receive a briefing by the project team and conduct an internal scoping exercise.
36. Based on the areas listed under the purpose, the list of suggested aspects above, the document review, the briefings and interviews, the facilitator will identify key issues for discussion during the project review.

II. Background Report and Project Review Meeting Programme

37. A background report will be prepared by the review consultant. The content of the background report will include:
 - Achievements so far of the IPEC Project as assessed by the external facilitator;
 - Summary of the key issues to be discussed with the stakeholders;
 - Questions and issues identified for discussion at the review meeting;
38. The review consultant will present the background report to the Stakeholder Review Meeting and will also develop a tentative proposed agenda for the stakeholder review meeting.

III. Stakeholder Project Review Meeting

39. The project review will be conducted with internal and external participation. Potential participants include the project management including the CTA, implementing partners, IPEC desk officers and technical specialists, donor representatives, representatives from worker and employer organizations, government officials, representatives from donor agencies and implementing agencies/partners. The facilitator will work together with project management and EIA to ensure that the participants who can provide information to answer the review questions are invited to the project review meeting.

³ http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm

40. A rapporteur not associated with the project will take notes. Notes should be extensive and reflect the content of the discussion. Shortly after each activity, the team (facilitator and rapporteur) should summarize the information, the team's impressions, and implications of the information for the study. This will help ensure that the record is a valid representation of the discussion.
41. The project review meeting will consist of a meeting of the expanded management team, which will include representatives from ILO office in Jordan, Child Labour Specialist, ILO-IPEC HQ, the donor and the government, as well as from employers' and workers' organizations, and other stakeholders including executive and staff members of the implementing agencies who will be present in the relevant sections of the meeting. The consultant will be responsible to act as facilitator, and will rely on the technical assistance of the EIA section. The project will identify the stakeholders and provide a list of participants for this meeting.

IV. Follow-up Meeting with Internal Key Stakeholders

42. It is suggested to hold a one day follow-up meeting with internal key stakeholders with decision-making authority regarding work plan, budgets and changes that have been suggested by the review meeting. This will focus on the implication of the proposed adjustment in strategy and establish the possible changes in project components, the project logical framework, work plans, project monitoring plans etc. The participants of this meeting will be:
- ILO/IPEC Headquarters
 - Senior Child Labour Specialist
 - ILO Office Jordan
 - Project staff
 - Others as appropriate
43. A more detailed list of participants for the review meeting as well as for the follow-up meeting will be finalized in consultation with EIA and the project.

V. Review Report

44. Based on the background report and the inputs from the key stakeholders' discussions during the review and follow-up meetings, the review consultant will draft the review report. The draft report will be sent to IPEC-EIA directly by the consultant. IPEC-EIA will forward the review report to stakeholders for their inputs/comments to the report. IPEC EIA will consolidate the comments including methodological comments from EIA and forward them to the consultant for consideration in finalizing the draft report.
45. The consultant will finalize the report, taking into consideration the stakeholder comments.

Composition of the review team

46. The project review will be carried out by a consultant with extensive experience in the evaluation of development or social interventions, preferably including practical experience in assessing comprehensive policy/program frameworks or national plans. The facilitator should have an advanced degree in social sciences, economics or similar and specific training on evaluation theory and methods. Working experience on issues related to child labour, education and children's welfare will be essential. Full command of English as a working language will be required. The profile and responsibilities for the review consultant are found in the table below.

Project Review Facilitator	
Responsibility	Profile
<ul style="list-style-type: none"> Review the project documents Briefing with ILO/IPEC/EIA Telephone interviews with ILO/IPEC HQ desk officer, donor Prepare a background report for discussion at the stakeholder meeting Conduct interviews Facilitate project review meetings Draft the review report Finalize the review report taking into consideration the comments of stakeholders. 	<ul style="list-style-type: none"> Extensive experience of facilitating stakeholder meetings Good workshop process and consensus building skills Ability to write concisely in English Experience and knowledge of evaluation, programme and project management Experience with work at policy level and in multi-sectoral and multi-partner environment, including networking Experience in the area of children's and child labour issues are highly desirable Experience in the UN system or similar international development experience Relevant country experience or sub-regional experience preferred.

47. A rapporteur will support the facilitator by providing contextual information, translation and note-taking from discussions and meetings.

Project Review Rapporteur	
Responsibilities	Profile
<ul style="list-style-type: none"> Organize interviews of stakeholders and field visits in the country Provide translation and interpretation as required Co-Facilitate stakeholder meeting (under the team leader leadership) Record discussions statements made by stakeholders Others as required by the team leader 	<ul style="list-style-type: none"> Relevant background in country social and/or economic development. In-depth country experience, preferably prior working experience in child labour. Experience facilitating workshops for evaluation findings. Fluency in English and Arabic essential Experience in the UN system or similar international development experience desirable.

48. The following is the timetable for the review exercise:

Activity	Dates	Duration	Responsible
Briefing, desk review, internal briefings, development of draft background paper and agenda for the review meetings	8 – 12 October	5 work days (home)	Consultant with project & EIA support
Meetings with key stakeholders, finalise background paper, facilitate stakeholder review meeting, debriefing.	16 - 22 October	5 days (Jordan)	All key stakeholders as noted above
Prepare draft review report	23 – 29 October	4 days (home)	Consultant
Circulate draft report to stakeholders Translation of draft report into Arabic by project Consolidate comments	30 October – 23 November ⁴	Circulate draft report consolidate comments	IPEC-EIA
Finalise review report taking into views the consolidated comments	24 - 29 November	2 days	Consultant

Total work days for consultant = 16

⁴ Additional week for translation into Arabic

Sources of Information and Consultations/Meetings:

49. Sources of Information

Available at HQ and to be supplied by EIA	Project document EIA, ILO and UNEG guidelines
Available in project office and to be supplied by project management	Technical progress reports/status reports Baseline reports and studies Project monitoring plan Technical and financial reports of partner agencies Other studies and research undertaken Action Programme Summary Outlines Project files National Framework on Child Labour STC child labour project objectives and summary reports

50. Consultations/meetings will be held with:

- Project management and staff
- ILO/HQ and regional backstopping officials
- Implementing partner agencies
- Government stakeholders (e.g. representatives from Department of Labour, Education, Social Development etc.)
- Social partners Employers' and Workers' groups
- NGO representatives
- USDOL (by telephone if not attending personally)
- US Embassy staff
- USDOL-funded Save the Children child labour project

51. Final Report Submission Procedure

- The review consultant will submit a draft review report to IPEC EIA in Geneva
- IPEC EIA will forward a copy to key stakeholders for comments on factual issues and for clarifications
- IPEC EIA will consolidate the comments and send these to the review consultant by date agreed between EIA and the review
- The final report is submitted to IPEC EIA who will then officially forward it to stakeholders, including the donor.

VI. RESOURCES AND MANAGEMENT

Resources

52. The following resources are required:

- Consultant fees for 16 work days

- Travel to Jordan and DSA as per ILO rules and regulations if applicable
- Costs associated with the project review meetings
- Rapporteur for 5 days of work to record the meeting and to prepare a report of the meetings

53. A detailed budget is available separately.

Management

54. The review consultant will report to IPEC EIA in headquarters and should discuss any technical and methodological matters with EIA should issues arise. IPEC project officials and the ILO regional office in Beirut will provide administrative and logistical support during the review process.

Annex 1: Suggested aspects for the review to consider

Project design

- Assess whether the project design was logical and coherent:
 - Were the objectives of the project clear, realistic and likely to be achieved within the established time schedule and with the allocated resources (including human resources)?
 - Were the linkages between inputs, activities, outputs and objectives clear and logical?
 - Were the different components of the project (i.e. capacity building, policy and legislation, awareness raising and social mobilization) clearly and realistically complementing each other?
 - How relevant are programme indicators and means of verification? Please assess the usefulness of the indicators for monitoring and measuring outcomes.
 - Has the time frame for project implementation and the sequencing of project activities been logical and realistic?
 - Were the expectations of the roles, capacity and commitment of stakeholders realistic and likely to be achieved?
- To what extent have key external factors been identified and assumptions formulated in the Project document? Have the identified assumptions on which the project was based, proven to be true?
- How have gender issues been taken into account in the project design in its components and outcomes?
- Has the strategy for sustainability of project results been defined clearly at the design stage of the project?
- Does the project design fit within and complement existing initiatives by other organizations to combat child labour?

Project relevance

- How have political and social changes in Jordan, including the government's policies and priorities regarding child labour and the National Framework for Child Labour changed since project preparation?
- Is the strategy and approach of the project still relevant and feasible? Have there been any changes in strategies? Is there a need to revise the objectives and strategy?
- Are the project's original assumptions related to each of its Immediate Objectives (IO) still valid? Have there been any changes to the priorities and capacities of key stakeholders since the time of project development?
- Are the project's Indicators and Means of Verification still appropriate?
- Review the coherence of project objectives and activities with the objectives and activities of the Save The Children child labour project in terms of addressing child labour in Jordan.

Implementation and Achievement

- Is the project progress to date as expected in relation to targets set within the project document, the delivery rate of funds, the project work plan, and the Project Monitoring Plan (PMP) identifying enabling factors and constraints? Was the original timeline realistic in relation to the capacity and resources of the project?
- What is the possible effect of any significant delays in implementation and to the sequencing of events?
- What are the current challenges that the project is facing in the implementation of the project and what efforts are made to overcome these challenges?

- What are the results achieved to date within each immediate objective?
- Identify any unexpected results of project initiatives, both positive and negative.
- What are the possible changes in project strategy or implementation that are needed in order to achieve the project objectives;
- Review efforts to promote stakeholders participation in the work to address child labour, identifying successes and challenges.
- Are project partners (government, service providers (NGOs)) able to fulfil the roles expected in the project strategy? Are there any capacity challenges and what should be done to address them?
- Is there a need to reallocate resources or adjust activities in order to achieve its immediate objectives? Are resources sufficient for the remaining project period?
- Based on the project current capacity and resources, assess the likelihood of it achieving its objectives and whether these objectives require revising.
- Have appropriate monitoring and evaluation tools been developed and is the strategies in place for their utilization (the project work plan and the project monitoring plan (PMP))
- Review the development of the Child Labour Monitoring System (CLMS) identifying challenges and future priorities.
- Assess the coordination and linkages made with other ILO projects and other projects in the country?
- Is the appropriate administrative and technical support being provided to the project management by ILO Office in Beirut and by IPEC Geneva in the implementation of the project activities? What else would be needed?

Sustainability

- How can the results and outcomes of the project be sustained and further used? What is the current effort towards that? What are the measures and processes adopted?
- Has local ownership been promoted? Are the linkages to broader sectoral and national action been made?
- Is the phase-out strategy for the project in place and under implementation? Is it sufficiently clearly articulated and what progress is being made towards this goal?
- Identify opportunities to enhance the sustainability of project outcomes.

Special concerns

- Review and analyse the project's strategies, work plan and project assumptions against the current on-the-ground reality in Jordan: namely the influx of Syrian children, which may be changing the child labour and political context.
- Identify lessons from this significant unexpected change in the situation and the project's response that can be used in similar situations in the future.
- What are the possible areas of research/specific studies that would contribute directly to the project and/or to the wider objective and outcome of the project to support further national action?

Annex 3: Extract from Project Revision Request

USDOL-funded ILO Projects
Project Revision Form



Project Title:	Moving Towards a Child Labour Free Jordan
Submitting organization:	International Labour Organization – IPEC
ILO TC Project Number:	JOR/10/50/USA
USDOL Appropriation Number:	25-01651011AD-2011-0165000311-MILAB0-1142B-MILB00-MILIFH-M9K112-410043
USDOL Modification Number:	<i>(to be entered by HQ)</i>
USDOL Agreement Number:	03
Submission Date:	September 2012
Resubmission Dates:	<i>(include all resubmission dates)</i>



The purpose of this revision is to request donor approval for:

- 1) Deletion of Output 1.3 “*CLMTs are set up at the local level in target areas*” and its related activities. The change is reflected in the revised version of the work plan attached to this project revision form.
- 2) Deletion, addition and/or amendment of project activities. The change in activities is explained below and reflected in the revised work plan attached.
- 3) Budget reallocation of funds available to various budget lines following the proposed deletion of Output 1.3. The reallocation of funds will ensure that sufficient funds are available to carry out activities which are underfunded and to cover some administrative to make funds available for newly introduced or revised activities.

The revision has no impact on the overall project objectives. If approved, it will help the project achieve its objectives more efficiently and effectively.

1. BACKGROUND AND JUSTIFICATION FOR PROJECT REVISION

a) Project status update

The project has been progressing steadily since the beginning of 2012. With the appointment of the project team during the fourth quarter of 2011, the delay due to the late start of the project is being addressed and the delivery rate is expected to progress significantly from now through 2013.

Immediate Objective 1: By the end of the project, a mechanism for coordinating action to combat child labour at national and district levels and link child labourers and their families to improved educational provision and social protection will have been established.

Progress has been made in relation to this objective since the start of 2012. The creation of the Technical Committee on Child Labour (TCCL) has proved to be an effective, efficient and inclusive coordination mechanism. Through the TCCL, consensus was reached on the need to identify a national implementing agency to undertake the task of designing and developing a comprehensive child labour data management system and enhance the capacities of TCCL members to improve and integrate existing databases with the new system in the future. It was also agreed that a comprehensive assessment will be carried by the implementing agency of institutional databases to prepare for future integration of relevant knowledge management systems. The terms of reference for this assignment were discussed and approved by the TCCL members and it is hoped that the contract will clear ILO procedures soon so that work can get under way.

The Ministry of Labour reconvened the National Child Labour Committee (NCLC) on 3rd June 2012, chaired by Secretary-General Mr Hamada Abu Nijmeh. During the meeting, Ms Shereen Al-Taeib, head of the Child Labour Unit (CLU), gave a presentation on the establishment and work of the TCCL and its work plan for 2012 which was followed by discussions on ensuring information-sharing and linkages between the TCCL and the NCLC. In addition, the transfer was confirmed of the NCLC secretariat from the National Council for Family Affairs (NCFA) to the CLU. The MOL also stated that it would share a revised TOR for the NCLC with members prior to the next meeting for feedback. The ILO has provided assistance to the CLC in drafting the revised TOR. It is expected that the next meeting of the NCLC will take place during the fourth quarter of 2012.

Regular coordination between the USDOL grantees in Jordan is on-going and a debriefing meeting on the CHF International project took place on 19 July 2012 to facilitate information sharing on lessons learned and outcomes. Other regular co-ordination continues to take place between different stakeholders working on child labour related issues, including agencies assisting refugees fleeing the crisis in Syria as child labour was identified as an issue among Syrian children in Jordan. The ILO has taken the lead in organising and chairing focused child labour meetings involving organisations working with Syrian refugees and TCCL members.

Immediate Objective 2: By the end of the project, trends in child labour will be estimated, specific aspects of child labour in Jordan will have been researched and conclusions will have been used to inform policy decisions and guide direct action.

Efforts are under way by the ILO child labour project in Jordan in collaboration with the ILO Regional Office for the Arab States (ROAS), the Department of Statistics (DOS) and the MOL to explore the possibility of integrating questions relevant to child labour and worst forms of child labour in the questionnaire of the regular Labour Force Survey (LFS). This includes examining the questionnaire to identify relevant information that may emerge based on existing questions and possible additional questions that could be included. It is expected that a workshop with DOS, MOL and other stakeholders

may be organised before the end of 2012 to identify the best way to proceed with collecting data on working children to inform decision-making processes. The current budget allocation for this activity is not adequate to support the level of intervention required and, therefore, the revision is proposing an increase.

As regards research topics, following discussions with key stakeholders and partners on the major problem of child labour in tourism in Petra, including the Ministry of Tourism, the Petra Development, Tourism and Regional Authority (PDTRA) and members of the TCCL, a workshop on this issue was held in Wadi Mousa, adjacent to Petra, on 10 and 11 July 2012. Organised in collaboration with UNICEF, the PDTRA and the MOL, the event facilitated presentations and discussions on previous and new research on child labour in tourism in Petra with a particular focus on the community of Um Saihouyn, home to around 90 per cent of the working children in Petra. During the workshop, a presentation was given on an unpublished new study by local NGO Beit Al-Anbat, commissioned by the PDTRA. Once published, ILO and UNICEF will conduct a thorough review of the study to determine if further research would be required and its role in supporting the outcomes of the workshop in developing a plan of action to tackle child labour in tourism in Petra.

The ILO is awaiting the publication of a study by the CHF International project on child labour in agriculture to determine its role in tackling this issue. In addition, among other possible research topics, consideration is being given to conducting a study on the situation of children working in garages and auto workshops, particularly in Zarqa, based on the incidence of child labour in this sector and the hazardous nature of this work. The current budget allocation for research is not adequate to support the cost of studies and related activities and, therefore, the revision is proposing an increase.

Immediate Objective 3: By the end of the project, the capacity of ILO constituents to implement the National Framework on Child Labour will have been enhanced.

It has become evident that significant efforts on capacity-building, particularly of the MOL and CLU, need to be made to support the implementation of the NFCL. The training needs of all constituents have been under-estimated and the NFCL has not yet entered its initial implementation phase. The forum provided by the regular meetings of the TCCL has provided a practical platform to discuss the implementation of the NFCL and will assist in the next phase of training needs assessment of constituents and key partners. Individual and collective meetings of the three main implementing agencies of this policy (Ministries of Labour, Education and Social Development) will be organised in September 2012 to support this process. A plan of training activities for MOL and CLU staff, including labour inspectors and the child labour focal points in the field, will be developed by the end of the third quarter of 2012 and some activities will already take place in the final quarter of 2012. Some training activities will be linked to the management and maintenance of the new child labour database to be developed.

The head of the CLU and the ILO-IPEC NPC attended training at the ILO's International Training Centre in Turin from 25-29 June 2012 on "Laws, Policies and Reporting Tools: Supporting the Fight against Child Labour". Participation in this course will assist the MOL in developing its capacities to report on the application of the ILO's child labour Conventions, among others.

From 16-17 July 2012, the ILO-IPEC project team, with the support of the ILO-ACTRAV specialist in ROAS, conducted a workshop with the General Federation of Jordanian Trade Unions (GFJTU) and its affiliates on the role of the trade unions in the elimination of child labour. The workshop programme included a review of the NFCL to consider the potential roles and responsibilities of the trade union movement in the implementation of this policy. Trade unions expressed concern over the absence of any specific roles and responsibilities in the policy document and will be establishing an inter-trade union committee to address this issue. The workshop is the first in a series of workshops for the social partners

to assist in developing their capacities to ensure a more effective response to child labour issues. A similar workshop will be conducted with the Jordan Chamber of Industry (JCI) in the final quarter of 2012.

In the context of the World Day Against Child Labour 2012 and in collaboration with the Greater Amman Municipality (GAM), ILO-IPEC organised a panel discussion in the Al-Hussein Cultural Centre in Amman. The event, co-funded by UNICEF, was one of a number of events that took place in June 2012 under the auspices of the MOL, including a popular March Against Child Labour on 8 June 2012. The co-ordination among the different partners for the World Day events was facilitated through the regular meetings of the TCCL and the establishment of a special sub-committee.

Immediate Objective 4: By the end of the project, the elimination of child labour and the promotion of youth employment will have been mainstreamed into the national development policy frameworks.

Limited progress has been made in relation to this objective since most of the activities are scheduled to be carried out at a later stage of the work plan. Nevertheless, some achievements have been reached in terms of mainstreaming across UN related systems, structures and programmes due to the participation of ILO-IPEC in working group sessions related to the development of the new UN Development Assistance Framework (UNDAF) 2013-2017. As a result, reference to the NFCL and enhanced efforts to address child labour are included in the final version of the new UNDAF and other agencies have indicated their support for these outputs. In addition, based on discussions between ILO-IPEC, the MOL and Save the Children International, the TOR for the TCCL ensured the inclusion of UN agencies, including UNICEF, UNESCO and UNDP, in the committee which assisted efforts to mainstream child labour elimination across other programmes.

The relationship with UNICEF, in particular, has been both positive and constructive, facilitating strong financial and related support by UNICEF for activities relating to the World Day Against Child Labour 2012 and the joint workshop on Child Labour in Tourism in Petra. ILO-IPEC was instrumental in ensuring presentations by UNICEF and UNHCR on the Syrian refugee crisis and the growing incidence of child labour among Syrian refugees.

Mainstreaming opportunities also arise in the context of ILO-IPEC's participation of the UN thematic working groups on social protection, child protection and education. These working groups regularly and are currently focused primarily on the emergency situation of Syrian refugees. Child labour has been identified as a specific issue negatively impacting on Syrian refugee children, particularly because of the characteristics of Syrian refugee families who suffer from poverty and lack of education and the fact that parents do not want to jeopardise possible access to services and assistance from the Jordanian government and international and UN agencies and so send their children to work. As a result, the ILO was requested to lead a separate working group on child labour among Syrian refugee children and has facilitated three meetings of this group since April 2012. The security situation has been deteriorating significantly in Syria since the beginning of 2012 resulting in a major influx of refugees into Jordan and other neighbouring countries which has necessitated significant efforts to address child protection among others. The ILO will continue to work in close collaboration with sister UN agencies and national and international organisations as part of the coordinated response to the Syrian crisis. A major challenge that has emerged is a lack of credible qualitative and quantitative data on child labour among the Syrian refugee population.

In March 2012, ILO-IPEC and ILO-ROAS were invited by UNICEF to comment on the draft TOR for the planned National Youth Survey which it is hoped will get under way before the end of 2012. It was agreed that the ILO will be included on the Survey Steering Committee and will be invited to a stakeholders' workshop to finalise the TOR with the selected consultants. The survey will be complemented by the

ILO's School-to-Work Transition Survey that is due to get under way before the end of 2012 with the support of the ILO's Youth Employment Programme (YEP) and these combined research documents will provide crucial information to policy-makers on challenges facing young people in Jordan, particularly in terms of education, training and employment.

ILO-IPEC has been in discussions with the Labour Inspectorate Division of the MOL regarding capacity-building assessment for labour inspectors in applying the revised Hazardous Work List for Juvenile Workers. This document was reviewed and endorsed by the Minister of Labour in June 2011 but requires support in terms of amending the Labour Inspector's Handbook, the review of the Labour Inspection Policy and Strategy and training for labour inspectors and child labour focal points. These activities will be coordinated with the Labour Administration project managed by the Labour Administration specialist, ILO-ROAS, to ensure programme and resource efficiencies and to avoid duplication of effort and are expected to get under way before the end of 2012 and will continue in 2013.

b) Issues, considerations of political and programmatic nature affecting the context of the revision

Given the late start of the project and the changes that had occurred in the Jordan policy and legislative environments, it was indicated at an early stage to the ILO-IPEC project team that changes would need to be introduced to the original project strategy to take account of these. Key in these considerations were the endorsement of the NFCL by the Cabinet in August 2011 and the decision by the Minister of Labour in June 2011 on the Revised Hazardous Work List for Juvenile Workers. The ILO was not part of the discussions and finalisation of either document which was particularly unfortunate given the importance of the NFCL and the relevance of the previous National Strategy on the Elimination of Child Labour adopted under the auspices of the ILO-IPEC Country Programme, 2002-2007. The new NFCL effectively plays the role of a national action plan to address child labour, providing not only the policy context but also specific action areas, for example, in terms of referral of working children including by Governorate Directorates of the three implementing ministries. The referral system is the backbone of the child labour monitoring system in Jordan. The document development process would have benefited considerably from ILO resource materials and support on preparing national child labour policies and action plans,⁵ and can still do so in the review process which will be led through the TCCL and individual activities with stakeholders under the proposed revision.

While considerable and vital efforts were directed towards the development of the NFCL, assisting its passage through the political process and in initial capacity-building for its implementation, nevertheless challenges remain and have been acknowledged by all main partners, including CHF International and the NCFA which was tasked with the development of the policy document. Therefore, the revision would aim at addressing concerns on the implementation process, including through pilot intervention areas to test its implementation on the ground and a longer-term review process involving other partners. One major challenge of the NFCL is that while it highlights the vital contributions expected of the Ministries of Labour, Education and Social Development, it does not outline specific roles and responsibilities of others, including employers, trade unions and civil society. The issue of the challenges in the implementation of the NFCL and the revised hazardous work list were raised in discussions with the USDOL representative during a mission to Jordan in April 2012.

Through discussions and interaction with stakeholders, especially the tripartite constituents and key members of the TCCL, it is evident that the project activities need to focus more centrally on upstream activities as was originally emphasised in the project document and particularly on capacity-building. Capacities to assimilate and implement policy and legislative documents relevant to the elimination of

⁵ Draft Guide for Preparing National Child Labour Policies and Action Plans, ILO-IPEC, Geneva, to be published before end 2012.

child labour need to be enhanced for all stakeholder groups. This applies equally to the revised hazardous work list, which is an important tool for labour inspectors, employers and trade unions and the tripartite constituents, led by the MOL, have requested additional support for the implementation of the revised legislation.

Central to the upstream activities and to supporting the implementation of the NFCL and the TCCL is the design, development and maintenance of a web-based national child labour database. In addition, there would be significant benefits to the national effort to eliminate child labour by linking the new database to others related to child and family protection. This potential exists in Jordan and it would be important to reinforce database integration to support referral and follow-up of working children, for example, to better understand the personal and family context of each child and to ensure that they are linked to relevant education and social services.

There needs to be a shift in the upstream versus downstream focus in the outputs, activities and budget. At present, nearly half of the budget for activities centres on the development of community-based child labour monitoring teams in around 60 communities in the targeted governorates. However, based on the NFCL's referral system and discussions with other USDOL grantees and stakeholders, this approach is not feasible and greater support is required to ensure the reinforcement of national and governorate level monitoring systems and structures based on the NFCL, as well as the capacity to implement, maintain and further improve these. The NFCL referral system will underpin the CLMS. In addition, given the investment necessary to ensure the sustainability of such an approach, it is unlikely that the teams will remain behind and active after the project ends. Downstream activities need to be supported by upstream action to ensure sustainability, ensuring that they are anchored within a broader national policy and programme and the objective is to ensure complementarity and integrated support between the two USDOL projects (ILO-IPEC and Save the Children International), particularly linking with the community-based child protection committees being set up by Save in the common target areas.

A further issue to be taken into consideration affecting the context of the revision is that of real costs of administrative and programmatic nature in Jordan today. Certain key costs, including those of meetings, the need for translation and interpretation between Arabic and English, the design and development of a web-based database and office-related costs, are higher than portrayed in the budget and the revision is vital in taking account of these realities.

2. NEED FOR PROJECT REVISION

2.1 Proposed changes and justification

The need for the revision stems from the initial observation of ILO-IPEC HQ that in light of the delay in the start-up, it would be important for the project team to review the strategy and work plan in the original project document, taking into account developments in 2011, realities on the ground and outcomes of discussions with the USDOL grantees CHF International and Save the Children International. Once in place, the project team was also able to assess capacities of key stakeholders, in particular the tripartite constituents, to fulfil their roles and responsibilities within the new policy and legislative changes relevant to child labour elimination as well as the policy and legislative documents themselves. This process revealed that greater efforts were required to develop and strengthen capacities of national partners and that the policy and legislative documents would require closer attention and support to be effectively implemented. The NFCL would also need to be reviewed over a period of time, including through a pilot implementation process, to ensure enhanced participation of all stakeholders and linkages to the future national child labour database to strengthen the monitoring process.

Overall, the project's work plan would need to be revisited in order to more effectively fulfil the objectives which are of an upstream nature and to ensure the reinforcement of the policy and legislative environments and the capacities of the key stakeholders to strengthen sustainability. This would also ensure the emergence of a more effective enabling environment to support the downstream work of the Save the Children International project. Accordingly, the project team identified the areas that require revision, discussed them internally and verified the proposals with the USDOL grantees in particular, benefiting from the experience and expertise of the CHF International project. In addition, the need for revision was referenced during the meeting with the USDOL representative while on mission to Jordan in April 2012.

The revision request involves changes in one project output and a number of activities. No changes are introduced to the project development objective and the four immediate objectives. The proposed changes in the project output and activities affect the budget and work plan and the revised documents are therefore attached.

2.1.1 Replacement of Output 1.3, “CLMTs are set up at the local level in target areas”

A major change proposed in the revision is the replacement of Output 1.3 “*Child Labour Monitoring Teams (CLMTs) are set up at the local level in target areas*” and all its activities with greater added-value activities relating to the pilot implementation of the NFCL in selected areas in the targeted Governorates, further development of the national web-based child labour database and its links to other relevant databases on education and child protection and capacity-building of key partners.

Justification: The establishment of CLMTs is described in the project document as part of the coordination mechanism of the Child Labour Monitoring System (CLMS). The proposal was that 60 CLMTs would be created in the three targeted governorates by the end of Year 3 (2013) and that these CLMTs would coordinate closely with District Child Labour Monitoring Committees. This downstream activity was proposed at a time when the NFCL had not been developed and therefore did not take into account the referral system outlined in the NFCL which is key to the establishment of a future CLMS. The challenge is that a functioning upstream system needs to be underpinned by an equally functioning NFCL which is not the case at present. Much greater investment is required than was anticipated in ensuring that the national system and structure are functioning. It has become apparent from discussions with stakeholders that little, if any capacity remains that was created during the previous ILO-IPEC Country Programme. In addition, the NFCL itself is not being implemented on the ground. Therefore, it would be premature at this stage to invest in local level activities and creating structures that, based on discussions particularly with the USDOL grantees, are unlikely to be sustained. The amount allocated to this output overall is USD262,500, around 48 per cent of the total activities budget for the project which is considerable in the light of the impact and risks involved. These risks could be reduced if the national level system and structures were up, running and effective and could link to lower levels of activity, but this is not the case and greater investment is required in those parts of the work plan related to development of capacity, not only of systems and structures, but also partners.

It would be important for the project to focus its attention on supporting the implementation of the NFCL which includes ensuring that systems and structures are in place, such as the national child labour database, and that appropriate training can be provided to the staff of the ministries concerned while supporting other partners in identifying their own roles and responsibilities. Supporting pilot phases of NFCL implementation in the selected governorates would be an important first step in assessing its sustainable functionality and in identifying challenges and weaknesses to support an on-going review process. These pilot phases would link up with community-based child protection committees being set up under the Save the Children International project to assess the referral system within the NFCL and how this can link up with downstream structures, therefore also addressing the involvement of civil society in

the process. The project document describes an outline of a CLMS that was proposed at a time when the NFCL did not exist. Therefore, any CLMS will need to be aligned with the NFCL and this will be the focus of the project's support.

As mentioned above, a further challenge was an under-estimation of the level of support required for capacity-building, building and strengthening systems and structures that will underpin a CLMS and the cost of these activities. The proposal, therefore, is to replace this output and its activities, re-allocating the funds to support other project activities as indicated below. It is the view of the project team that this revision would ensure the most effective and efficient use of funds and more sustainable outcomes in supporting Jordan in its efforts to eliminate child labour.

2.1.2 Changes to project activities and reallocation of funds

The proposed revisions are clearly tracked in the revised budget and work plan for ease of reference (see attached). The numbering of outputs and activities has not yet been modified for ease of reference, but will be revised accordingly following the finalisation of the project revision. The deletion of Output 1.3 and its related activities make available USD262,500 for re-allocation in addition to other funds resulting from changes introduced to project activities. The bulk of the re-allocated funds will be directed towards strengthening the Child Labour Monitoring System associated with activities under Output 1.5 "*A web enabled CLMS data base is designed and maintained*". In addition, funds will be re-allocated to support updating and enhancing the knowledge base on child labour in Jordan through support for the Department of Statistics (DOS) in Output 2.1 and increasing the budget allocated to research on child labour in Output 2.2. Increased funding is also being proposed to enhance support for capacity-building activities associated with a number of outputs under Immediate Objective 3, including support for pilot implementation of the NFCL in targeted areas in selected governorates. Details of the project revision proposals under each immediate objective are indicated below.

Annex 4: Stakeholder meeting schedule for individual interviews

ILO Child Labour Project Implementation Review Stakeholder Meeting Schedule, 16-20 October 2012

Date	Organisation	Organisation Staff
TUES 16 Oct	ILO-IPEC Jordan	Mr Nicholas Grisewood, CTA Ms Rula Dajani, National Project Coordinator
TUES 16 Oct	Ministry of Labour	Ms Shereen Al-Taeib – Head of CLU Ms Maysoon Al Rimawi – CLU staff
TUES 16 Oct	Jordan Chamber of Industry	Mr Ali Nasurallah – Vocational training, employment and HRD manager
TUES 16 Oct	Jordanian Federation of Trade Unions	Mr Khaled Al-Hababbeh CL focal point
TUES 16 Oct	CHF	Mr Waleed Al-Tarawneh – Director of completed CL project <i>Interview cancelled</i>
WED 17 Oct	ILO-IPEC Jordan and Geneva	Mr Nicholas Grisewood, CTA Ms Rula Dajani, National Project Coordinator Ms Snezhi Bedalli, Desk Officer, ILO-IPEC Geneva
WED 17 Oct	Ministry of Education	Ms Jehan Al-Zaben – CL focal point Mr Khaled Muhand – Ex CL focal point
WED 17 Oct	Seagull Technology	Mr Mohammed - Director
WED 17 Oct	ILO Regional office-Beirut	Mr Jean-François Klein
THURS 18 Oct	Greater Amman Municipality	Ms Nancy Abu Hayaneh- Head of Social Services Department Mr Ashraf Abu Hammad – Social Services Officer
THURS 18 Oct	Ministry of Social Development	Mr Mohammed Al-Kharabsh – Head of social Defense Unit Mr. Ahmed Al-Shdeehat – MOSD CL focal point
THURS 18 Oct	UNICEF	Ms Maha Homsy – Child Protection Specialist <i>Replaced by skype interview on 8 November</i>
THURS 18 Oct	National Council for Family Affairs (NCFA)	Ms Mai Sultan – Socio-economic programme officer Mr Mohammed Meqdadi - Family Programme Manager
THURS 18 Oct	US Embassy in Amman	Ms Liz Litchfield, Political Officer
SAT 20 Oct	Save the Children	Saskia Brand – Project Director
SAT 20 Oct	Social Support Centre	Nihayat Dabdoub - Director
SAT 20 Oct	US Department of Labor	Wendy Blanpied, Desk Officer

Annex 5: List of participants at the stakeholder workshop

**Project Implementation Review
ILO-IPEC Project “Moving towards a Child Labour-Free Jordan”**

**Stakeholders’ Consultation Workshop
21 October 2012, Landmark Hotel, Amman**

NO.	Name	Organisation
1	Kholoud Abo Zaid	National Consultant
2	Mia Sorgenfrei	International Consultant
3	Ashraf Abo Hammad	GAM
4	Wendy Blanpied	US Department of Labor
5	Kate Nutt	U.S. Embassy
6	Jehan AlZaben	Ministry of Education
7	Hadeel AlTalli	UNESCO
8	Khaled Qubajah	UNDP
9	Saskia Brand	Save The Children
10	Snezhi Bedalli	ILO-IPEC Geneva
11	Mario Twal	Save The Children
12	Rania Katar	Jordan Chamber of Industry
13	Khaled Habahbe	Federation of Trade Unions
14	Majdi Abo Saan	Social Support Centre
15	Nancy Abo Hayane	GAM
16	Razan Hijjawy	GAM
17	Shereen AlTaib	MoL
18	Ahmad AlSheheedat	MoSD
19	Maen Yousef Rabban	Questscope
20	Mai Kamel Sultan	National Council for Family Affairs
21	Nehayat Dabdub	Social Support Centre
22	Waleed AlTarawneh	CHF
23	Shaza AlJundi	ILO- ROAS
24	Monther AlShobol	MoE
25	Mahmood Abo Mesha'al	MoE
26	Nick Grisewood	ILO
27	Rula AlDijani	ILO
28	Hudal AlShabani	ILO

Annex 6: List of stakeholders consulted

ILO-IPEC Jordan: Mr Nicholas Grisewood (CTA), Ms Rula Dajani, (National Project Coordinator)

ILO-IPEC Geneva: Ms Snezhi Bedalli, Desk Officer, Mustafa Hakki Ozel, Head of Standards and Surveys Unit, ILO Department of Statistics

ILO Regional Office for Arab States: Mr Jean-François Klein, Head of Regional Programme Service

US Department of Labor, Bureau of International Labour Affairs: Ms Sharon Heller (Division Chief, Asia/Europe/MENA), Ms Wendy Blanpied (Desk officer), Ms Margaret C. Hower, (M&E Division)

US Embassy in Amman: Ms Liz Litchfield, Political Officer

Save the Children: Ms Saskia Brand (Project Director)

UNICEF: Ms Maha Homsy (Child Protection Specialist)

Ministry of Labour, Child Labour Unit (Jordan): Ms Shereen Al-Taeib (Head of CLU), Ms Maysoon Al Rimawi (CLU staff member)

Ministry of Education (Jordan): Ms Jehan Al-Zaben (Child Labour Focal Point), Mr Khaled Muhand (Former Child Labour Focal Point)

Ministry of Social Development (Jordan): Mr Mohammed Al-Kharabsh (Head of Social Defense Unit), Mr. Ahmed Al-Shdeehat (Child Labour Focal Point)

Greater Amman Municipality (Jordan): Ms Nancy Abu Hayaneh (Head of Social Services Department), Mr Ashraf Abu Hammad (Social Services Officer), Ms. Razan Hijjawi (Social Services Officer)

Social Support Centre (Jordan): Ms Nihayat Dabdoub (Director)

The Chamber of Industry (Jordan): Mr Ali Nasurallah (Vocational training, employment and HRD manager)

The Federation of Trade Unions (Jordan): Mr Khaled Al-Habahbeh (Child Labour Focal Point)

National Council for Family Affairs (Jordan): Ms Mai Sultan (Socio-economic programme officer), Mr Mohammed Meqdadi (Family Programme Manager)

Seagull Technology (Jordan): Mr Mohammed (Director)