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Final Internal Evaluation of ILO Partnership with the Regional Development and Protection Programme for Jordan (RDPP II). Research Partnership for Improved livelihoods of Jordanian and Syrian Youth

ILO TC/SYMBOL: JOR/21/04/MUL (108497)

Type of Evaluation: Internal Final Evaluation

Evaluation timing: 21 December 2022 – 6 March 2023

Evaluation nature: Internal

Project countries: Jordan

P&B outcome **Outcome 3:** Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all

SDGs : SDG #8

Date when evaluation was completed by the evaluator: 18.03.2023

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ILO Administrative Office: RO/DWT-Beirut

ILO Technical Office: ILO ROAS

Project Duration: 1 January 2022 – 31 December 2022

Donor and budget: The Regional Development & Protection Programme (RDPP), US\$ 792,361.87

Name of consultants: Ms. Svetlana Bronyuk (team leader, international consultant), Mr. Ahmed Tamimi (national consultant)

Name of Evaluation Manager: Mr. Jad Yassin

Evaluation office oversight : Not applicable

Evaluation Budget:

Key Words: Decent work; employment; youth employment; formal employment; women employment; disability inclusion; green jobs, digital economy

This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO.

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This Final Internal Evaluation of “ILO Partnership with the Regional Development and Protection Programme for Jordan (RDPP II). Research Partnership for Improved livelihoods of Jordanian and Syrian Youth” was prepared by the evaluation consultants Ms. Svetlana Bronyuk (team leader, international consultant) and Mr. Ahmed Tamimi (national consultant, team member), who have had no prior involvement or association with the ILO work. The views and opinions expressed in this report are those of the evaluation consultants and by no means represent any official position of the ILO or the stakeholders of the project country.

The evaluators would like to thank Mr. Jad Yassin, the ILO Evaluation Manager, Ms. Aya Jaffar, Labour Economist coordinating project implementation, Ms. Asmaa Nashawati, Admin and Finance Officer for their invaluable support and collaboration throughout all stages of the evaluation process.

Finally, the evaluation consultants would also like to thank all project stakeholders represented by the Donor – the Regional Development and Protection Programme (RDPP); Government of Jordan - Ministry of Labour (MoL), Ministry of Youth (MoY), Department of Statistics (DoS), the Technical and Vocational Skills Development Commission (TVSDC); trade unions - General Federation of Jordanian Trade Unions (GFJTU); the development agencies including the UN organizations – EBRD, UNHCR, GIZ, UNICEF; and research organizations and research consultants who contributed to the evaluation process by sharing their opinions.

LIST OF ACRONYMS

CO	Country Office
DAC	Development Assistance Committee
DOS	Department of Statistics, Jordan
DWCP	Decent Work Country Program
GFJTU	General Federation of Jordanian Trade Unions
GIZ	German Corporation for International Cooperation
JCI	Jordan Chamber of Industry
HQ	Headquarters
ILO	International Labour Organization
ITC ILO	International Training Center of the ILO
HR&GE	Human Rights and Gender Equality
MoL	Ministry of Labour
MoY	Ministry of Youth
M&E	Monitoring & Evaluation
ROAS	ILO Regional Office for the Arab States
TVSDC	Technical and Vocational Skills Development Commission
SDGs	Sustainable Development Goals
SMART	Specific, Measurable, Achievable, Relevant, Time-bound
TOC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Frameworks
UNDP	United Nations Development Program
UNICEF	The United Nations Children's Fund (UNICEF)
UNHCR	The office of the United Nations High Commissioner for Refugees
UNSDCF	United Nations Sustainable Development Cooperation Framework
VTC	Vocational Training Corporation

EXECUTIVE SUMMARY

Current evaluation exercise is a Final Internal Evaluation of the Project “ILO-RDPP Research Partnership for Improved Livelihoods of Jordanian & Syrian Youth”. The project is funded by the Regional Development & Protection Programme (RDPP). The budget of the project is US\$ 792,361.87. The project started on 1st January 2022 and ended on 31st December 2022.

The ILO-RDPP research partnership aims to support the Government of Jordan and national constituents in responding to the youth employment challenge and supporting dialogue around policies and strategies for improving the livelihoods of young Syrians and Jordanians through evidence-based research and analysis.

Purpose, scope and clients of the evaluation

The main purpose of this internal final evaluation is to provide an independent assessment of the progress to date for accountability and learning purposes, through an analysis of relevance, coherence, effectiveness, efficiency, sustainability and orientation to impact of the project. The exercise is conducted in line with the ILO Evaluation Policy Guidelines: ILO Policy Guidelines for results-based evaluation and the UN Norms and Standards for Evaluation¹.

The evaluation scope covered the whole project period from the start on 1 January 2022 until the end of the Project, 31 December 2022. Geographic scope of this evaluation covered country level – Jordan with the majority of the interviews held in the capital of Jordan – Amman. The evaluation integrated gender equality, disability inclusion and other non-discrimination issues as a cross-cutting concern throughout its methodology, analysis and deliverables. Gender concerns were addressed in accordance with the ILO Guidance note 4, “Integrating gender in monitoring and evaluation of projects”.

Finally, the evaluation paid special attention to how the Project is relevant to the ILO’s Programme and policy frameworks at the national, regional and global levels, relevant Sustainable Development

¹ Norms and Standards for Evaluation (2016). URL: <http://www.uneval.org/document/detail/1914>

Goals (SDGs), UNSDCF and national sustainable development strategies and other relevant national development frameworks, including relevant sectoral policies and programmes.

The findings of the evaluations and its recommendations will be used by the ILO and its stakeholders to enhance organizational learning.

Methodology of evaluation

The evaluation applied a mixed-method approach, with the main focus being on the qualitative techniques, including quantitative data obtained through the review of the project documents and reports and research papers produced by the Project. The primary data was collected directly from the stakeholders through individual and group interviews conducted with the stakeholders via virtual and in-person mode.

Project reports and documents as well as key policy papers and country strategic plans and research reports were analyzed as secondary data sources. The evaluation applied the OECD/DAC evaluation criteria of relevance, coherence, effectiveness, efficiency, sustainability and impact potential to interpret the evaluation findings.

Limitations of this evaluation

The following major limitations and challenges were observed during the evaluation process:

The data collection process conducted in a distant mode was challenged by the fact that the possibility to hold interviews online resulted in several postponements which increased the duration of the data collection phase.

Some stakeholders were not available for the interviews during the designated period for the data collection phase which delayed the writing phase of the evaluation report.

Main Findings and conclusions

Relevance, coherence and strategic fit: Strategic relevance of the project has been rated as high by all key stakeholders and constituents who confirmed great importance of the project to the overall importance of creating decent work opportunities for young men and women among Jordanian nationals and Syrian refugees. The project is well-aligned with countries' national priorities, strategies and plans where new Economic Modernization Vision takes critical importance for government stakeholders. The international development actors including the UN organizations rate the project relevant for improving livelihood of young refugees in line with the Jordan Global Compact.

Validity of Design: The Project design is based on comprehensive analysis of needs of various groups of young men and women in Jordan in the labour market, including gender analysis. However the design of the Project doesn't support the ambitious change as the impact level result measured

by the indicator *# of legal or administrative provisions implemented which increase ability of Jordanian and refugee youth to gain employment or economic activity*. The outcome level results and major outputs don't address the ILO cross cutting issues through gender-sensitive, disability inclusive and environmentally sustainable activities and indicators yet they include some human-centered activities and indicators related to the vulnerable groups of youth including Syrian refugees.

Effectiveness: The Project delivered all the planned outputs at 100% delivery rate against the targets set at the output level. The evaluation of the planned outcomes was challenged as the indicators chosen at the outcome level are not realistic given the short time of the project duration. The project produced five research papers versus three research papers initially planned in close consultations with wide range of stakeholders including the tripartite constituents. Challenges of young men and women were addressed in the conducted research yet not clearly articulated in the recommendations developed based on research findings from gender equality perspective. This evaluation didn't find the efforts of the project to integrate the needs of young men and women with disabilities in the course of the implementation.

Efficiency of resource use: The project demonstrated high efficiency in strategic use of resources through adoption of the methodologies and tools to deliver research interventions in a cost-effective manner. Time resources were short to support the transparent and multi-stakeholder approach of the Project to complete the research interventions by publishing and disseminating final products. The project has not budgeted the financial resources to ensure the support of the admin and finance officer to manage the contractual procedures in an efficient manner. During the first eight months the ILO allocated internal human resources to support the financial and administrative operations of the Project based on availability of the administrative staff,

Impact Orientation and Sustainability: The project sustainability has high prospects. Once the research papers are published and disseminated they would be used by national tripartite stakeholders and international development actors. The regular meetings of the PAC and its contribution to the research process have resulted in the establishment of informal working group on youth employment which could serve as a platform for future cooperation on youth employment and livelihoods in Jordan on tripartite basis. The Project has impacted the policy dialogue at a small scale due to shortage of time to publish and disseminate the research papers to wider audiences including to the decision-makers of economy, trade and employment policies in Jordan.

Lessons learnt:

Lesson learnt 1. The project experience in Jordan shows that in some countries the research products could be easily applied into programming by the international development actors, yet governments may require technical assistance to convert research findings into policy results.

Lesson learnt 2. While in Jordan young women and persons with disabilities (men and women) face many barriers to enter the labour market, investing in platform economy through promotion of job platforms and enhancing skills of workers may result in increased economic participation of women and persons with disabilities.

Lesson learnt 3. The ILO projects with research activities require the duration of at least 18 months to allow completing the proper contracting procedures, the research exercise followed by the validation exercises with the stakeholders, the ILO quality assurance procedures, the publishing, wide dissemination and presentation of the research findings.

Lesson learnt 4. The absence of the Stakeholder Power Analysis and the Needs Assessment analysis of the various stakeholders groups at the conceptualization phase of the Project may result in low presence of powerful influential stakeholders, the decision-makers, reducing the project prospects to achieve impact level results.

Emerging good practices:

This evaluation exercise collected one emerging good practice highlighted by the stakeholders with potential for replication on the part of the ILO and other development actors:

Best practice. The transparent and consultative approach undertaken by the project to conduct the research interventions stimulated public dialogue and promoted better cooperation of the engaged stakeholders

Main recommendations and follow-up

- 1. To the DWT/Beirut.** To produce the publications and ensure their wide direct dissemination to the national stakeholders – tripartite constituents (government, trade unions and employers' organizations), academia, international aid actors, including the donors, youth and women's organizations; and e-placement at the ILO regional and national web-site pages; at the ILO Youth employment global portal and at the Working group on livelihoods chaired by the UNHCR
- 2. To the DWT/Beirut.** To conduct consultations with the tripartite constituents and the potential donors on the development of future interventions aimed at applying the research outputs at youth employment policies and programmes to promote decent work and creation of green jobs for Syrian refugees, vulnerable Jordanians (women in vulnerable situation, youth in NEET), persons with disabilities (men and women)
- 3. To the DWT/Beirut.** To conduct high level event on youth employment and / or high level consultations with the presence of decision-making bodies of Jordan: the Council of Ministers, the Parliament of Jordan, the Office of His Majesty King Abdullah II and Crown Prince Foundation with the purpose to present the research results and discuss the modalities of the technical assistance from the ILO on formulation of youth employment policies

4. **To the RDPP.** To consider more flexible funding modalities with the possibilities of no-cost extension and the implementation period not less than 24 months for similar development exercises
5. **To the GFJTU.** To continue active participation in public dialogue on youth employment policies in Jordan utilizing research findings to develop and support youth employment policies in line with the ILO Recommendation No. 204 on Transition from the Informal to the Formal Economy
6. **To the TVSDC.** To build on the findings of the research on Skills for Successful Transitions Towards a Green, Digitally Enabled Economy in Jordan and establish the cooperation with the national and international partners including the tripartite constituents and TVET service providers to develop occupational standards and accrediting the TVET programs in the sectors related to green and digital economy
7. **To the international development actors including the ILO, GIZ, UNICEF, IBRD, UNHCR and members of the Livelihood Working group.** To discuss the research findings and recommendations, outline the areas of applicability to the development priorities of their mandates in Jordan and develop coherent Youth Employment Action Plan avoiding overlapping of similar programmes and interventions and maximizing impact of undertaken interventions measured by unified indicators related to the quantity and quality of generated jobs for Syrian refugees, migrant workers and persons with disabilities disaggregated by sex/age, region and type of employment .
8. **To the government, Ministry of Youth, Ministry of Labour** (or other government body with similar functions), sectoral ministries and the DoS. To discuss the research findings and implacability of recommendations to develop the inclusive youth employment strategy based on the strengthened Labour Market Information System including the regularly collected data on school-to-work transition through the Labour Force Survey (LFS), disaggregated by age and sex

1. INTRODUCTION

Current evaluation exercise is a Final Internal Evaluation of the ILO Project “ILO-RDPP Research Partnership for Improved Livelihoods of Jordanian & Syrian Youth”. The exercise is conducted in line

with the ILO Evaluation Policy Guidelines: ILO Policy Guidelines for results-based evaluation² and the UN Norms and Standards for Evaluation³.

The purpose of the final evaluation is to indicate to the ILO, the Regional Development & Protection Programme and its partners the extent to which the project has achieved its aims and objectives and to determine the relevance, effectiveness, efficiency, impact and sustainability of project outcomes. The Internal final evaluation promotes accountability and strengthens learning among the ILO and key stakeholders.

The specific objectives of the evaluation are the following:

- Assess whether the design of the project was adequate to address the problems at hand. Were the project objective and design relevant given the political, economic, and financial context;
- Establish the relevance of the project design and implementation strategy in relation to the ILO, UN and national development frameworks (i.e. SDGs and UNSDCF);
- Assess the extent to which the project engaged with tripartite constituents and other relevant stakeholders in the research process in a meaningful manner.
- Assess the extent to which the research carried out under the project followed sound scientific methodologies and participatory approaches;
- Determine how relevant the research topics' areas to the project's objectives and to what extent do they respond to the needs of the country's socioeconomic context and labour market. (Relevance)
- Identify unexpected positive and negative results of the project;
- Examine whether the research produced by the project followed an adequate mix of sound research methodologies to properly examine each research area;
- Assess the extent to which the project outcomes will be sustainable;
- Examine whether the research produced by the project proliferate implementable policy recommendations based on gathered evidence;
- Assess whether the project contributed to strengthening the capacity of national stakeholders;
- Identify lessons learned and potential good practices, especially regarding models of interventions that can be applied further;
- Determine if the resources have been used to fulfil the project performance in an efficient manner with respect to cost, time and management staff;
- Provide recommendations to project stakeholders

²https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_571339.pdf

³ Norms and Standards for Evaluation (2016). URL: <http://www.uneval.org/document/detail/1914>

The evaluation scope covered the whole project period from the start 1st January 2022 to 31st December 2022. The evaluation covered all the planned outputs and outcomes under the project, with particular attention to synergies between the components and contribution to the national policies and programmes.

The evaluation integrated gender equality, disability inclusion and other non-discrimination issues as a cross-cutting concern throughout its methodology, analysis and deliverables. Gender concerns were addressed in accordance with the ILO Guidance note 4, “Integrating gender in monitoring and evaluation of projects”. The findings of the evaluations and its recommendations will be used by the ILO and its stakeholders to enhance organizational learning.

2. CONTEXT AND BACKGROUND

1.1. Brief outline of country context

Jordan, officially the Hashemite Kingdom of Jordan, is a country in Western Asia. Amman is Jordan's capital and largest city, as well as its economic, political, and cultural centre. Arabic is the official language of the State.

Jordan is an upper-middle-income country, with a population of 11 million, 74 percent of whom are below the age of 30. Jordan is also a resource-poor, food-deficit country with dwindling energy and water resources and limited agricultural land. It carries the social, economic and environmental burden of hosting around 675,000 Syrian and 87,000 refugees of other nationalities registered with

the United Nations High Commissioner for Refugees as of April 2022.⁴ Jordan faces several climate-related hazards including significant temperature increases, precipitation decreases and increased incidents of drought. Jordan is heavily dependent on fossil-fuel imports, with limited natural resources. It is among the most water-poor countries in the world. Jordan's cities are home to 91.6 per cent of the country's overall population, but only take up a mere 3.8 per cent of the country's surface.⁵

Jordan's development has suffered challenging circumstances, with the economy enduring shocks amounting to around 44% of GDP over the past decade. The so-called "Arab Spring", the Syrian conflict and the emergence of ISIS, and the consequent disruption of trade and refugee flows, among others, led to a reduction in economic growth rates, that dropped from an average of 6.5% in 2000-2009 to around 2.4% in 2010-2019⁶. In July 2016, the EU and Jordan agreed on a simplification of the rules of origin applicable to imports of Jordanian goods into the EU in line with the EU-Jordan Compact. The simplification allows producers in Jordan to use a very advantageous set of rules of origin on the condition that the production of their goods offers new job opportunities for Syrian refugees.

Jordan has begun its recovery from the COVID-19 shock — real GDP grew by 2.2% in 2021 following a 1.6% contraction in 2020. However, the COVID-19 crisis has exacerbated Jordan's jobs challenge: unemployment stood at 23.3% in Q4-2021, youth unemployment reached nearly 50% and the women's labor force participation rate is 14%, one of the lowest in the world.⁷ Jordan's literacy rate is one of the highest in the region (97.9%). Jordan's literacy rate remains high compared to the world average.

Of every nine people aged 5 years and over in Jordan, there is an individual with a disability (difficulty) at a percentage of 11.1%. The overall number of Jordanian people with disabilities (difficulty) aged 5 years and over is 651 396. The prevalence of disability (functional difficulties) among males is higher than among females, with prevalence rates of 11.5% and 10.6%, respectively. One third of Jordanian illiterates aged 13 years and over are persons with disabilities (functional difficulties) at 36.8%. The percentage of workers with disabilities (functional difficulties) reached 10.2% of the total employed Jordanian population aged 15 years and over, and the percentage of those seeking employment reached 10%.⁸ Jordan ratified the 2007 Convention on the Rights of Persons with Disabilities in 2008.

Jordan ratified seven out of ten fundamental conventions of the ILO and three out of four governance conventions. Jordan has not ratified such fundamental conventions as C087 - Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87), C155 - Occupational Safety and

⁴ [WFP Jordan Country Brief | United Nations in Jordan](#)

⁵ [Infographics: Urbanisation and Urban Development in Jordan - Urbanet](#)

⁶ [VNR 2022 Jordan Report.pdf \(un.org\)](#)

⁷ [Jordan Overview: Development news, research, data | World Bank](#)

⁸ General Population and Housing Census of 2015

Health Convention, 1981 (No. 155), C187 - Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187), P029 - Protocol of 2014 to the Forced Labour Convention, 1930; and the governance (priority) conventions related to labour inspection, namely Labour Inspection (Agriculture) Convention, 1969 (No 129).

Jordan ratified the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) on 1992 with reservations made on Article 9 (2) concerning citizenship, and Article 16 (1) concerning marriage, family relations, housing and mobility right. In March 2020, the Jordanian government endorsed the National Strategy for Women (2020-2025) aimed at enhancing women's participation and empowerment in all fields and adopting a Gender Mainstreaming Policy and an executive action plan for the policy in the public sector.⁹

1.2. Project context¹⁰

The Bureau of the International Labour Organization (ILO) in Amman, Jordan with support from the Regional Development & Protection Programme (RDPP), implemented the "ILO-RDPP Research Partnership for Improved Livelihoods of Jordanian & Syrian Youth" project. The ILO-RDPP research partnership aimed to support the Government of Jordan and national constituents in responding to the youth employment challenge and supporting dialogue around policies and strategies for improving the livelihoods of young Syrians and Jordanians through evidence-based research and analysis. The project's duration was 12 months from 1 January 2022 through 31 December 2022.

The project fell under the priority one of the Decent Work Country Programme (DWCP) 2018-2022: employment creation contributes to economic and social stability; and intended to contribute to the Country Programme Outcome (CPO) JOR109 *Enhanced youth access to employment among Syrian refugees and Jordanian host communities*.

The interventions of project employ primary and secondary research tools for arriving at an in-depth understanding of youth employment and livelihoods in Jordan and providing both qualitative and quantitative analysis of identified research questions. Above all, the research follows a participatory and multi-stakeholder approach that does not only engage the ILO's tripartite constituents, but also involves other key partners, including youth organizations, community-based organizations, research centres and think tanks, among others. Through close coordination with line ministries and strategic partners, the outcomes of the project intended to inform the policy dialogue around labour market reform and youth employment strategies. More specifically, the project conducted five main research studies, as follows:

Research Paper I: Skills for Successful Transitions Towards a Green, Digitally Enabled Economy in Jordan. This study explores the potential for job creation in emerging green and digital fields, placing

⁹ [Jordan Action-Plan 2021-2025 EN.pdf \(opengovpartnership.org\)](#)

¹⁰ Based on Project Document

a particular focus on the implications of emerging industries and occupational roles on the country's skills climate.

Research Paper II: Macroeconomic Policies for Job Creation & Livelihoods Opportunities for Vulnerable Syrians & Jordanians: Focus on Fiscal Investment & Trade Policies Building on research and available data and statistics, this study provides evidence to assess the extent to which fiscal, investment and trade policies, along with market regulations have helped or hindered decent and productive job creation.

Research Paper III: Exports for Decent Youth Livelihoods and Labour Formalization in Jordan. The study focuses on several identified high-export-potential products, while highlighting issues that hinder enterprises from participating at higher-ends of the value chain, rendering companies more susceptible to engaging in low value-added, informal activities.

Research Paper IV: Labour Market Transitions of Young Men & Women in Jordan. The objective of implementing the school-to-work transition survey (SWTS), developed by the ILO, is to generate information on the current labour market situation, the history of economic activities and the perceptions and aspirations of youth, through a detailed, national-level household survey covering 15– 29-year-olds.

Research Paper V: Research on Non-standard Forms of Employment in Jordan, and the Role of Platform-Facilitated Work. The study explores various many aspects of non-standard employment in Jordan, in relation to the workers, service seekers, employers, and employment-facilitators (or Digital Labour Platform (“DLP”) providers).

Expected Project's outcomes

- **Outcome 1:** Relevant national stakeholders engage in meaningful dialogue around youth employment & livelihoods for enhanced policy formulation
- **Outcome 2:** National stakeholders & policy makers benefit from evidence-based research on trends in youth employment & livelihoods

The management set-up of the Project

Under the overall guidance of the ILO Senior Employment Policy Specialist, project implementation was initially led by an Economic Analyst and Research Officer and supported by a National Administrative and Finance Officer based in Jordan. Later the Project was taken over by the Labour Economist based in the ILO DWT/ Beirut, with the support of a National Admin and Finance Officer based in Amman. Programme and M&E backstopping has been provided by the Regional Programming Unit within ROAS, with further technical support provided by relevant staff and DWT specialists in the regional office.

3. EVALUATION BACKGROUND

ILO considers project evaluations as an integral part of the implementation of technical cooperation activities. As per ILO evaluation policy and procedures this project should undergo a final internal evaluation.

This evaluation is managed by an ILO evaluation manager and implemented by independent evaluators.

1.1. Evaluation purpose and objectives

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

Objectives of this evaluation

The purpose of the final evaluation is to indicate to the ILO, the Regional Development & Protection Programme and its partners the extent to which the project has achieved its aims and objectives and to determine the relevance, effectiveness, efficiency, impact and sustainability of project outcomes. The Internal final evaluation promotes accountability and strengthens learning among the ILO and key stakeholders.

The specific objectives of the evaluation are the following:

- Assess whether the design of the project was adequate to address the problems at hand. Were the project objective and design relevant given the political, economic, and financial context;
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- Examine whether the research produced by the project proliferate implementable policy recommendations based on gathered evidence;
- Assess whether the project contributed to strengthening the capacity of national stakeholders;
- Identify lessons learned and potential good practices, especially regarding models of interventions that can be applied further;
- Determine if the resources have been used to fulfil the project performance in an efficient manner with respect to cost, time and management staff;
- Provide recommendations to project stakeholders

Users and clients of this evaluation

The main clients of this analysis will be ILO management, technical specialists, staff, tripartite constituents and the donor.

Scope of this evaluation

The evaluation covered the duration of the programme between 01/01/2022 and 31/12/2022. All the stakeholders involved in the project were engaged in this evaluation process. Geographical scope of this evaluation covered country level with the majority of interviews held in Amman, the capital of Jordan.

1.2. Evaluation principles and standards

The ILO adheres to the UN System Evaluation Norms and Standards and applies the OECD/DAC Evaluation Quality Standards and Criteria. Therefore, in conducting this final evaluation, the evaluation consultants complied with the evaluation rules and standards of the United Nations System, as well as the Evaluation Quality Standards and Criteria of OECD/DAC and the United Nations Evaluation Group standards.

These international benchmarks require that gender and human rights be taken into consideration in evaluations. Thus, gender and human rights considerations were taken into consideration during this final evaluation. Finally, ethical safeguards concerning the independence, confidentiality and voluntary participation of the respondents were ensured at all stages of the evaluation process.

1.3. Evaluation methodology

The purpose and scope of this evaluation exercise required a methodology that provides accountability in assessing how the project progressed in achieving its results as well as highlighting lessons learned to improve performance and assessing the relevance of similar interventions in future. Thus, a mixed methods approach was proposed for this final evaluation, with main focus being on qualitative techniques.

To strengthen the credibility and usefulness of evaluation results, the evaluators used both primary and secondary data sources. The primary data was collected directly from stakeholders about their first-hand experience with the intervention through Key informants' interviews. Secondary data sources consisted of documentary evidence that has direct relevance for the evaluation, such as nationally and internationally published reports, project documents, country strategic plans, and research reports. Using both primary and secondary data sources allowed enhancing validity of the evaluation results.

Evaluation methodology included the following data collection methods:

Document review: Review and analysis of project document, the theory of change, DWCP, progress reports and the ILO reports, activity reports, surveys, studies and other knowledge products produced by the project as well as other relevant documents. Overall, the final internal evaluation consulted more than 60 documents, out of them more than 50 – documents, papers and news pieces produced by the Project.

Key informant interviews: individual semi-structured interviews were conducted with all ILO project staff directly involved in project management and implementation and project stakeholders including tripartite constituents, project's partners, researchers and the Donor.

Each interview lasted not less than 30 mins and was conducted in line with the UNEG Norms and Standards on competencies and ethics in evaluation¹¹. See Annex B for the detailed statistics and list of persons interviewed. Overall, 21 interviews (17 individual and 4 group interviews) were conducted with the participation of 25 persons (13 men and 12 women).

Data validation/Evaluation Briefing: at the end of the data collection phase, the evaluators conducted data validation briefing with the ILO's project team and evaluation stakeholders. During the briefings, the findings of the data collection were presented, evaluation findings were jointly discussed and validated, and a set of emerging recommendations and lessons learnt identified. The

11 UNEG Norms and standards for evaluation, 2016 URL: <http://www.uneval.org/document/detail/1914>

briefings allowed enhancing validity of results and ensuring ownership of the recommendations developed during evaluation.

Evaluability of human rights and gender equality. The final independent evaluation adopted a Human Rights and Gender Sensitive Approach. To ensure this, UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation¹² was followed in conducting the exercise and reporting. Preliminary analysis of the evaluability of human rights and gender equality has been conducted at the inception phase of this evaluation. On the basis of the evaluability exercise, UNEG recommendations were suggested to be included in the evaluation process, they are available as Annex D to this report and were used for orientation in data collection and report writing stages.

At the final stage, all data collected by the Evaluators was verified and analyzed to inform the preparation of the final evaluation report. Data analysis has been conducted using triangulation method, to validate main findings of desk research and primary data collection, to eliminate inconsistencies in the findings and ensure quality control.

3.4. Evaluation criteria and questions

The evaluation followed the UN Evaluation Standards and Norms, the Glossary of key terms in evaluation and Results Based Management utilizing OECD DAC evaluation criteria¹³. The evaluation applied the OECD/DAC evaluation criteria of relevance, coherence, effectiveness, efficiency, sustainability and impact potential. Below are the main evaluation questions per each of the criteria:

a) Relevance, coherence and strategic fit: The extent to which the intervention objectives, design and approach continue to respond to beneficiaries, country, and partners/institution/donors' needs, policies, and priorities, and is expected to continue to do so if circumstances change (or have changed).

1. How relevant the research topics' areas to the project's objectives and to what extent do they respond to the needs of the country's socioeconomic context and labour market?
2. Was the project coherent with the Governments objectives, National Development Frameworks, County Development Frameworks, beneficiaries' needs, and does it support the outcomes outlined in ILO's P&B, CPOs as well as the UNSDCF and SDGs?

¹² United Nations Evaluation Group, Integrating Human Rights and Gender Equality in Evaluation, (UNEG, 2014)

¹³ OECD DAC evaluation criteria which were used are: the relevance, the coherence and validity of the programme design, effectiveness and efficiency of the programme, the impact of the results and the potential for sustainability.

3. How did the project complement and fit with other on-going ILO activities in Jordan? Has the project been able to leverage the ILO contributions, through its comparative advantages (including tripartism, international labour standards, etc.)?
4. To what extent has the project provided a timely and relevant response to constituents' needs and priorities in addressing challenges of youth employment in the COVID-19 context?

b) Validity of intervention design

5. Was the project realistic (in terms of project strategy, expected outputs and outcomes) given the time and resources available, including performance and its M&E system, knowledge sharing and communication strategy?
6. Was the project's Theory of Change (ToC) comprehensive, integrating external factors? Did the project design include interventions aimed at effective engagement with tripartite constituents and other relevant stakeholders in the research process in a meaningful manner?
7. To what extent did the project integrate the ILO's cross-cutting themes in the design? Did the project design consider the gender dimension of the planned interventions through objectives, outcomes, outputs and activities that aim to promote gender equality?
8. Does the project intervention include logical and coherent results and monitoring frameworks for a human-centered recovery from the socio-economic impact of COVID-19 pandemic, drawing on international labour standards and social dialogue and responsive to gender equality and non-discrimination and environmental sustainability concerns?

c) Effectiveness: The extent to which the interventions achieved, or are expected to achieve, its objectives and its results, including any differential results across groups?

9. What progress has been made towards achieving the overall project objectives/outcomes? Have unintended results of the project been identified? Which have been the main contributing and challenging factors towards project's success in attaining its targets?
10. Did the project achieve its gender-related objectives? What kind of progress was made, and what were the obstacles? Did the tools developed by the project integrate gender and nondiscrimination issues?
11. To what extent has the project identified and integrated into produced research papers the strategic needs and priorities for young men, women, persons with disabilities, refugees, and vulnerable groups?
12. To what extent did the Covid-19 pandemic influence project results and effectiveness and how did the project address this influence? To what extent has the ILO intervention applied

innovative approaches for an effective and timely ILO action to mitigate the immediate effects of the pandemic on the world of work?

13. Has the project fostered ILO constituents' active involvement through social dialogue in articulating, implementing and sustaining coherent response strategies to mitigate the effects of the pandemic on the world of work? To what extent has the project engaged with stakeholders other than ILO constituents for sustainable results?

d) **Efficiency of resource use:** The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way

14. Were the resources (financial, human, technical support, etc.) allocated strategically to achieve the project outputs and specially outcomes? If not, why and which measures were taken to work towards achievement of project outcomes and impact?

15. Were the project's activities/operations in line with the schedule of activities as defined by the project team, work plans and budgets?

16. Did the research interventions produced by the project follow an adequate mix of sound research methodologies to properly examine each research area? Did the research methodology and process contribute to strengthening the capacity of national stakeholders to conduct similar research in future?

17. To what extent did the project leverage on resources to promote gender equality and non-discrimination; and inclusion of people with disability/differently abled?

e) **Impact orientation and Sustainability:** The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects. The extent to which the net benefits of the intervention continue, or are likely to continue.

18. To what extent is there evidence of positive changes on policy dialogue in terms of youth employment at national and county levels? Did the research produced by the project proliferate implementable policy recommendations based on gathered evidence?

19. What assessment is made regarding the sustainability of the project outcomes and what steps were made to enhance the likelihood of outcome sustainability? Which were the gaps? How has the sustainability approach of the project been affected, or could be affected, by the Covid-19 impact in the context of the national responses?

20. What are the possible long-term effects of the produced research outputs on promoting gender equality, non-discrimination and environmental sustainability in the world of work in Jordan?

21. To what extent has the project contributed to strengthening capacities of governments, workers and employers' organizations' representatives so they can better serve the needs

of their members and non-members, including young Jordanian and Syrian men and women in line with the international labour standards?

3.5. Limitations of the evaluation

The following major limitations and challenges were observed during the evaluation process:

The data collection process conducted in a distant mode was challenged by the fact that the possibility to hold interviews online resulted in several postponements which increased the duration of the data collection phase.

Some stakeholders were not available for the interviews during the designated period for the data collection phase which delayed the writing phase of the evaluation report.

KEY FINDINGS OF EVALUATION

This Section is organized according to the evaluation criteria presented in the TORs and analyses of the factual evidence available. A brief summary on key findings for each evaluation criteria is presented at the end of each subsection.

4.1.Relevance, coherence and strategic fit

Relevance, coherence and strategic fit — *The extent to which the intervention objectives, design and approach continue to respond to beneficiaries, country, and partners/institution/donors' needs, policies, and priorities, and is expected to continue to do so if circumstances change (or have changed).*

4.1.1. How relevant the research topics' areas to the project's objectives and to what extent do they respond to the needs of the country's socioeconomic context and labour market?

The proposed project aims to support the Government of Jordan and national constituents in responding to the youth employment challenge and supporting dialogue around policies and strategies for improving the livelihoods of young Syrians and Jordanians through evidence-based research and analysis.

The research topics addressed by the Project embrace wide scope of areas of the labour market in Jordan aimed to tackle the following challenges faced by young men and women in the present world of work. Total unemployment rate stood at 17.8 per cent in the second quarter of 2022, and was even higher among Jordanians, at 22.6 per cent. Youth were particularly affected, with youth unemployment running at almost twice the rate for the overall population, at 41.5 per cent, in the second quarter of 2022. Young women registered staggering rates of unemployment, with more than half of the young female labour force (50.6 per cent) unemployed, compared with 39.6 per cent of young men.¹⁴ The employment ratios for vulnerable young males (12.4 per cent) and females (1.6 per cent), those from lower socio-economic backgrounds and those with disabilities, further demonstrate that the labour market remains exclusive.¹⁵

Jordan's high levels of job informality, which weight on social and economic development, mean that almost half of the total workforce, and 90 percent of non-Jordanian workers, are not covered by social security programs. These workers are left with no access to pensions and unemployment insurance. The COVID-19 pandemic has made this already bad picture worse, with informal workers suffering disproportionately from the impact of the pandemic. In the absence of any social protection, the adverse effects of job losses due to the COVID-19 pandemic have pushed many of them into poverty.

¹⁴ Department of Statistics

¹⁵ UNESCO Institute for Statistics.

Understanding the complexity of the informal sector in Jordan is key to providing policy options to address their distinct needs.¹⁶

The research areas targeted by the Project focused on challenges on the macroeconomic level which impact the creation of employment in Jordan (Research paper II), challenges in creating jobs for youth in emerging green and digital fields including non-standard forms of employment and platform economy (Research paper I and V), challenges in creation of decent jobs in the sectors oriented for export of high-value products (Research paper III) and challenges in school to work transition of young men and women (Research paper IV). It was confirmed by the stakeholders of this evaluation in the key informant interviews that these areas of research are important in light of high unemployment rate and decent work deficits among youth both Jordanians and non-Jordanians.

4.1.2. Was the project coherent with the Governments objectives, National Development Frameworks, County Development Frameworks, beneficiaries' needs, and does it support the outcomes outlined in ILO's CPOs as well as the UNSDCF and SDGs?

The tripartite constituents represented by the government of Jordan (Ministry of Labour (MoL), Ministry of Youth (MoA), Technical and Vocational Skills Development Commission (TVSDC) and trade unions - General Federation of Jordanian Trade Unions (GFJTU), confirmed relevance of the project objectives and approach to the needs and present context in Jordan.

The government stakeholders stressed on importance of this research to support Jordan in the implementation of the Economic Modernization Vision of Jordan. Through the economic pillar, Jordan is expected to create leaps in economic growth to accommodate 1 million young females and males in labour market over the next decade.¹⁷

The development actors represented by the GIZ, UNICEF, UNHCR and EBRD stressed the relevance of the targeted research areas to continue the policy dialogue with the wide range of stakeholders to create decent work opportunities for Syrian refugees in Jordan who face limitations to work in certain sectors of the Jordanian labour market. The findings of the research will be relevant to support the actors in the implementation of the Global Compact on refugees.

At the global level the project supports the achievement of the Outcome 3 of the Programme and Budget of the ILO: Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all; and at the national level – the achievement of the Country Programme Outcome JOR109 Enhanced youth access to employment among Syrian refugees and

¹⁶ World Bank, Enhancing workers' protection in Jordan, Discussion Paper #2205, April 2022

¹⁷ Economic Modernization Vision. [vision-en.pdf \(jordanvision.io\)](https://www.jordanvision.io/vision-en.pdf)

Jordanian host communities. The findings of the research would inform the development and implementation of the Jordan Decent Work Country Programme (2023-2027).

The Project's objectives were coherent with the core priorities of the UNSDCF 2018-2022 of Jordan related to the expansion opportunities of women, youth and the most vulnerable including refugees from Syria. The project's goals correspond to the Jordan Response Plan (JRP) for the Syria Crisis 2020-2022, Jordan Vision 2025, National Strategy for Women in Jordan 2020-2025, The National Digital Transformation Strategy & Implementation Plan 2021 – 2025. See the detailed analysis in the Table 1.

Table 1. Areas of the project relevance to the national priorities of Jordan (compilation of the evaluators based on the document review and key informants' interviews)

STRATEGY	AREAS OF RELEVANCE
SDGs	<p>Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all, in particular to the following targets:</p> <ul style="list-style-type: none"> • Target 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium- sized enterprises, including through access to financial Services. <p>Goal 5. Gender Equality:</p> <ul style="list-style-type: none"> • Target 5.C Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels <p>Goal 13. Take urgent action to combat climate change and its impacts</p> <ul style="list-style-type: none"> • Target 13.2 Integrate climate change measures into national policies, strategies and planning
ILO Programme & Budget	Outcome 3 – Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all;
ILO Decent Work Country Programme (DWCP)	<p>Country Priority 1: Expand the productively employed workforce in a formal and inclusive economy;</p> <p>Country Priority 2: Reorient labour market governance and institutions towards an inclusive market economy</p>
Jordan Vision 2025	<p>Employment:</p> <p>Building a skilled and motivated workforce armed with skills required by the labour market;</p>

STRATEGY	AREAS OF RELEVANCE
	<p>Developing vocational guidance and employment services and changing business culture</p> <p>Participation in workforce:</p> <p>Encouraging greater female participation</p> <p>Reducing informal employment</p>
National Strategy for Human Resource Development (NSHRD)	<p>The NSHRD sets the following objectives for 2016-2025</p> <p>By 2025, substantially increase the number of youth and adults who have relevant technical and vocational skills for employment, decent jobs, and entrepreneurship.</p> <p>By 2025, ensure fair access to affordable, relevant, and quality university education opportunities</p>
National Social Protection Strategy 2019-2025	<p>Strategic Objective 1.</p> <p>Government ensures a just, private sector-focused labor market based on decent working conditions and social security. Government enables families to be economically self-sufficient.</p>
National Strategy for the Deinstitutionalization of Persons with Disabilities in Jordan	<p>Strategic priorities:</p> <p>Inclusive education available at community level for all children and young persons with disabilities in Jordan, irrespective of citizenship.</p> <p>Vocational and lifelong learning is available to all adults with disabilities</p>
National Strategy for women in Jordan 2020-2025	<p>Strategic Goal 1 Outcome 1 Women and Girls Are Able to Exercise their Economic, Political and Human Rights and Freely Lead and Participate in a Society Free of Gender-Based Discrimination</p>
United Nations Sustainable Development Framework (UNSDF)	<p>The core priorities of the UNSDF 2018-2022 are to:</p> <p>Priority 1. Deepen peace, stability, protection of human rights, social cohesion and the social contract, by strengthening institutional capacities and systems, empowering people, and expanding opportunities for women, youth and the most vulnerable</p> <p>Priority 2. Pursue balanced, sustainable and inclusive economic growth, through support to a more diversified and competitive economy Secure a stronger and more equal stake for women in the political, economic and social spheres, without discrimination or fear of violence</p>

STRATEGY	AREAS OF RELEVANCE
The National Digital Transformation Strategy & Implementation Plan 2021 - 2025	<p>Strategy Enables:</p> <p>Youth, Technology and Jobs: Support provision of digital skills, Support Expansion of Digital Sector & Digital Government Services</p>
Green Growth National Action Plan, 2021-2025	Green Growth National Action Plan, 2021-2025 prioritizes green growth, climate change, and sustainable development. Sector-level action plans were developed for each of the priority green economy sectors: Agriculture, Energy, Tourism, Transport, Waste, and Water.
Government's Economic Priorities Plan 2021-2023	<p>The project supports the objectives for the Government's Economic Priorities Program:</p> <ol style="list-style-type: none"> 1. Enabling the private sector to create jobs for Jordanians; 3. Increasing national exports of goods and services
Jordan Response Plan (JRP) for the Syria Crisis 2020-2022	<p>Strategic Objective 1</p> <p>Enhance self-reliance and living conditions of Syrian refugees and vulnerable Jordanian impacted by Syria crisis</p>

4.1.3. How did the project complement and fit with other on-going ILO activities in Jordan? Has the project been able to leverage the ILO contributions, through its comparative advantages (including tripartism, international labour standards, etc.)?

The project and its activities complement the on-going ILO activities in the country of Jordan as the implementation of Decent Work Country Programme (DWCP), the UN Women and the ILO Project “Promoting Productive Employment and Decent Work for Women in Egypt, Jordan and the occupied Palestinian territory”¹⁸, the ILO Project “Towards a more inclusive economy through immediate job generation and enterprise development in Jordan”¹⁹ the ILO Programme “Employment through Labour Intensive Infrastructure in Jordan (Phase 5)”²⁰, the ILO Programme “Better Work Jordan” (Phase 3)²¹.

¹⁸ [Promoting Productive Employment and Decent Work for Women in Egypt, Jordan and the occupied Palestinian territory \(ilo.org\)](#)

¹⁹ [Towards a More Inclusive Economy through Immediate Job Generation and Enterprise Development for Vulnerable Refugee and Host Communities in Jordan \(ilo.org\)](#)

²⁰ [Employment through Labour Intensive Infrastructure in Jordan \(Phases 1 to 5\) \(ilo.org\)](#)

²¹ [Better Work Jordan \(Phase III\) \(ilo.org\)](#)

The trade unions and the employers organizations represented by the General Federation of Jordanian Trade Unions (GFJTU) and Jordan Chamber of Industry (JCI) were part of the Project Advisory Committee and as it was noticed by the other stakeholders – government, the UN agencies and research organizations, their participation contributed to the social dialogue and promoted the concept of decent work among the stakeholders.

The aspects and principles of decent work were addressed at all the research papers produced by the Project and the concept of decent work was well articulated by all the stakeholders. Thus, the policy dialogue focused not only on the creation of jobs and / or better employability of young men and women, but drew attention of the stakeholders to the importance of decent work for young men and women.

The implementation of the Project coincided with the Regional High-Level Meeting on Young People's Learning, Skilling, Social Inclusion and Transition to Decent Work took place on May 23-24 in Egypt and was co-organized by the International Labour Organization (ILO), the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and the United Nations Children's Fund (UNICEF) under the UN Arab States Issue-Based Coalition for Adolescents and Youth. Thus, the project initiatives correspond to the regional agenda of youth employment and decent work in the region of Arab states.

4.1.4. To what extent has the project provided a timely and relevant response to constituents' needs and priorities in the COVID-19 context?

The project's implementation started in January 2022 with the active launch of the research activities in May-August 2022 when the COVID-19 restrictions have been uplifted. The stakeholders agreed that the Project in its sense didn't focus specifically on the post COVID-19 challenges as it was not considered as the key priorities and needs for stakeholders.

The Project addressed structural challenges in the economy considering the pre-COVID challenges in Jordan economy and the explored the sectors with high employability for youth in line with the ambitious vision of the modernization of Jordan.

KEY FINDINGS ON RELEVANCE:

Strategic relevance of the project has been rated as high by all key stakeholders and constituents who confirmed great importance of the project to the overall importance of creating decent work opportunities for young men and women among Jordanian nationals and Syrian refugees. The project is well-aligned with countries' national priorities, strategies and plans where new Economic Modernization Vision takes critical importance for government stakeholders. The international development actors including the UN organizations rate the project relevant for improving livelihood of young refugees in line with Jordan Global Compact.

4.2. Validity of Design

Validity of Design — the extent to which the design is logical and coherent

4.2.1. Was the project realistic (in terms of project strategy, expected outputs, outcome and impact) given the time and resources available, including performance and its M&E system, knowledge sharing and communication strategy, and resource mobilization?

The project was realistic to the extent limited by the production of high quality research in consultation with wide range of stakeholders in a transparent manner in accordance with its strategy. However, the indicators set against the project's performance are not realistic given the timeframe and type of activities selected to reach them.

The impact indicator set as *# legal or administrative provisions implemented which increase ability of Jordanian and refugee youth to gain employment or economic activity (RDPP C2)* requires longer timeframes (at least from two to five years) and specific targeted activities aimed at policy development. It was mentioned by the government stakeholders that the technical assistance is

required from the ILO to convert the findings of the research into the policy development and / or formulation of active labour market programmes (ALMPs) with further piloting, implementation and evaluation activities.

The outcome level indicators are quite feasible (ex. *Indicator 2.1 # of entities aware of RDPP-supported research (RDPP C1.1); Indicator 2.2 # of entities reporting using the research (RDPP C1.2); Indicator 2.3. % of target audience finding the research relevant and of high quality (RDPP C1.3)*), except for *Indicator 1.1 The research is used or referenced in country response plans, strategies, frameworks, policies or other instruments (RDPP C 2.2 Q)* as it requires more time for the research products to get published, disseminated, reflected on and eventually used.

The monitoring and evaluation system was developed by stating key indicators, the data sources to track their implementation and the overall management of the monitoring and evaluation process. The human resources and the budget was allocated to ensure the dully management of results taken into account the management set-up of the Project.

Given the ILO procedures for contracting the consultants, running the research itself, validating the results, ensuring quality control of the produced reports and preparation of the research products for publication requires at least 12 months intervention. The project efforts to implement knowledge sharing and communication strategy through data validation workshops, preparation of the summaries of the research and final presentation were appreciated by the stakeholders yet the meaningful policy dialogue would require the time beyond the 12 months to allow publishing, wide dissemination and launching of high level events to discuss the findings of the research.

4.3.2. Was the project's Theory of Change (ToC) comprehensive, integrating external factors, and was it based on a systemic analysis?

The Theory of Change was not formulated as such to describe the intervention logic of the results chain. However the Project's design provided clear and thorough problems analysis of various factors leading to high unemployment of young men and women in Jordan including young Jordan citizens (men and women) and young refugees from Syria (men and women).

It is worth to note that Gender Analysis was conducted and the Project presented clear profile of target audiences – various groups of youth and their needs. The stakeholder analysis included various groups of stakeholders and specific institutions to be engaged at the implementation of the Project yet the needs of the stakeholders were not clearly articulated. Also the Stakeholders Analysis didn't include the analysis of influence and importance (Stakeholders power analysis) of groups of the stakeholders which resulted in the low presence of the decision-making stakeholders engaged by the Project during the course of the project implementation.

The project document benefitted from Risks Analysis and provided mitigation measures. The project linked the proposed interventions with key strategies and priorities of Jordan specifying linkages with the national strategies, SDGs, RDPP thematic priorities, ILO DWCPs and CPOs. The usage of the

latest statistics and labour market analysis along with the above stated factors allow concluding that project's Theory of Change (ToC) is comprehensive and it is based on a systemic analysis.

4.3.3. To what extent did the project integrate the ILO's cross-cutting themes in the design? Did the project design consider the gender dimension of the planned interventions through objectives, outcomes, outputs and activities that aim to promote gender equality? Was a gender analysis included during the initial needs assessment of the project?

The project integrated the ILO's cross-cutting themes in the design to a medium extent. Though the project TOC benefitted from the gender analysis and needs assessment of vulnerable groups of youth, the project didn't include in a consistent manner relevant objectives, outcomes, outputs and activities related to the promotion of gender equality, non-discrimination and disability inclusion. Similarly, the promotion of social dialogue and international labour standards were not integrated well into the Project Results Framework.

The needs of young men and women with disabilities were not presented in the TOC description and not reflected in the results framework. The link of the Project with the environmental sustainability was specified and further was supported through the specific activity – the research paper “Skills for Green and Digital Transitions and Employment in Jordan”, even though it was not specified initially in the Results Framework.

4.3.4. Does the project intervention include logical and coherent results and monitoring frameworks for a human-centered recovery from the socio-economic impact of COVID-19 pandemic, drawing on international labour standards and social dialogue and responsive to gender equality and non-discrimination and environmental sustainability concerns?

The Project intervention aimed to contribute to policy dialogue and support the Government of Jordan and national constituents in responding to the youth employment challenge measured by the impact indicator *# legal or administrative provisions implemented which increase ability of Jordanian and refugee youth to gain employment or economic activity (RDPP C2)*.

The results to achieve this goal formulated by the Project as outcomes “*Relevant national stakeholders engage in meaningful dialogue around youth employment & livelihoods for enhanced policy formulation* (Outcome 1) and *National stakeholders & policy makers benefit from evidence-based research on trends in youth employment & livelihoods* (Outcome 2) are logical and coherent based on assumption that policy makers in Jordan are capacitated enough to convert the research into concrete policies.

This evaluation revealed that the government stakeholders expect technical assistance in the development of the concrete policies thus if such high level results were expected than a technical assistance component or a capacity building component in policy formulation would have been necessary to achieve the desired change at the impact level. The policy analysis would be also necessary to understand which specific policies, programs and tools in youth employment require adjustment and / or amendment.

The indicators proposed in the Monitoring Framework proposed by the Project is mostly of quantity type and can't reflect the change on a quality side. The Results framework doesn't adopt the language of the human centered design or establishes clear linkages with the cross-cutting issues of particular interest of the ILO such as international labour standards, social dialogue, gender equality, non-discrimination and environmental sustainability concerns, thus making it hard to understand the intention of the intervention to bring clear development change.

KEY FINDING ON VALIDITY OF DESIGN:

The Projects' design is based on comprehensive analysis of needs of various groups of young men and women in Jordan in the labour market, including gender analysis. However, the design of the Project doesn't support the ambitious change as an impact level result measured by the indicator # of legal or administrative provisions implemented which increase ability of Jordanian and refugee youth to gain employment or economic activity. The outcome level results and major outputs don't address the ILO cross cutting issues through gender-sensitive, disability inclusive and environmentally sustainable activities and indicators yet they include some human-centered activities and indicators related to the vulnerable groups of youth including Syrian refugees.

4.4. Effectiveness

Effectiveness - The extent to which the interventions achieved, or are expected to achieve, their objectives and results, including any differential results across groups

4.4.1. What progress has been made towards achieving the overall project objectives/outcomes? Have unintended results of the project been identified? Which have been the main contributing and challenging factors towards project's success in attaining its targets?

The Project achieved its major results at the end of the Project and delivered all the planned outputs at 100% delivery rate against the targets set:

- Under output 1.1.1. (a) the Project successfully met the target of 3 dialogues and interactions with national actors by conducting 3 meetings of PAC.
- Under output 1.1.1. (b) the Project successfully met the target of 2 other dialogue and interactions with national actors by conducting a validation workshop and a final event on presenting the research papers.
- Under Output 2.1.1. the Project exceeded the number of planned research publications delivering 5 research pieces instead of 2 planned (indicator 2.1.1 a) and number of persons the research is directly distributed to (indicator 2.1.1 b) – reaching out 40 persons instead of

30 planned.

It is important to note that during the project timeframe the research pieces were not published and the project delivered presentations of the research and disseminated summaries of the research. The research papers will be published during the first quarter / first few months of 2023, as agreed with the donor. See the status on delivery of project outputs in the Table 3.

Table 2. Status on delivery of project's outputs

Project Target Outcomes	Status on Delivery
IO 1: Relevant national stakeholders engage in meaningful dialogue around youth employment & livelihoods for enhanced policy formulation	
Output 1.1.1. a. Context-specific policy dialogue and support to national actors for legislative changes, policy adjustments and initiatives that support reform and durable solutions	100%
Output 1.1.1. b # of other dialogue and interactions with national actors with reform, durable solutions and supporting rights of vulnerable groups as main agenda point (RDPP C 2.1.2 Q43)	100%
Total delivery	100%
IO 2 - National stakeholders & policy makers benefit from evidence-based research on trends in youth employment & livelihoods	
Output 2.1.1. Research published, disseminated and used in programming and advocacy	100%
Total delivery	100%

The evaluability of the delivery of Project outcomes is challenged by the short project timeframe whilst the proposed indicators should allow at least one-two years beyond the project timeframe to allow monitoring the desired change. The presented below analysis shows that the Project is likely to achieve the desired outcomes.

Outcome1. Relevant national stakeholders engage in meaningful dialogue around youth employment & livelihoods for enhanced policy formulation

The progress under this outcome is measured by the Indicator 1.1 The research is used or referenced in country response plans, strategies, frameworks, policies or other instruments (RDPP C 2.2 Q). At the time of the Project evaluation the research papers have not been published yet, thus assessment of the achievement of this outcome should be monitored by the ILO beyond the publication and dissemination of the research products – within one or two years.

Outcome2 National stakeholders & policy makers benefit from evidence-based research on trends in youth employment & livelihoods

The progress under this outcome is measured by three indicators.

Indicator 2.1 # of entities aware of RDPP- supported research (RDPP C1.1) with the target set 10 by 2022. This evaluation found evidence of at least 20 entities that were aware about the conducted research among those:

1. **government entities** (Ministry of Labour, Ministry of Youth, Department of Statistics, TVSDC);
2. **development actors** including the UN organizations (Crown Prince Foundation, Australian Embassy, the European Bank for Reconstruction & Development, GIZ, UNICEF, UNHCR, DRC, UN Resident Coordinator Office, Spanish Agency for International Development Cooperation in Jordan, Right to Play, NGO Jordan River Foundation);
3. **educational organizations** (Al Hussein Tech University, Luminus Education);
4. ILO national partners (General Federation of Jordan Trade Unions, Jordan Chamber of Industry (JCI));
5. **and others** (Jordan Engineers Association)

Thus the progress under this indicator is indicated at 200%.

Indicator 2.2 # of entities reporting using the research (RDPP C1.2) with the target set 3 by 2022. During the process of this evaluation three development actors confirmed that they found the conducted research of high quality and they would use them in future programming, while government entities admitted that they would need technical assistance to convert findings of the research into policy instruments. At the time of the Project evaluation the research papers have not been published yet, thus assessment of the achievement of this outcome should be monitored by the ILO beyond the publication and dissemination of the research products – within one or two years.

Indicator 2.3 % of target audience finding the research relevant and of high quality (RDPP C1.3) with the target set 90%

During the time of the evaluation the target audiences have not had a chance to read the final research papers as they were under the ILO internal quality assurance procedures. The stakeholders who took part at the validation workshop and at the final presentation of the research stated that the research papers were relevant to the local context; it relied on mixed use of data (both primary and secondary); and the findings reflected what most of actors face on daily basis. Given solid expertise of the ILO in conducting high quality research related to the world of work, the majority of the stakeholders – 95% were sure that the final research papers would be of high quality.

Overall, the targets set at the output level were achieved. The factors contributing to the success named by the stakeholders are as follows:

1. Consultative and transparent approach for conducting the research;
2. Internationally recognized reputation of the ILO in the issues related to labour economy;
3. Wide range of stakeholders on board to allow public dialogue taking into account various opinions, including those of the national partners.

The following factors limited the success of the project results:

1. Low presence of the business entities including the SMEs at the presentation of the conducted research activities.
2. Low presence of the decision makers at the presentation of the conducted research activities.
3. Low presence of the TVET and high education organizations in PAC and at the presentation of the conducted research activities
4. Lack of time to disseminate the research findings at a large scale.
5. Absence of opportunity to get familiarized with the research papers prior the presentations to allow better reflection and preparation of questions.

This evaluation revealed the following unintended results:

1. The participation of the stakeholders in PAC allowed to increase motivation of its members to contribute to a high quality relevant research
2. The participation of the stakeholders in PAC allowed them to share their experiences and increase partnerships for youth employment initiatives

4.4.2. Did the project achieve its gender-related objectives? What kind of progress was made, and what were the obstacles? Did the tools developed by the project integrate gender and nondiscrimination issues?

The project has not set specific gender-related objectives yet specified in the implementation approach that the research will explore the potential challenges for employment of young men and women. The stakeholders reported that gender issues and challenges of female economic participation in particular were in the focus of the research and discussions, while aspects of disability inclusion were not in the focus of the project. The analysis of the Terms of references for the contractors prepared by the Project shows that particular analysis of gender and disability issues were not specifically required by the ILO even though the requirement of data analysis in terms of gender was expected.

The analysis of the research papers developed by the Project shows that gender issues were addressed to a high extent in two papers out of five while disability inclusion aspects were not addressed or addressed at low extent by all five research papers.

Table 3. Analysis of the tools developed by the Project on integrating gender aspects and non-discrimination issues

Tools	Gender aspect	Disability inclusion
Research Paper I: Skills for Successful Transitions Towards a Green, Digitally Enabled Economy in Jordan	Low extent - gender issues not mainstreamed through methodology, key findings and recommendations	Not addressed
Research Paper II: Macroeconomic Policies for Job Creation & Livelihoods Opportunities for Vulnerable Syrians & Jordanians: Focus on Fiscal, Investment & Trade Policies	Low extent - gender issues not mainstreamed through methodology and recommendation, though mentioned in key findings based on sex-disaggregated data and analysis	Not addressed
Research Paper III: Exports for Decent Youth Livelihoods and Labour Formalization in Jordan	Low extent - gender issues not mainstreamed through methodology, key findings and recommendation, though well reflected in the analysis	Not addressed
Research Paper IV: Labour Market Transitions of Young Women & Men in Jordan	High extent - gender issues are mainstreamed through methodology, analysis, key findings and recommendation	Low extent – disability issues were addressed in the analysis but not mainstreamed through methodology, key findings and recommendations
Research Paper V: Jordan's Platform Economy, and the Impact of the COVID-19 Crises on the Role of Platform-Facilitated Work	High extent – gender issues are mainstreamed through methodology, analysis, key findings and recommendation	Not addressed

4.4.3. To what extent has the project identified and integrated into its actions the operational and strategic needs and priorities for men, women, persons with disabilities, refugees, and vulnerable groups?

The Project brought into focus the high youth unemployment and livelihood challenges for young women and men in Jordan, including specific needs and challenges of Syrian refugees in Jordan. The needs of youth and their challenges were discussed with the wide range of stakeholders participating in the PAC meetings and further integrated into the proposed topics of the research.

The proposed topics of the research included challenges of youth to obtain decent work, long transition from school to work, skills mismatch including lack of skills required for green and technological economy. The recommendations developed as a result of Macroeconomic Policies for Job Creation & Livelihoods Opportunities for Vulnerable Syrians & Jordanians: Focus on Fiscal, Investment & Trade Policies included the recommendations for creating high-value-added jobs attractive for growing high educated youth and the development of the priority sectors such as ICT, care economy and green economy.

The needs of young men and women with disabilities were not highlighted during the PAC meetings. The research papers were produced and the findings of the research on Skills for Successful Transitions Towards a Green, Digitally Enabled Economy in Jordan were validated at a workshop in September. The recommendations regarding youth employment policies and prospects were presented in the final event in December 2022 and discussed with the wider range of stakeholders.

However, recommendations of the research papers addressed the needs and challenges of the vulnerable groups to a various extent. Gender issues were clearly addressed in the recommendations of two out of five research papers:

1. Recommendation: Incentivize the creation of additional digital labour platforms, particularly those focused on sectors with high potential for female employment (such as the two sectors covered in this study), as means to increase female economic participation in Jordan²².
2. Recommendation: improving labour market outcomes for women, who are becoming increasingly educated, becomes key. This includes the need for better and safer transportation, non-discriminatory rules and regulation, adequate family-friendly policies and effective care policies. Raising awareness on the role of women in the labour market and economy more generally is also key.²³

The recommendations addressing needs of refugees were addressed in one of five research papers:

3. Introduce and support upskilling programs targeting vulnerable communities (e.g. refugees) and older traditional workers to increase their ability to participate in platform facilitated work.²⁴

The recommendations regarding needs of persons with disabilities were not developed as a result of research activities. In general the research activities suggest policy recommendations aimed at improving employment situation of youth yet the specific recommendations fail to address the needs of refugees and persons with disabilities in a comprehensive manner.

4.4.4. To what extent did the Covid-19 pandemic influence project results and effectiveness and how did the project address this influence? To what extent has the ILO intervention applied innovative approaches for an effective and timely ILO action to mitigate the immediate effects of pandemic on the world of work?

²² Research Paper V: Jordan's Platform Economy, and the Impact of the COVID-19 Crises on the Role of Platform-Facilitated Work

²³ Research Paper IV: Labour Market Transitions of Young Women & Men in Jordan

²⁴ Research Paper V: Jordan's Platform Economy, and the Impact of the COVID-19 Crises on the Role of Platform-Facilitated Work

The COVID-19 pandemic has not influenced the project implementation but the lessons learnt from the pandemic were used to address the challenges faced by young workers such as informality, platform economy and future of work.

The innovative sectors of economy were explored in the **Research Paper I: Skills for Successful Transitions Towards a Green, Digitally Enabled Economy in Jordan**. This includes the following promising sectors:

- biofarming and agricultural technology;
- renewable energy, with a focus on grid maintenance, electricity management and solar and photovoltaics;
- e-mobility, with a focus on electric vehicles and associated infrastructure;
- tourism and hospitality, with a specific focus on ecotourism;
- water management; and
- information and communications technology (ICT), with a focus on business process outsourcing, and the potential of the 'gig economy' and digital labour platforms.

The **Research Paper V: Jordan's Platform Economy, and the Impact of the COVID-19 Crises on the Role of Platform-Facilitated Work** studied various aspects of platform work in Jordan in the Writing and Translating services and Creative and Multimedia services. It shed light on the ways that alternative forms of work may or may not have aided Jordanians and Syrians in coping with the COVID-19 crisis, drawing the profile of platform workers including workers' age, gender, educational backgrounds, nationality, household size, income group, and the services offered by workers. The findings of this research showed that platform work given the barriers existing in Jordan is preferred by female workers and the potential of the platform work could be better utilized by Syrian refugees.

The **Research Paper III: Exports for Decent Youth Livelihoods and Labour Formalization in Jordan** used innovative approach to combine the sectoral analysis of the products with high export potential and the factors contributing to the informal work. The sectors explored include:

- manufacturing sector (clothing, fertilizers, chemicals, pharmaceuticals, food processing, plastic);
- Live Animals
- Agriculture - food preparation, animal feed
- ICT

Thus, the Project explored the most promising sectors in terms of future employability of young men and women in accordance with the principles of decent work in light of the necessity to mitigate the immediate effects of pandemic on the world of work driven by the reforms initiated in Jordan including the reforms in education, national employment and economic modernization.

4.4.5. Has the project fostered ILO constituents' active involvement through social dialogue in articulating, implementing and sustaining coherent response strategies to mitigate the effects of the

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

The Project supported the establishment of Project Advisory Committee (PAC) to promote active involvement through social dialogue of the ILO constituents and the development stakeholders. The PAC included 9 entities - the representatives from the Technical and Vocational Skills Development Commission (TVSDC), Jordan Chamber of Industry (JCI), General Federation of Jordanian Trade Unions (GFJTU), Ministry of Labour (MoL), Ministry of Youth (MoY), UNHCR, UNICEF, GIZ and EBRD.

The PAC members discussed common issues regarding youth livelihoods in Jordan, explored potential research topics under the project, determined final research questions and explored applications of research findings and engage in direct policy discussion and advocacy.

The Project established cooperation with other stakeholders engaging them as parties consulted during the research initiatives:

- **Ministries and Government agencies** (Ministry of Industry, Trade and Supply, Ministry of Tourism, Ministry of Digital Economy and Entrepreneurship, Ministry of Energy and Mineral Resources, Ministry of Planning and International Cooperation, Cities and Villages Development Bank, National Agriculture Research Centre, Amman Vision, Jordan Hashemite Fund for Human Development);
- **Specialist and Advocacy Organizations** (EDAMA Association for Energy, Water and Environment, Jordan Cooperatives Corporation, Union of Farmers, Jordan Strategy Forum, Jordan Center for Strategic Studies, Royal Society for the Conservation of Nature, Crown Prince Foundation, Jordan Engineers Association);
- **Academia and Skills Development Organizations** (ICT Sector Skills Council, University of Jordan, Al Balqa Applied University, Salalem, Luminus Education).

Thus the Project established the cooperation with the wide range of stakeholders to manage the ownership and sustainability of project results.

KEY FINDING ON EFFECTIVENESS:

The Project delivered all the planned outputs at 100% delivery rate against the targets set at the output level. The evaluation of the planned outcome was challenging as the indicators chosen at the outcome level are not realistic given the short time of the project duration. The project produced five research papers versus three research papers initially planned in close consultations with wide range of stakeholders, including the tripartite constituents. Challenges of young men and women were addressed in the conducted research yet not clearly articulated in the recommendations developed based on research findings from gender equality perspective. This evaluation didn't find the efforts of the project to integrate the needs of young men and women with disabilities.

4.5.Efficiency

Efficiency - the extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way

4.5.1.Were the resources (financial, human, technical support, etc.) allocated strategically to achieve the project outputs and specially outcomes? If not, why and which measures were taken to work towards achievement of project outcomes and impact?

As it was specified in the chapter devoted to the project design, the Project set not realistic indicators at the impact level measured by the indicator *# legal or administrative provisions implemented which increase ability of Jordanian and refugee youth to gain employment or economic activity (RDPP C2)*.

Time resources. Given the limited project timeframe – 12 months and the approach undertaken by the Project to conduct the research activities in a consultative manner with the wide range of stakeholders, the project fell short on time and could not complete the publishing of the produced materials and disseminate the published research papers to the wide audiences.

Financial resources. The initial resources planned were budgeted to support the implementation of key outputs:

- Output 01.01-Context-specific policy dialogue and support to national actors for legislative changes, policy adjustments and initiatives that support reform and durable solutions
- Output 02.01-Research published, disseminated and used in programming and advocacy

The financial resources allocated to support this key outputs constituted 463 501,63 USD or 58% of the total project budget – 792 361,87 USD.

The initially planned activity of the Output 02.01, Activity 2.1.1.3 envisaged that an assessment of main employment support services & interventions for Jordanian and Syrian youth would be conducted using the ILO's Employment Services' Tracker. Based on consultations with ILO HQ, the adaptation and expansion of the tool may be a long process that poses a serious risk to abiding by

the project timeframe, thus this study was replaced with research on the school-to-work transition, which also aimed to assess employment outcomes for young men and women in the country in general. These changes along with saving on the operational costs allowed the Project to produce more research products.

Human resources. The staff cost and operational cost constituted – 166 243,39 USD which is 21% of the total project cost. This is quite decent ratio of the staff and office cost allocated to support the Project including the Economic Analyst and Research Officer, the national coordinator in Amman and the national coordinator in Beirut. However it was observed during the consultations with the ILO, that the Project should have allocated costs for the admin and finance officer as rapid launch of the project required the preparation and management of contract of five principal research contractors not to forget about the contracts of other consultancies – translators, venue providers, communication consultants, etc.

The project budgeted monitoring and evaluation costs at 40 000 USD which constituted 5% of the total project budget.

The factors supporting strategic allocation of resources towards the achievement of planned outputs and outcomes include:

1. Budgeting the costs to support the public dialogue through regular PAC meetings and presentation at the venue;
2. Allocation of resources for communication costs to support the validation of the research findings and communication costs.
3. In the absence of the Chief Technical Officer from 10.11.2022 to 31.12. 2022 the ILO allocated internal human resources to cover the Economic Analyst and Research Officer functions.

4.5.2. Were the project's activities/operations in line with the schedule of activities as defined by the project team, work plans and budgets?

Project's activities were implemented in line with the work plan. Major research products were produced by December 2022. Presentations of the five research findings were delivered on 13th December 2022.

The project fell short on time to undergo publication due ILO procedures to prepare the research papers for publishing and dissemination. Thus, the amount of not utilized funds for publishing was 125 567, 96 USD – 16% of the total project budget.

4.5.3. Did the research interventions produced by the project follow an adequate mix of sound research methodologies to properly examine each research area? Did the research methodology and process contribute to strengthening the capacity of national stakeholders to conduct similar research in future?

The research interventions utilized mix of research methods - both quantity and quality types relying in most cases on primary and secondary data. The research areas were discussed with the members of the PAC to be further researched by the consultants with technical support and backstopping from the ILO. This method allowed enhancing the ownership of the research interventions among local stakeholders, avoiding overlapping of the proposed research areas with other research interventions undertaken in Jordan and advising on relevant research questions in line with the national priorities.

The research methodology and process included the mandatory desk research phase, which also proved key to confirm some of the initial assumptions and provide a description of overall context.

The stakeholder mapping methodology was utilized to engage the stakeholders from the various fields and sectors to be consulted during the research on Skills for Successful Transitions Towards a Green, Digitally Enabled Economy in Jordan (Research Paper I).

Research Paper II on Macroeconomic Policies adopted the regression analysis of the fiscal, investment and trade policies for the past twenty years which have helped to analyze the factors hindering decent and productive job creation in Jordan and how they were developed over the time. The methods of econometric analysis were used to interpret the effectiveness of the previously implemented policies and develop recommendations for future policies.

The research paper III relied on the data provided by the International Trade Center and other trade-related reports, including the ILO's "Mainstreaming Employment into Trade and Investment" reports (METI) to identify the sectors with high export potential which later on were closely examined by the research consultant. This allowed utilizing time and financial resources in a cost-efficient manner. In addition the primary data was collected on the ground through the surveys with employers and workers. In addition the research collected the quality type primary data through focus group discussion and key informant interviews.

The Research Paper IV: Labour Market Transitions of Young Women & Men in Jordan utilized the ILO methodology and the guidelines for conducting flagman standard school to work transition research around the world. The ILO standard approach to school-to-work transition analysis requires that the implementation of two surveys has to be run in parallel, namely a household-based survey targeting young people aged 15-29, and an employers' survey targeting formal and informal enterprises.

In Jordan, in 2022, and in view of the difficulty of conducting a full-fledged household-based school-to-work transition survey targeting young individuals aged 15-29, the ILO, in agreement with the Jordan Department of Statistics, has opted for a different approach for the collection of household-based data, and has used the conventional labour force surveys conducted by DoS, to obtain data and key estimates on employment and school-to-work transition of young persons in the country. This approach has permitted the obtainment of supply side data and information. For the demand side analysis, data was still collected using the standard school-to-work transition employers' survey.

The research on platform economy relied on collecting the primary data from 323 workers from traditional and platform economy following a Respondent Driven Sampling (RDS). The individuals from 4 sampling clusters were initially identified and purposefully selected (with heterogeneous profiles covering the various disaggregation variables) prior to participating in the survey. This method allowed conducting the comparative analysis of workers offering **writing and translation** services and workers offering **creative and multimedia** services in both platform and standard sectors. In addition, the quality type of data was collected through the key informant interviews and FGDs with the representatives of innovators and platform developers, the representatives of government and the representatives of international implementing agencies, research centers and thinks.

In addition to these research interventions the ILO conducted the 7-days training for the Department of Statistics (DOS) to strengthen their capacity on using the Measuring School-to-Work Transition of Young Persons with Jordan Labour Force Survey Data. The interviews with the Department of Statistics confirmed the high quality of the training delivered to the 15 DOS specialists (3 men and 12 women), out of them 11 received the certificates of completion.

Thus, the research interventions utilized great variety of tools and methods to study the research areas and bridge the gaps when the data was missing. The researchers confirmed high expertise and professionalism of the ILO staff that coordinated the research interventions

5.5.4.To what extent did the Project leverage on resources to promote gender equality and non-discrimination; and inclusion of people with disability / differently abled?

Leveraging resources included cooperation with the Livelihoods Working Group of Jordan established by the development actors to promote gender equality and non-discrimination of Syrian refugees and chaired by the UNHCR. The chair of the working group was a part of the PAC and contributed greatly to the discussions of the livelihoods and youth employment in Jordan. It was confirmed by the chair of the Livelihoods Working Group that once the research papers are published they will be placed at the publications bank at the [Working Group: Livelihoods Working Group - Jordan \(unhcr.org\)](http://Working Group: Livelihoods Working Group - Jordan (unhcr.org)).

This evaluation has not found any examples of the Project to leverage on resources to promote inclusion of people with disability / differently abled.

KEY FINDINGS ON EFFICIENCY:

The project demonstrated high efficiency in strategic use of resources through adoption of the methodologies and tools to deliver research interventions in a cost-effective manner. Time resources were short to support the transparent and multi-stakeholder approach of the Project to complete the research interventions by publishing and disseminating final products. The project has not budgeted the financial resources to ensure the support of the admin and finance officer to manage the contractual procedures in an efficient manner. During the first eight months the ILO allocated internal human resources to support the financial and administrative operations of the Project based on availability of the administrative staff.

4.6. Sustainability and Impact orientation

Sustainability - the extent to which the net benefits of the intervention continue, or are likely to continue;

Impact - the extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level results

4.6.1. To what extent is there evidence of positive changes on policy dialogue in terms of youth employment at national and county levels? Did the research produced by the project proliferate implementable policy recommendations based on gathered evidence?

The project initiated policy dialogue at small scale by engaging key actors working on youth employment in Jordan but it's not the time yet to see positive changes on policy dialogue on a national and county levels. The stakeholders of this evaluation agreed that the recommendations developed as a result of research interventions are relevant and feasible yet their discussion should have involved the decision makers at the high level including the government, academia, employers and trade unions.

Government stakeholders understand the importance of the conducted research and the urge of prompt actions to be taken to implement the recommendations. However, government stakeholders believe that the technical assistance and funds will be needed from the ILO and the international aid community to convert research into policy changes. The international development actors (GIZ, EBRD, UNHCR, UNICEF) confirmed that the findings of the research would be used to develop youth employment programmes in Jordan. The academia stakeholders confirmed that the findings and recommendations of the school-to-work transition report, platform economy report, skills to green and digital transitions would be used in future work on drafting school curricular and facilitating school-to-work transition of their students.²⁵

4.6.2. What assessment is made regarding the sustainability of the project outcomes and what steps were made to enhance the likelihood of outcome sustainability? Which were the gaps? How has the sustainability approach of the project been affected, or could be affected, by the Covid-19 impact in the context of the national responses?

²⁵ Based on interviews

The stakeholders assessed the project sustainability as high. Once the research papers are published and disseminated they will be used by the development actors. The regular meetings of the PAC and its contribution to the research process have resulted in the establishment of informal working group on youth employment which could serve as a platform for future cooperation on youth employment and livelihoods in Jordan.

The stakeholders of this evaluation observed the following gaps which could impact the sustainability of the project outcomes:

- Business communities and employers though were consulted at the research interventions, were underrepresented in the PAC and project events limiting their voice in social dialogue;
- Though the GFJTU was part of the PAC, the sectoral trade unions were not consulted at the research interventions limiting their presence of views in the research papers;
- The Department of Statistics has not been the part of the PAC and has not attended the project events devoted to the validation of research findings and their official presentation.

It was learnt as a result of this project that there is a lack of the official data on youth employment regarding the followings aspects:

- The school-to-work transition questions are not included into the Labour Force Survey (LFS) of Jordan;
- Though LFS contain the important questions on NEET, the Department of Statistics doesn't compute the important youth employment indicator – NEET and doesn't publish the data;

Current data related to the platform economy do not currently exist in Jordan, but are very important in light of the Future of work and Economic Modernization Vision of Jordan. It was reported by the DoS that as a result of the capacity building exercise the department would be able to apply the knowledge and skills gained to use the data from the LFS to measure school-to-work transition of young men and women in Jordan. However, they have not received the request from the government to measure school-to-work transition thus the retention of knowledge gained could be challenged by not having the opportunity to put knowledge into practice.

4.6.4. What are the possible long-term effects of the produced research outputs on promoting gender equality, non-discrimination and environmental sustainability in the world of work in Jordan?

The following research papers produced by the project may have possible long-term effects on promoting gender equality, non-discrimination and environmental sustainability if they are dully disseminated, discussed and acted upon:

Research Paper I: Skills for Successful Transitions Towards a Green, Digitally Enabled Economy in Jordan provides the analysis of the key sectors of economy of Jordan related to environmental sustainability with high potential of creation of green jobs.

The Research Paper II: Macroeconomic Policies for Job Creation & Livelihoods Opportunities for Vulnerable Syrians & Jordanians: Focus on Fiscal, Investment & Trade Policies contains the regression analysis of macroeconomy policies implemented in Jordan and their effect on employment of young men and women. The policy recommendations outlined in the report could be used to inform national employment policies to create more employment opportunities for young men and women.

The findings of the **Research Paper III: Exports for Decent Youth Livelihoods and Labour Formalization in Jordan** will inform the national policies supporting export industries with the focus on improving working conditions and creating decent jobs for young men and women including Syrian refugees.

In the absence of the DoS school-to-work transition research the **Research Paper IV: Labour Market Transitions of Young Women & Men in Jordan** bridges the gap in the data and could be used to support the TVET and General education reform in Jordan to address the skills mismatch of young graduates in Jordan

The Research Paper V: Jordan's Platform Economy, and the Impact of the COVID-19 Crises on the Role of Platform-Facilitated Work could be used by the development actors to address the barriers for employment for young women and persons with disabilities and amend the social protection policies to include the platform economy workers.

4.6.5. To what extent has the project contributed to strengthening capacities of governments, workers and employers' organizations' representatives so they can better serve the needs of their members and non-members, including young Jordanian and Syrian men and women in line with the international labour standards?

This evaluation has found some examples of integrating principles of decent work agenda through project activities by addressing in research interventions challenges of informality, youth unemployment, low women economic participation and poor working conditions.

This evaluation found that project interventions didn't explicitly articulate the international labour standards (conventions and recommendations) relevant to this development intervention such as fundamental and governance conventions, C122 - Employment Policy Convention, 1964 (No. 122), R204 - Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204), Equal Remuneration Convention, 1951 (No. 100), Discrimination (Employment and Occupation) Convention, 1958 (No. 111) and other relevant conventions to youth employment.

Enhancing knowledge of the stakeholders and updating on the status of the implementation of the ILS ratified by Jordan drawing the attention of the Committee of Experts on the Application of Conventions and Recommendations (CEACR) to Jordan government would have strengthened the

knowledge of the stakeholders, allowed to bridge the knowledge gap in the 'problem' areas and enhance accountability of tripartite constituents in future policy development.

Thus, the project contributed to strengthening capacities of governments, workers and employers' organizations' representatives so they can better serve the needs of their members and non-members, including young Jordanian and Syrian men and women in line with the international labour standards to a medium extent.

KEY FINDINGS ON SUSTAINABILITY AND IMPACT ORIENTATION:

The project sustainability has high prospects. Once the research papers are published and disseminated they will be used by the national tripartite stakeholders and international development actors. The regular meetings of the PAC and its contribution to the research process have resulted in the establishment of informal working group on youth employment which could serve as a platform for future cooperation on youth employment and livelihoods in Jordan. It has impacted the policy dialogue at a small scale due to shortage of time to publish and disseminate the research papers to wider audiences including the decision-makers of economy, trade and employment policies in Jordan.

5. CONCLUSIONS AND LESSONS LEARNT

5.1. Conclusions

The ILO Partnership with the Regional Development and Protection Programme for Jordan (RDPP II) on the Research Partnership for Improved Livelihoods of Jordanian & Syrian Youth contributed to policy dialogue on youth employment challenges through evidence-based research and analysis in cooperation with wide range of stakeholders, including the tripartite constituents.

Tripartite constituents represented by the government of Jordan (Ministry of Labour (MoL), Ministry of Youth (MoA), Technical and Vocational Skills Development Commission (TVSDC) and trade unions - General Federation of Jordanian Trade Unions (GFJTU), confirmed relevance of the project objectives and approach to the needs and present context in Jordan.

The research areas targeted by the Project focused on challenges on the macroeconomic level which impact the creation of employment in Jordan (Research paper II), challenges in creating jobs for youth in emerging green and digital fields including non-standard forms of employment and platform economy (Research paper I and V), challenges in creation of decent jobs in the sectors oriented for export of high-value products (Research paper III) and challenges in school to work transition of young men and women (Research paper IV). It was confirmed by the stakeholders that these areas of research are important in light of high unemployment rate and decent work deficits among youth as for Jordanian nationals as for non-Jordanians.

The government stakeholders stressed on importance of this research to support Jordan in implementation of the Economic Modernization Vision of Jordan which aims to accommodate 1 million young females and males in the labour market in the next decade. The development actors represented by the GIZ, UNICEF, UNHCR and EBRD stressed the relevance of the targeted research areas to continue the policy dialogue with the wide range of stakeholders to create decent work opportunities for Syrian refugees in Jordan who face limitations to occupy jobs in certain sectors of the Jordanian labour market. The findings of the research will be relevant to support the actors in the implementation of the Global Compact on refugees.

The project and its activities complement the on-going ILO activities in the country of Jordan as the implementation of Decent Work Country Programme. The trade unions and the employers organizations represented by the General Federation of Jordanian Trade Unions (GFJTU) and Jordan Chamber of Industry (JCI) were part of the Project Assistance Committee and as it was noticed by the other stakeholders – government, the UN agencies and research organizations, their participation contributed to the social dialogue and promoted the concept of decent work among the stakeholders. The aspects and principles of decent work were addressed at all the research papers produced by the Project and the concept of decent work was well articulated by all the stakeholders. Thus, the policy dialogue focused not only around the creation of jobs and / or better employability of young men and women, but drew attention of the stakeholders to the importance of decent work for young men and women.

The Project achieved its major results at the end of the Project and delivered all the planned outputs at 100% delivery rate against the targets set. The evaluability of the delivery of Project outcomes is challenged by the short project timeframe whilst the proposed indicators should allow at least one-two years beyond the project timeframe to allow monitoring the desired change. The project demonstrated high efficiency in terms of producing five research papers versus the initially planned three ones yet given the ILO procedures for contracting the consultants and rigorous quality control of knowledge products, the research papers were not published within the Project timeframe. The project implemented knowledge sharing and communication strategy to some extent. Data validation workshop, preparation of the summaries of the research and final presentation were appreciated by the stakeholders yet the meaningful policy dialogue would require the time beyond the 12 months of planned project intervention to allow for publishing, wide dissemination and launching of high level events to discuss the findings of the research.

The project integrated the ILO's cross-cutting themes in the design and intervention to a medium extent. Though the project design benefitted from the gender analysis and needs assessment of vulnerable groups of youth, the project didn't include in a consistent manner relevant objectives, outcomes, outputs and activities related to promotion of gender equality, non-discrimination and

disability inclusion, promotion of social dialogue and international labour standards into its Results Framework. Challenges of young men and women were addressed in the conducted research yet not clearly articulated in the recommendations developed based on research findings. This evaluation didn't find the efforts of the project to integrate the needs of young men women with disabilities. The link of the Project with the environmental sustainability was specified in the project design and further was supported through the specific activity – the research paper “Skills for Green and Digital Transitions and Employment in Jordan”, even though it was not specified initially in the Results Framework.

The project was realistic to the extent limited by the production of high-quality research in consultation with wide range of stakeholders in a transparent manner in accordance with its strategy. However, the indicators set against the project's performance are not realistic given the timeframe and type of activities selected to reach them. The impact indicator set as *# legal or administrative provisions implemented which increase ability of Jordanian and refugee youth to gain employment or economic activity (RDPP C2)* requires longer timeframes (at least from two to five years) and specific targeted activities aimed at policy development.

The project sustainability has high prospects. Once the research papers are published and disseminated they will be used by the development actors. The regular meetings of the PAC and its contribution to the research process have resulted in the establishment of informal working group on youth employment on a tripartite basis which could serve as a platform for future cooperation on youth employment and livelihoods in Jordan. The Project has impacted the policy dialogue at a small scale due to shortage of time to publish and disseminate the research papers to wider audiences including the decision-makers of economy, trade and employment policies in Jordan.

The government stakeholders noted that technical assistance will be required from the ILO to convert the findings of the research into the policy actions. The national commitment to future policy development and youth employment could be strengthened by drawing attention of the tripartite constituent to the implementation of the ratified international labour standards by the government of Jordan, including the C122 - Employment Policy Convention, 1964 (No. 122) through the development, implementation and evaluation of the evidenced-based of inclusive employment policies. In this regard the capacity building activity of the Project targeted at strengthening of the Department of Statistics to measure school-to-work transition of young men and women is crucial. The advocacy efforts should be further extended to policy makers aimed at strengthening a national Labour Market Information System (LMIS) in Jordan to allow for evidence-based youth employment policies and programming.

5.2. Lessons Learnt

This Internal Final Evaluation allowed formulating the following lessons learnt:

Lesson learnt 1. The project experience in Jordan shows that in some countries the research products could be easily applied into programming by the international development actors, yet governments may require technical assistance to convert research findings into policy results.

Lesson learnt 2. While in Jordan young women and persons with disabilities (men and women) face many barriers to enter the labour market investing in platform economy through promotion of job platforms and enhancing skills of workers may result in increased participation of women and persons with disabilities in the labour market.

Lesson learnt 3. The ILO projects with research activities require the duration of at least 18 months to allow completing the proper contracting procedures, the research exercise followed by the validation exercises with the stakeholders, the ILO quality assurance procedures, the publishing, wide dissemination and presentation of the research findings.

Lesson learnt 4. The absence of the Stakeholder Power Analysis and the Needs Assessment analysis of the various stakeholders groups at the conceptualization phase of the Project may result in low presence of powerful influential stakeholders, the decision-makers, reducing the project prospects to achieve impact level results.

5.3. Good Practices

This evaluation exercise collected one emerging good practice highlighted by the stakeholders of this evaluation with potential for replication on the part of the ILO and other donors including governments:

Best practice. The transparent and consultative approach undertaken by the project to conduct the research interventions stimulated public dialogue and promoted better cooperation of the engaged stakeholders.

6. RECOMMENDATIONS

When analysing data collected during the desk review and primary sources of information and formulating recommendations, the evaluators applied a utilization-focused approach.²⁶ This is aimed at developing recommendations which will be realistic, feasible and support the ILO team to make informed decisions about similar interventions, increase sustainability of the results as well as produce evidence on emerging good practices and lessons learnt for future interventions.

	ADDRESSED TO	PRIORITY	RESOURCE	TIMING
1	To the DWT/Beirut. To produce the publications and ensure their wide <u>direct</u> dissemination to the national stakeholders – tripartite constituents (government, trade unions and employers’ organizations, academia, international aid actors, including the donors, youth and women’s organizations; and <u>e-placement</u> at the ILO regional and national web-site pages; at the ILO Youth employment global portal and at the Working group on livelihoods chaired by the UNHCR	High	Medium	Short-term
2	To the DWT/Beirut. To conduct consultations with the tripartite constituents and the potential donors on the development of future interventions aimed at applying the research outputs into the youth employment policies and programmes to promote decent work and creation green jobs for Syrian refugees, vulnerable Jordanians (women in vulnerable situation, youth in NEET), persons with disabilities (men and women)	Medium	Low	Short-term
3	To the DWT/Beirut. To conduct high level event on youth employment and / or high level consultations with the presence of decision-making bodies of Jordan: the Council of Ministers, the Parliament of Jordan, the Office of His Majesty King Abdullah II and Crown Prince Foundation with the purpose to present the	Medium.	High	Medium-term

²⁶ Utilization-Focused Evaluation. URL: <https://www.betterevaluation.org/it/node/779>

ADDRESSED TO		PRIORITY	RESOURCE	TIMING
	research results and discuss the modalities of the technical assistance from the ILO on formulation youth employment policies			
4	To the RDPP. To consider more flexible funding modalities with the possibilities of no-cost extension and the implementation period not less than 24 months for similar development exercises.	Medium.	Low	Short-term
5	To the GFJTU. To continue active participation in public dialogue on youth employment policies in Jordan utilizing research findings to develop and support youth employment policies in line with the ILO Recommendation No. 204 on Transition from the Informal to the Formal Economy	Medium.	Low	Short-term
6	<p>To the TVSDC. To build on the findings of the research on Skills for Successful Transitions Towards a Green, Digitally Enabled Economy in Jordan and establish the cooperation with the national and international partners including the <u>tripartite constituents</u> and TVET service providers to develop occupational standards and accrediting the TVET programs in the sectors related to green and digital economy*</p> <p><i>*biofarming and agricultural technology; renewable energy and energy efficiency; tourism and ecotourism; transport and e-mobility; water management and water technology; information and communications technology)</i></p>	Medium	Medium	Short-term
7	To the international development actors including the ILO, GIZ, UNICEF, IBRD, UNHCR and members of the Livelihood Working group. To reflect on the published research papers, discuss the research findings and recommendations and outline the areas of applicability to the development priorities of their mandates in Jordan and develop coherent Youth Employment Action Plan avoiding overlapping of similar programmes and interventions and maximizing impact of undertaken interventions measured by unified	Medium	Low	Short-term

ADDRESSED TO		PRIORITY	RESOURCE	TIMING
	indicators related to the quantity and quality of the generated jobs disaggregated by sex/age, region and vulnerable groups of youth including Syrian refugees, migrant workers and persons with disabilities.			
8	To the government, Ministry of Youth, Ministry of Labour (or other government body with similar functions), sectoral ministries and the DoS. To discuss the research findings and implacability of recommendations to develop the <u>inclusive</u> youth employment strategy based on the strengthened Labour Market Information System including the regularly collected data on school-to-work transition through the Labour Force Survey (LFS), disaggregated by age and sex.	High	Low	Short-term

ANNEXES

ANNEX A List of Documents Analyzed

LIST OF THE DOCUMENTS ANALYZED

1. TOR
2. ProDoc
3. Concept Note edited, September 2022
4. Project Progress Report
5. External collaboration contract Moustafa Ahmed
6. External collaboration contract Tareq Sadeq

7. External collaboration contract Farhad Mehran
8. External collaboration contract Badra Naser
9. Contract for services MMIS Management Consultant
10. Contract for services IPSOS Jordan
11. Research Paper I: Skills for Successful Transitions Towards a Green, Digitally Enabled Economy in Jordan
12. Research Paper II: Macroeconomic Policies for Job Creation & Livelihoods Opportunities for Vulnerable Syrians & Jordanians: Focus on Fiscal, Investment & Trade Policies
13. Research Paper III: Exports for Decent Youth Livelihoods and Labour Formalization in Jordan
14. Research Paper IV: Labour Market Transitions of Young Women & Men in Jordan
15. Research Paper V: Jordan's Platform Economy, and the Impact of the COVID-19 Crises on the Role of Platform-Facilitated Work
16. Presentation of the research paper "Exports for Decent Youth Livelihoods and Labour Formalization in Jordan"
17. Presentation of the research paper "Labour Market Transitions of Young Women & Men in Jordan"
18. Presentation of the research paper "Jordan's Platform Economy, and the Impact of the COVID-19 Crises on the Role of Platform-Facilitated Work"
19. Presentation Skills for Successful Transitions Towards a Green, Digitally Enabled Economy in Jordan
20. Agenda of the launch event held in Amman on 13 December 2022
21. Press release "ILO brings stakeholders together to discuss the future of Jordan's green and digital economy", (in English)
22. Press release "ILO brings stakeholders together to discuss the future of Jordan's green and digital economy", (in Arabic)
23. School to Work Transition Training, Attendance sheet
24. Validation Workshop for circular economy and skills development research project, Attendance sheet
25. Validation workshop for circular economy and skills development research paper, Activity Report
26. Validation workshop for circular economy and skills development research paper, Agenda (English)
27. Validation workshop for circular economy and skills development research paper, Agenda (Arabic)
28. Worksheet
29. Training material "Measuring school-to-work transition with Jordan labour force survey data", Power Point Presentation, Day 1
30. Training material "Measuring school-to-work transition with Jordan labour force survey data", Power Point Presentation, Day 2
31. Training material "Measuring school-to-work transition with Jordan labour force survey data", Power Point Presentation, Day 3
32. Training material "Measuring school-to-work transition with Jordan labour force survey data", Power Point Presentation, Day 4
33. Certificates of attendance School to work transition training, 27 September – 5th October 2022
34. Project Advisory Committee, Terms of Reference
35. Invitation to Participate in the Project Advisory Committee of the ILO-RDPP Improved Livelihoods of Jordanian and Syrian Youth Research Partnership, 13 March 2022
36. Minutes of PAC meeting, 31 March 2022
37. Agenda of the first PAC meeting, 31 March 2022
38. PAC meeting presentation, Power Point, 31 March 2022

39. Agenda of the second PAC meeting, 18 September 2022
40. Attendance sheet of the participants of the second PAC meeting, 18 September 2022
41. Logistic note to the second PAC meeting, 18 September 2022
42. PAC second meeting press release, English
43. PAC second meeting press release, Arabic
44. Agenda of the third PAC meeting, 1 December 2022
45. Attendance sheet of the participants of the third PAC meeting, 1 December 2022
46. PAC third meeting press release, English
47. PAC third meeting press release, Arabic
48. Youth Strategy of Jordan, 2019-2025
49. Jordan Vision 2025
50. ILO Decent Work Country Programme (DWCP), 2018-2022
51. National Strategy for Human Resource Development of Jordan, 2016-2025 (NSHRD)
52. National Social Protection Strategy of Jordan, 2019-2025
53. National Strategy for the Deinstitutionalization of Persons with Disabilities in Jordan
54. National Strategy for women in Jordan 2020-2025
55. United Nations Sustainable Development Framework in Jordan, 2018-2022 (UNSDf)
56. The National Digital Transformation Strategy & Implementation Plan, Jordan, 2021 – 2025
57. Green Growth National Action Plan of Jordan, 2021-2025
58. Government's Economic Priorities Plan 2021-2023
59. Jordan Response Plan (JRP) for the Syria Crisis 2020-2022
60. Information System on International Labour Standards, NORMLEX, Jordan web-page on the status of ratification of the ILO conventions. Link: [Ratifications of ILO conventions: Ratifications for Jordan](#), data entry on 20.02.2022
61. Information System on International Labour Standards, NORMLEX Supervising the application of International Labour Standards for Jordan. Link: [International Labour Standards country profile: Jordan \(ilo.org\)](#), data entry on 20.02.2022
62. Web-site of the RDPP [HOME \(rdpp-me.org\)](#), data entry on 20.02.2022
63. Web-page of the working group on livelihoods of Jordan. Link: [Working Group: Livelihoods Working Group - Jordan \(unhcr.org\)](#), data entry on 20.02.2022

ANNEX B List of Persons Interviewed

SUMMARY STATISTICS

Total Number of interviews conducted: 21 (out of them 17 individual interviews and 4 group interviews)

Persons participated: 25 (13 men and 12 women)

THE LIST OF THE KEY INFORMANTS INTERVIEWED DURING THE FINAL EVALUATION:

List of interviews with ILO officials, constituents and partners

TIME	DATE
31 January 2023	
In-person, Individual Interview	Mr. Mohammad Froukh , The Technical and Vocational Skills Development Commission (TVSDC), PAC member
Online, Individual Interview	Ms. Yasmeen Shahzadah , Social Inclusion Officer, EBRD, PAC member
In-person, Individual Interview	Mr. Doctor Yassin Hleil , Technical Assistant to the SG - Ministry of Youth, PAC member
Online, Individual Interview	Ms. Aya Abdel Kareem , GIZ, PAC member
1 February 2023	
Online, Individual Interview	Mr. Murad Samhouri , ILO consultant to the Research on Exports for Decent Youth Livelihoods and Labour Formalization in Jordan
In-person, Group Interview	Ms. Jude Alaloul , researcher, IPSOS, the ILO contractor to the School-to-Work Transition Survey in Jordan (SWTS) Ms. Seham Nasser , researcher, IPSOS, the ILO contractor to the School-to-Work Transition Survey in Jordan (SWTS)
In-person, Individual Interview	Mr. Hamdan Yakub , Ministry of Labour, Director of the International Projects Unit, Syrian Response Department
Online, Group Interview	Ms. Yasmeen Rashdan and Ms. Hadeel Al Majali , ILO consultants to the communication components
2 February 2023	
Online, Individual Interview	Mr. Malek Al Maaita , General Federation of Jordanian Trade Unions (GFJTU), PAC member

In-person, Individual Interview	Mr. Petr Kostohryz , Regional Development and Protection Programme (RDPP), the Donor
In-person, group Interview	Ms. Jehan Al Qaryouti and Ms. Nihaya , Labour Force Division, Department of Statistics
In-person, Individual Interview	Mr. Ahmad Abboushi , MMIS, the contractor to the Research on Jordan's Platform Economy, and the Impact of the COVID-19 Crises on the Role of Platform-Facilitated Work
Online, Individual Interview	Mr. Abdelrahman Al Baroudi , Youth & Adolescent Development Specialist, UNICEF, PAC member
3 February 2023	
Online, Individual Interview	Ms. Aya Jaafar , Labour Economist at the ILO DWT/Beirut coordinating project implementation
Online, Individual Interview	Mr. Tariq Haq , ILO Backstopping units in HQ and DWT/Beirut
Online, Individual Interview	Mr. Tareq Sadeq , the ILO consultant to the research on the impact of macroeconomic and trade policies on employment generation in Jordan
Online, Individual Interview	Mr. Nasser Badra , the ILO consultant to the research on School-to-Work transition report
5 February 2023	
In-person, group Interview	Ms. Zein Habjoka , head of Employment Department, and Mr. Zaid Arida , Head of IT school, Luminus TVET Education group
In-person, Individual Interview	Ms. Asmaa Nashawati , finance and admin officer, ILO country office in Jordan
10 February 2023	
Online, Individual Interview	Mr. Nabil Najjar , Delta Strategies, ILO contractor to the research on Skills needs and jobs creation in green and digitally enable sectors of the Jordanian economy
12 February 2022	
Online, Individual Interview	Ms. Najwan Al Dorgham , Associate Livelihoods and Economic Inclusion Officer, UNHCR

ANNEX C Terms of Reference



INTERNATIONAL LABOUR ORGANIZATION

Call for Expression of Interest

For Internal Evaluation for the ILO and the Regional Development and Protection Programme for Jordan (RDPP II) Research Partnership for Improved Livelihoods of Jordanian & Syrian Youth

Project Title	The ILO and the Regional Development and Protection Programme for Jordan (RDPP II) Research Partnership for Improved Livelihoods of Jordanian & Syrian Youth
Countries Covered	Jordan
Application Deadline	30/11/2022
Expected Duration	15/12/2022- 28/02/2023 (20.5 working days)

ILO Jordan Office is seeking Expressions of Interest from a consultant to conduct an internal evaluation for the ILO and the Regional Development and Protection Programme for Jordan (RDPP II) Research Partnership for Improved Livelihoods of Jordanian & Syrian Youth.

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

CV, highlighting relevant experiences

Daily professional fee in US\$ based on the number of payable working days scope of work indicated in this ToR

Two past evaluation reports written and conducted by the bidder as the sole evaluator or the team lead (but not as a team member)

The names of two referees (including phone number and email address) who can be contacted.

Query from potential bidders on any section of this ToR is welcome. Please send an application and relevant questions via email to the following contacts of ILO.

Please submit the required information by the deadline above via email to Mr. Jad Yassin, yassinj@ilo.org, and Ms. Asma Nashawati, nashawati@ilo.org, copying Mr. Hideyuki Tsuruoka, tsuruoka@ilo.org, and Ms. Hiba Al Rifai, alrifai@ilo.org.

**Terms of
Reference for**

**The ILO and the Regional Development and Protection Programme for Jordan (RDPP II)
Research Partnership for Improved Livelihoods of Jordanian & Syrian Youth**

KEY FACTS	
TC Symbol:	JOR/21/04/MUL (108497)
Country/ies:	Jordan
Project title:	ILO-RDPP Research Partnership for Improved Livelihoods of Jordanian & Syrian Youth
Duration:	12 Months
Start Date:	01/01/2022
End Date:	31/12/2022
Administrative unit:	Amman, Jordan
Technical Backstopping Unit:	ILO Regional Office for the Arab States (ROAS), Lebanon
Collaborating ILO Units:	EMPLOYMENT;
Evaluation requirements:	Final Internal Evaluation
Donor:	The Regional Development & Protection Programme (RDPP)
Evaluation Manager:	Mr. Jad Yassin
Project Budget:	US\$ 792,361.87

I. Country Background & Context

Jordan lies in the heart of the Middle East and North Africa (MENA), a region marked by political and economic volatility. Over the past decade, the country has endured a cascade of exogenous shocks, starting with the 2008 global economic crisis, and followed by incessant upheaval in the region, especially in neighbouring Syria. The chain of events produced devastating social and economic outcomes, which the country struggles to withstand to this day. Nonetheless, Jordan remained adamant about playing a proactive role in the moderation of the Syrian crisis and maintaining relative stability in spite of adversities. More recently, however, the advent of the COVID-19 pandemic not only exacerbated existing challenges, but also introduced new threats to the wellbeing of the country's population.

Since 2011, the conflict in Syria ushered the influx of over 650 thousand refugees to Jordan. The unprecedented spike in population took a toll on the country's resources and pressured its weak infrastructure. As a result, Jordan's economic performance followed an obstinately low trajectory, with real GDP growth dropping from an average of 8 percent between 2004-2008 to less than 2 percent in 2019. The barrage of social and economic challenges rendered the recent pandemic a heavy-handed blow to the already ailing country. By the end of 2020, Jordan's GDP contracted by 1.6 percent, and unemployment recorded an all-time high of 23.2 percent, with youth and women facing the greatest risk of joblessness.

According to the Jordan Department of Statistics (DoS) youth unemployment soared to 46 percent in 2020; the highest rate in the country's modern history. That being said, even prior to the crisis, the young generation has been especially vulnerable to weak labour market performance, with youth unemployment steadily increasing since 2007. Further, the percentage of youth not in employment, education, or training (NEET) is estimated at an alarming 38 percent of the total youth population. These outcomes can be attributed to an array of economic, cultural and structural challenges, which perpetuate unequal labour market access and engagement opportunities for Jordan's youth, especially women and refugees.

Even when they are economically active, Jordanian youth experience prolonged periods of transition between school and work that can stretch for years. The ILO's School-To-Work Transition Survey, revealed that young Jordanians need three years, on average, to move from education to decent employment. This is partly the result of waiting for job opportunities in the formal sector. Other factors include education systems that fail to provide youth with the skills demanded in the labour market and shy levels of job creation. This difficult transition often forces young people to take jobs outside of their specialties, leaving them feeling frustrated and unmotivated to engage productively in the economy.

Youth also face the challenge of navigating employers' reluctance to hire fresh graduates. Common reservations regarding work readiness among youth are aggravated by severe discrepancies between the skills graduates acquire in training and education, and the needs of the labour market. Numerous reports highlight Jordan's struggle with a chronic dilemma of a 'skills mismatch', characterized by an oversupply of university graduates and an undersupply of skilled technicians and vocational training graduates. Even in policy debate, the gap between educational outcomes and the needs of the labour market is repeatedly deliberated as a primary

driver of high youth unemployment. This issue is an implication of several intersecting factors, including poor quality educational services, a lack of adequate career guidance, and the social pressure on youth to pursue unfavourable professional pathways over careers in highly demanded technical occupations. The need to match the outputs of the educational system to the requirements of the labour market was spearheaded in the National Strategy for Human Resource Development (NSHRD), launched in 2016.

Overall, Jordan's young, educated population presents an enormous opportunity to accelerate growth and positive change. With roughly 63 per cent of people in Jordan under the age of 30 - and with a 99 per cent literacy rate among youth, young people's unique capacity can and should be further harnessed to support Jordan's ambitious development agenda, especially in the wake of a particularly challenging pandemic economy and in view of the expected transition towards a more complex future of work. However, with one of the highest youth unemployment rates in the world (and female youth unemployment being almost triple that of males), this potential remains largely untapped.

II. Project Background

The ILO-RDPP research partnership aims to support the Government of Jordan and national constituents in responding to the youth employment challenge and supporting dialogue around policies and strategies for improving the livelihoods of young Syrians and Jordanians through evidence-based research and analysis. The interventions of project employ primary and secondary research tools for arriving at an in- depth understanding of youth employment and livelihoods in Jordan and providing both qualitative and quantitative analysis of identified research questions. Above all, the research follows a participatory and multi-stakeholder approach that does not only engage the ILO's tripartite constituents, but also involves other key partners, including youth organizations, community-based organizations, research centres and think tanks, among others. Through close coordination with line ministries and strategic partners, the outcomes of the project will inform the policy dialogue around labour market reform and youth employment strategies.

More specifically, the project is conducting five main research studies, as follows:

Research Paper I: Skills for Successful Transitions Towards a Green, Digitally Enabled Economy in Jordan

This study explores the potential for job creation in emerging green and digital fields, placing a particular focus on the implications of emerging industries and occupational roles on the country's skills climate. An analysis of shifting trends is made both within emerging green and digital sectors, such as the information technology, and renewable energy sectors, as well as within traditional sectors that hold a great potential for transitioning towards more efficient and sustainable methods, such as the agricultural sector. The sectors investigated are based on a thorough mapping process, identifying the emerging and transitioning industries most able to offer solutions to Jordan's major social, environmental, and economic challenges. Human capital requirements per identified sector are also studied, in order to anticipate the upcoming potential

for job creation within emerging green, digital, and transitioning sectors. The study also investigates specific occupations and skills needs per identified sector, outlining skills projections within emerging and transitioning sectors, while measuring them against current skills supply, the capacity of available educational programmes, and programme enrolment rates.

Research Paper II: Macroeconomic Policies for Job Creation & Livelihoods Opportunities for Vulnerable Syrians & Jordanians:

Focus on Fiscal Investment & Trade Policies Building on research and available data and statistics, this study provides evidence to assess the extent to which fiscal, investment and trade policies, along with market regulations have helped or hindered decent and productive job creation. Past and current policies are analysed along with the economic and labour market trends they are associated with, to assess their impacts and shortcomings, including to what extent these policies have been successful in promoting decent livelihoods, with a focus on youth. Market regulations are also investigated with their effects on private sector performance in previous years, as said regulations were altered and new ones introduced. The analysis of the aforementioned is conducted to identify the relationship between economic and labour market performance, market regulation, and fiscal, investment and trade policies, allowing for policy recommendations, including proposed policy reforms, to be made using econometric tools for analysis and forecasting.

Research Paper III: Exports for Decent Youth Livelihoods and Labour Formalization in Jordan

The study focuses on several identified high-export-potential products, while highlighting issues that hinder enterprises from participating at higher-ends of the value chain, rendering companies more susceptible to engaging in low value-added, informal activities. An immediate objective of the study, is to illustrate the current situation of the informal workforce within sub-sectors and enterprises engaged in the production of the identified goods, at any and all stages of the value chain. The study does not only analyze the composition of the informal workforce amongst identified producers, but also draws comparisons between enterprises at higher and lower ends of the value chain, to highlight discrepancies in the prevalence and nature of informality amongst various product producers. Export performance is a major dimension of the study, in order to understand the relationship between trade and informality amongst producers, as well as highlight the major barriers enterprises face in expanding exports and participating in higher-value-added activities. The study takes into account challenges related to skills supply, enterprise development, transport and logistics, linkages to stakeholders in external markets, energy cost, water availability, local business culture, and the regulatory environment. Ultimately, the study seeks to better understand how international trade (focusing on export opportunities) could contribute to the inclusion of informal Jordanian and Syrian workers into formal productive activities. This informs the production of recommendations for promoting greater formalization and decent job creation, through increasing the engagement of Jordanian enterprises in international trade, at higher ends of the value chain.

Research Paper IV: Labour Market Transitions of Young Men & Women in Jordan

The question of why the school-to-work transition of young people in Jordan today is a long and difficult process has yet to be satisfactorily answered, owing to limitations in labour market information. The objective of implementing the school-to-work transition survey (SWTS), developed by the ILO, is to generate information on the current labour market situation, the history of economic activities and the perceptions and aspirations of youth, through a detailed, national-level household survey covering 15– 29-year-olds. The ultimate aim is to promote decent work opportunities for young men and women through a richer and improved labour information system (LMIS) specific to youth, focusing in particular on transition paths to the labour market. Furthermore, the information collected should better Jordanian policymakers' ability to design effective policy and programme initiatives once armed with detailed information on young people's expectations in terms of transition paths and work quality, employers' expectations of young applicants, and what issues prevent labour supply and demand from matching. The specific objectives of the survey are to collect and analyse information on the various challenges, attitudes and situations that influence young men and women while they are making the transition from school to work. Attention will be given especially to gender differences in this process. The presentation and dissemination of the information should feed directly into policy-making for youth at the national level. At the regional level, the survey should provide an example and stimulus for other countries in the region to engage in similar approaches towards youth employment.

Research Paper V: Research on Non-standard Forms of Employment in Jordan, and the Impact of the COVID-19 Crisis on the Role of Platform-Facilitated Work

The proposed study is an exploration of the many aspects of non-standard employment in Jordan, in relation to the workers, service seekers, employers, and employment-facilitators (or Digital Labour Platform ("DLP") providers). This involves an examination of the demographic characteristics of the labour-force engaged in non-standard employment in Jordan, taking into consideration workers' age, gender, educational backgrounds, nationality, area of residence, household size, income group, and the services workers offer. The study also explores the different industries and economic sectors seeking these services through non-standard arrangements, whether locally or globally. The services of focus include both non-remote, task-based gigs, as well as those offered by workers remotely and are fully facilitated through web-based tools, as each can offer a great degree of value for workers in Jordan. Further, given the impact of the COVID-19 crisis on the role and popularity of non-standard work, as well as the global proliferation of DLPs, the study will also shed light on the ways that alternative forms of work may or may not have aided Jordanians and Syrians in coping with the crisis. This helps depict the potentials that non-standard forms of work may have in increasing the labour market's resilience to major shocks, as well as the gaps in the current such opportunities available to individuals in Jordan. Ultimately, the study seeks to better understand the current situation of non-standard work the platform economy in Jordan, as well as the ways that such arrangements could be better utilized to help improve the livelihoods outcomes for Jordanian and Syrian workers in Jordan. This will inform the production of recommendations for increasing the popularity and/or regulation of non-standard work in Jordan, to help secure more and better livelihoods for Jordan's labour force.

III. Link to the ILO Decent Work Country Programme for Jordan

The project falls under the priority one of the DWCP 2018-2022: employment creation contributes to economic and social stability; and will contribute to the Country Programme Outcome JOR109 Enhanced youth access to employment among Syrian refugees and Jordanian host communities.

IV. Evaluation Background

Internal final project evaluations assess development cooperation projects and programmes as a means to deliver ILO outcomes to constituents both at the national and global level with reference to the relevant strategic documents including ILO P&B and DWCP. They assess the projects in terms of relevance, efficiency, effectiveness, coherence, impact and sustainability of outcomes, and test underlying assumptions about contributions to broader developmental impacts.

ILO considers evaluations as an integral part of the implementation of development cooperation activities. Provision is made in the project in accordance with ILO evaluation policy and based on the nature of the projects and the specific requirements agreed upon at the time of the project design and during the project as per established procedures.

This evaluation serves as the internal final evaluation for the ILO and the Regional Development and Protection Programme for Jordan (RDPP II) Research Partnership for Improved Livelihoods of Jordanian & Syrian Youth. It is critical for evaluation to generate lessons learnt and good practices.

V. Purpose & Scope of the Evaluation

The evaluation will be planned and implemented in accordance with the [ILO Evaluation Policy](#) and the [ILO Results Based Evaluation Strategy](#), using the ILO policy guidelines for evaluation: Principles, rationale, planning and managing for evaluations (http://www.ilo.ch/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm)

Purpose

The purpose of the final evaluation is to indicate to the ILO, the Regional Development & Protection Programme and its partners the extent to which the project has achieved its aims and objectives and to determine the relevance, effectiveness, efficiency, impact and sustainability of project outcomes. The Internal final evaluation promotes accountability and strengthens learning among the ILO and key stakeholders. The specific objectives of the evaluation are:

- Assess whether the design of the project was adequate to address the problems at hand. Were the project objective and design relevant given the political, economic, and financial context.
- Establish the relevance of the project design and implementation strategy in relation to the ILO, UN and national development frameworks (i.e. SDGs and UNSDCF);
- Assess the extent to which the project engaged with engage with tripartite constituents and other relevant stakeholders in the research process in a meaningful manner.
- Assess the extent to which the research carried out under the project followed sound scientific methodologies and participatory approached;
- Determine how relevant the research topics' areas to the project's objectives and to what extent do they respond to the needs of the country's socioeconomic context and labour market. (Relevance)
- Identify unexpected positive and negative results of the project;
- Examine whether the research produced by the project followed an adequate mix of sound research methodologies to properly examine each research area?
- Assess the extent to which the project outcomes will be sustainable;
- Examine whether the research produced by the project proliferate implementable policy recommendations based on gathered evidence?
- Assess whether the project contributed to strengthening the capacity of national stakeholders?
- Identify lessons learned and potential good practices, especially regarding models of interventions that can be applied further;
- Determine if the resources have been used to fulfil the project performance in an efficient manner with respect to cost, time and management staff.
- Provide recommendations to project stakeholders.

Scope

The evaluation will cover the duration of the programme between 01/01/2022 and 31/12/2022. All the stakeholders involved in the project will be assessed.

VI. Evaluation Criteria & Questions

The evaluation utilises the Organisation for Economic Co-operation and Development Assistance Committee (OECD DAC) evaluation criteria as defined below:

- **Relevance and strategic fit** – the extent to which the objectives are in keeping with local priorities and needs, the constituents' priorities and needs, and the donor's priorities;
- **Coherence**: the extent to which other interventions support or undermine the intervention, and vice versa. This includes internal coherence and external

coherence, in particular, synergies and fit with national initiatives and with other donor-supported projects and project visibility

- **Validity of design:** the extent to which the project design, logic, strategy and elements are/ remain valid vis-à-vis problems and needs; the extent to which the flexibility granted to the national chapters of the programme allowed for an improved alignment of the programme with national policies and institutions; the extent to which the methodologies used were adapted to the national and local context;
- **Effectiveness:** the extent to which the project has contributed to the development objectives and the immediate objectives and more concretely whether the stated outputs have been produced satisfactorily; in addition to building synergies with national initiatives and with other donor- supported projects and project visibility;
- **Efficiency:** the productivity of the project implementation process taken as a measure of the extent to which the outputs achieved are derived from an efficient use of financial, material and human resources;
- **Sustainability:** the extent to which adequate capacity building of social partners has taken place to ensure mechanisms are in place to sustain activities and whether the existing results are likely to be maintained beyond project completion. The extent to which the recipients have the mandate, the capacity, the financial means to replicate the approaches promoted by the project. In addition, effectiveness of management arrangements and knowledge management as the extent to which lessons learnt during the project were documented, validated, shared with participants, and used for changing methodologies and approaches, is an additional focus.

Evaluation questions

The evaluation will examine the programme and its different components on the basis of specific evaluation questions (final list to be validated as part of the inception phase) and against the standard evaluation criteria mentioned above.

VII. Methodology

The evaluation methodology is expected to use a mix of qualitative and quantitative methods, to be defined and approved as part of the evaluation inception report. The evaluation methodology should include examining the interventions' Theory of Change, specifically in the light of logical connect between levels of results, its coherence with external factors, and their alignment with the ILO's strategic objectives, SDGs and related targets, national and ILO country level outcomes. The methodology should clearly state the limitations of the chosen evaluation methods, including those related to representation of specific group of stakeholders. Envisaged steps include the following:

1. Desk Review: Review of programmes and its components materials, publications, data, among others.

2. Inception meeting with the programme team and technical backstopping unit in ROAS. The objective of the consultation is to reach a common understanding regarding the status of the project, the priority assessment questions, available data sources and data collection instruments and an outline of the final evaluation report. The following topics will be covered: project background and materials, key evaluation questions and priorities, list of stakeholders, criteria for country selection, outline of the inception and final report.
3. Initial interviews with the project team.
4. Submission of an Inception Report with the final methodology and Work Plan. The Inception Report and the Work Plan will be subject to approval by the Evaluation Manager, and it will indicate the steps/phases and dates of the process in which the Evaluation will take place.
5. Additional documents review and analysis, data collection prior or in parallel to the evaluation interviews as required by the proposed methodology.
6. Evaluation interviews (individual or collective) with stakeholders
7. Debriefing with the ILO and the RDPP after submission of the draft final report.

Other dimensions, including gender, tripartism, disability issues and non-discrimination should be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. In terms of this evaluation, this implies involving respondents from these groups in the consultation, evaluation analysis and evaluation team. All this information should be accurately included in the inception report and final evaluation report.

VIII. Evaluation Timeframe

The evaluation is to commence in December and complete in February 2023. The following table describes the tentative timeline,

Responsible person	Tasks	# of Payable Working days (Evaluator)	Indicative Date
Evaluation Manager & Evaluator	Kick-off meeting	0.5	15/12/2022
Evaluator	Review of project related documents & drafting of inception report	5	22/12/2022
Evaluator	Submission of inception report		23/12/2022
Evaluation Manager	Review of inception report & providing feedback to the evaluator		06/01/2023
Evaluator	Conduct one-one-one interviews with identified respondents & carry out primary data collection	5	20/01/2023
Evaluator	Data analysis & report drafting	7	06/02/2023
Evaluator	Submit draft report to the Evaluation Manager		06/02/2023
Evaluation Manager	Revise draft report and provide feedback (ILO & RDPP)		16/02/2023
Evaluator	Debriefing presentation to ILO & RDPP	1	20/02/2023
Evaluator	Integrate comments & feedback	2	25/02/2023
Evaluation Manager	Ensure report approval by ILO & RDPP		30/02/2023

Total payable working days of the evaluator: 20.5 Days

IX. Deliverable

The deliverables for the lead evaluator consist of the following:

- Deliverable 1: Inception report
- Deliverable 2: Draft evaluation report
- Deliverable 3: PowerPoint presentation on debriefing
- Deliverable 4: Final evaluation report with separate template for executive summary and templates for lessons learned and good practices duly filled in, as well as all related annexes, such as the list of participants interviewed. (as per ILO's standard procedure, the report will be considered final after quality review by ILO Evaluation Office)

X. Payment Term

For the evaluator:

- i. 10 per cent of the total fee against deliverable 1 above approved by the evaluation manager and the regional evaluation officer.
- ii. 40 per cent of the total fee against deliverable 2 above
- iii. 50 per cent of the total fee against deliverable 3 and 4 above, approved by the ILO Regional evaluation officer

XI. Responsibilities

The evaluator will report to the ILO's evaluation manager and should discuss any technical and methodological matters with her. The project team will provide administrative and logistical support during the data collection.

The evaluator is responsible for conducting the evaluation according to the terms of reference (ToR). He/she will:

- Review the ToR and propose any refinements to evaluation questions and methodology during the inception phase
- Review project background materials (e.g., project document and progress reports).
- Prepare an inception report
- Develop and implement the evaluation methodology (i.e., conduct interviews, review documents) to answer the evaluation questions
- Conduct preparatory consultations with the evaluation manager prior to the evaluation mission
- Conduct interviews and collect information according to the suggested format
- Present preliminary findings
- Prepare an initial draft of the evaluation report with input from ILO specialists and constituents/stakeholders
- Prepare the final report based on the ILO, donor and other stakeholders' feedback obtained on the draft report.

XII. Legal and Ethical Matters

- This evaluation will comply with ILO evaluation guidelines and UN Norms and Standards.
- The ToRs is accompanied by the code of conduct for carrying out the evaluation "Code of conduct for evaluation in the ILO"¹. The selected consultants will sign the Code of Conduct form along with the contract.
- UNEG ethical guidelines will be followed throughout the evaluation.
- The consultants will not have any links to project management or any other conflict of interest that would interfere with the independence of the

evaluation.

XIII. Qualification

The evaluator is expected to have following qualifications,

- Proven experience in the evaluation of development interventions
- Expertise in research projects, capacity building and skills development.
- An understanding of the ILO's projects. Prior experience in the region, particularly in Jordan, is asset.
- High professional standards and principles of integrity in accordance with ILO Evaluation Policy and United Nations Evaluation Group Norms and Standards.
- An advanced degree in a relevant field.
- Proven expertise on evaluation methods and the ILO approach.
- Full command of English. Command of Arabic is an advantage.
- Previous experience in evaluations for UN agencies is preferred, particularly ILO.

¹ https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_649148.pdf

ANNEX D Evaluability of Human Rights and Gender Equality

EVALUABILITY OF HUMAN RIGHTS AND GENDER EQUALITY

Final evaluation exercise adopted Human Rights and Gender Sensitive Approach. To ensure this, UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation²⁷ was followed in conducting the exercise and reporting. Summary of the evaluability assessment is presented below.

Evaluability	Characteristics of the intervention	Evaluators' comments
High	The intervention theory has clearly considered HR & GE issues (e.g. the intervention identified, from the beginning, problems and challenges that affect particular groups, inequalities and discrimination patterns in the area where it occurs, contextual or systematic violations of rights, etc.)	HR & GE issues were addressed in the intervention theory. Gender Analysis was conducted and disadvantaged groups at the labour market were specified – youth, Syrian refugees, women. Evidence: Problem's statement, Gender Analysis (Source: ProDoc)
	HR & GE are clearly reflected in the intervention design (logframe, indicators, activities, M&E systems, reporting mechanisms)	Project design mentions cross-cutting drivers aimed at advancing employment opportunities for vulnerable groups. Human Rights are addressed at the overall objective, impact indicators and outputs: <i>Overall Objective: Contribute to policy dialogue and support GoJ and national constituents in responding to the youth employment challenge;</i> <i>Impact Indicator 1: # legal or administrative provisions implemented which increase ability of Jordanian and refugee youth to gain employment or economic activity (RDPP C2)</i>
	The intervention design benefited from a strong and inclusive stakeholder analysis	To some extent. Approach to including women, including persons with disabilities and approach to child protection was outlined. Target groups and collaborating institutions were identified.

²⁷ United Nations Evaluation Group, Integrating Human Rights and Gender Equality in Evaluation, (UNEG, 2014)

	The intervention design benefited from specific human rights and gender analyses	Yes. Wide range stakeholders was identified however their needs were not outlined
	Records of implementation and activity reports contain information on how HR & GE issues were addressed	Not mentioned
	Stakeholders (both women and men) have participated in the various activities of the intervention in an active, meaningful and free manner	Attendance sheet are not sex disaggregated
	Monitoring systems have captured HR & GE information (e.g. the situation of different groups of people, specific indicators, etc.)	No monitoring performance tools developed
	Data has been collected in a disaggregated manner (e.g. by sex, ethnicity, age, etc.) reflecting the diversity of stakeholders	Yes
	Progress and results reports for the intervention include HR & GE information	Not mentioned
	Context (political, institutional, cultural, etc.) where the intervention is inserted is conducive to the advancement of HR & GE	<p>To some extent. Economic participation and opportunity index</p> <p>Though Jordan is placed on 131 place out 156 according to Global Gender Gap report (2021), it has made a significant progress as this country managed to close its Economic Participation and Opportunity gap by at least 1 full percentage point in one year</p> <p>Source: Global Gender Gap Report, 2021, World Economic Forum.</p>

UNEG recommendations to address evaluability challenges:

- Make sure that the evaluation ToR takes full advantage of the information already produced by the intervention, and of the participation and accountability mechanisms established.
- Consult stakeholders on whether there are still areas where the HR & GE dimensions in the intervention need improvement.
- Address any possible weaknesses and recommend steps to improve the intervention, if necessary. Consult stakeholders on their ideas about how to improve.
- If necessary, include methods and tools in the evaluation that can capture new data or strengthen the existing ones on HR & GE (e.g. information on additional groups of people, changes in the context, etc.).
- Use the context (political, institutional, cultural) of the intervention in favour of the evaluation: when it is conducive, build on this support to ensure a highly participatory evaluation.

Conclusions: Based on the conducted analysis the evaluability of HR&GE dimensions in the project is rated as “high”

1. Gender Equality and Human Rights dimension were included in the Project Intervention Logic and Design to a significant extent.
2. Specific objectives were formulated to achieve a meaningful results in upholding HR&GE in Jordan
3. Vulnerable groups were outlined but their interests and needs were addressed to some extent in the Project Design.

ANNEX E Lessons learnt

Lesson Learnt 1

Project Title: ILO Partnership with the Regional Development and Protection Programme for Jordan (RDPP II) .
Research Partnership for Improved Livelihoods of Jordanian & Syrian Youth

Project TC/SYMBOL: JOR/21/04/MUL (108497)

Name of Evaluator: Svetlana Bronyuk

Date: 21.02.2023

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	The project experience in Jordan shows that in some countries the research products could be easily applied into programming by the international development actors, yet governments may require technical assistance to convert research findings into policy results
Context and any related preconditions	The project “ILO Partnership with the Regional Development and Protection Programme for Jordan (RDPP II). Research Partnership for Improved Livelihoods of Jordanian & Syrian Youth” aimed to contribute to policy dialogue on youth employment challenges through evidence-based research and analysis in cooperation with wide range of stakeholders, including the tripartite constituents. The research areas targeted by the Project focused on challenges on the macroeconomic level which impact the creation of employment in Jordan (Research paper II), challenges in creating jobs for youth in emerging green and digital fields including non-standard forms of employment and platform economy (Research paper I and V), challenges in creation of decent jobs in the sectors oriented for export of high-value products (Research paper III) and challenges in school to work transition of young men and women (Research paper IV). It was confirmed by the stakeholders that this areas of research are important in light of high unemployment rate and decent work deficits among youth as for Jordanian nationals as for non-Jordanians.
Targeted users / Beneficiaries	Development actors, including the ILO and the UN agencies

Challenges /negative lessons - Causal factors	<p>The project was realistic to the extent limited by the production of high quality research in consultation with wide range of stakeholders in a transparent manner in accordance with its strategy. However the indicators set against the project's performance are not realistic given the timeframe and type of activities selected to reach them. The impact indicator set as <i># legal or administrative provisions implemented which increase ability of Jordanian and refugee youth to gain employment or economic activity (RDPP C2)</i> requires longer timeframes (at least from two to five years) and specific targeted activities aimed at policy development. It was learnt during the evaluation exercise that the government stakeholders in Jordan would need technical assistance to develop specific policies and programmes for youth, while the development actors including the UN agencies reported that they would the research products in their future programming</p>
Success / Positive Issues - Causal factors	<p>The Project established the Project Advisory Committee (PAC) with wide participation of the various stakeholders groups including the tripartite constituents and international development aid actors. The PAC members were engaged at the discussion of the possible research topics and research questions, the validation of the research findings and the discussion of the research recommendation. This enhanced the relevance of the conducted research to the needs of the development actors and contributed to the ownership of results.</p>
ILO Administrative Issues (staff, resources, design, implementation)	<p>To the Programme Department –</p> <ol style="list-style-type: none"> 1. if the impact level change is desired as the development and / or adoption of policies and programmes, the technical capacities of the local governments should be taken into account and if it is limited than the capacity building activities or the direct technical assistance should be included in the Project design to ensure that research products are converted into policy results. 2. The research interventions could utilize the transparent approach on running research by engaging wide range of stakeholders in the design of the proposed research topics and questions, their validation and discussion of the findings and recommendations on a tripartite basis.

Lesson Learnt 2

Project Title: ILO Partnership with the Regional Development and Protection Programme for Jordan (RDPP II) . Research Partnership for Improved Livelihoods of Jordanian & Syrian Youth

Project TC/SYMBOL: JOR/21/04/MUL (108497)

Name of Evaluator: Svetlana Bronyuk

Date: 21.02.2023

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	While in Jordan young women and persons with disabilities (men and women) face many barriers to enter the labour market, investing in platform economy through promotion of job platforms and enhancing skills of workers may result in increased economic participation of women and persons with disabilities
Context and any related preconditions	The project “ILO Partnership with the Regional Development and Protection Programme for Jordan (RDPP II). Research Partnership for Improved Livelihoods of Jordanian & Syrian Youth” aimed to contribute to policy dialogue on youth employment challenges through evidence-based research and analysis in cooperation with wide range of stakeholders, including the tripartite constituents. Among the research areas the Project focused on challenges in creating jobs for youth including through non-standard forms of employment. The Project conducted the research on various aspects of platform economy in Jordan.
Targeted users / Beneficiaries	Development actors, young women, persons with disabilities (men and women)
Challenges /negative lessons - Causal factors	Current Labour Force Survey (LFS) of Jordan doesn't include questions related to platform economy thus the Project research on platform economy relied on collecting the primary data from 323 workers from traditional and platform economy following a Respondent Driven Sampling (RDS).

Success / Positive Issues - Causal factors	<p>The Research Paper V: Jordan's Platform Economy, and the Impact of the COVID-19 Crises on the Role of Platform-Facilitated Work studied various aspects of platform work in Jordan in the Writing and Translating services and Creative and Multimedia services. It shed light on the ways that alternative forms of work may or may not have aided Jordanians and Syrians in coping with the COVID-19 crisis, drawing the profile of platform workers including workers' age, gender, educational backgrounds, nationality, household size, income group, and the services offered by workers. The findings of this research showed that platform work given the barriers existing in Jordan is preferred by female workers and the potential of the platform work could be better utilized by Syrian refugees and by the persons with disabilities (men and women)</p>
ILO Administrative Issues (staff, resources, design, implementation)	<p>To the Research Department:</p> <ol style="list-style-type: none"> 1. To build on the knowledge gained and invest more in exploring the potential of platform work across new service areas 2. To advocate for inclusion of platform related work in national LFSs <p>To the Programme Department:</p> <ol style="list-style-type: none"> 1. To utilize the potential of platform work to increase employability of women and persons with disabilities

Lesson Learnt 3

Project Title: ILO Partnership with the Regional Development and Protection Programme for Jordan (RDPP II) . Research Partnership for Improved Livelihoods of Jordanian & Syrian Youth

Project TC/SYMBOL: JOR/21/04/MUL (108497)

Name of Evaluator: Svetlana Bronyuk

Date: 10.03.2023

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	The ILO projects with research activities require the duration of at least 18 months to allow completing the proper contracting procedures, the research exercise followed by the validation exercises with the stakeholders, the ILO quality assurance procedures, the publishing, wide dissemination and presentation of the research findings
Context and any related preconditions	The project "ILO Partnership with the Regional Development and Protection Programme for Jordan (RDPP II). Research Partnership for Improved Livelihoods of Jordanian & Syrian Youth" aimed to contribute to policy dialogue on youth employment challenges through evidence-based research and analysis in cooperation with wide range of stakeholders, including the tripartite constituents. The project produced five research papers of good quality yet fell short on time to publish them within the designated project time frame
Targeted users / Beneficiaries	ILO programme staff, the donors
Challenges /negative lessons - Causal factors	The 12 months of the Project timeframe was not enough to allow completing the proper contracting procedures, the research exercise followed by the validation exercises with the stakeholders, the ILO quality assurance procedures, the publishing, wide dissemination and presentation of the research findings. The funding modalities of the Donor didn't allow cost-extension and the funds allocated for publishing should be returned to the Donor. The cost for publishing will be covered by the ILO.
Success / Positive Issues - Causal factors	-

ILO Administrative Issues (staff, resources, design, implementation)	<p>To the Programme Department:</p> <ol style="list-style-type: none"> 1. To plan at least 2-3 months to hire a Project Manager with strong research background 2. To plan at least 2-3 months to contract the researchers to conduct the research exercises 3. To plan at least 2-3 months to conduct the research 4. To plan at least 2-3 months to conduct exercises on data validation 5. To plan at least 2-3 months for publishing 6. To plan at least 2 months for high level event to present the findings of the research products and disseminate copies of the report 7. To plan at least 1 months for dissemination of the research products through e-placement and direct e-mailing. <p>Total duration of the Project with research component should be at least 18 months</p>
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Lesson Learnt 4

Project Title: ILO Partnership with the Regional Development and Protection Programme for Jordan (RDPP II) .
Research Partnership for Improved Livelihoods of Jordanian & Syrian Youth

Project TC/SYMBOL: JOR/21/04/MUL (108497)

Name of Evaluator: Svetlana Bronyuk

Date: 10.03.2023

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	The absence of the Stakeholder Power Analysis and the Needs Assessment analysis of the various stakeholders groups at the conceptualization phase of the Project may result in low presence of powerful influential stakeholders, the decision-makers, reducing the project prospects to achieve impact level results.
Context and any related preconditions	The project "ILO Partnership with the Regional Development and Protection Programme for Jordan (RDPP II). Research Partnership for Improved Livelihoods of Jordanian & Syrian Youth" aimed to contribute to policy dialogue on youth employment challenges through evidence-based research and analysis in cooperation with wide range of stakeholders, including the tripartite constituents. The project conducted the Stakeholders Analysis at the conceptualization phase yet the analysis didn't include the Stakeholder Power Analysis and the Needs Assessment analysis of the various stakeholders groups
Targeted users / Beneficiaries	ILO programme staff, the development actors
Challenges /negative lessons - Causal factors	The evaluation stakeholders noted that even the Project invited the representatives of the government including the Ministries of Labour, Ministry of Youth and Technical and Vocational Skills Development Commission of Jordan to the Project Advisory Committee and the event on the presentation of the research findings, it has not engaged the decision-makers who could influence on the development of youth employment policies such as the Council of Ministers, the Parliament of Jordan, the Office of His Majesty King Abdullah II and Crown Prince Foundation, thus limiting the impact of the Project.
Success / Positive Issues - Causal factors	-

ILO Administrative Issues (staff, resources, design, implementation)	<p>To the Programme Department:</p> <ol style="list-style-type: none"> 1. The stakeholders analysis should include the Stakeholder Power Analysis and Needs Assessment Analysis 2. The implementation and communication strategy of the Project should engage the powerful and important stakeholders to allow better management for results
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ANNEX F Emerging Good Practices

Emerging Good Practice

Project Title: ILO Partnership with the Regional Development and Protection Programme for Jordan (RDPP II) . Research Partnership for Improved Livelihoods of Jordanian & Syrian Youth

Project TC/SYMBOL: JOR/21/04/MUL (108497)

Name of Evaluator: Svetlana Bronyuk

Date: 21.02.2023

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The transparent and consultative approach undertaken by the project to conduct the research interventions stimulated public dialogue and promoted better cooperation of the engaged stakeholders
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p>The project “ILO Partnership with the Regional Development and Protection Programme for Jordan (RDPP II). Research Partnership for Improved Livelihoods of Jordanian & Syrian Youth” aimed to contribute to policy dialogue on youth employment challenges through evidence-based research and analysis in cooperation with wide range of stakeholders, including the tripartite constituents.</p> <p>The research areas targeted by the Project focused on challenges on the macroeconomic level which impact the creation of employment in Jordan (Research paper II), challenges in creating jobs for youth in emerging green and digital fields including non-standard forms of employment and platform economy (Research paper I and V), challenges in creation of decent jobs in the sectors oriented for export of high-value products (Research paper III) and challenges in school to work transition of young men and women (Research paper IV).</p>
Establish a clear cause-effect relationship	The Project established the Project Advisory Committee (PAC) with wide participation of the various stakeholders groups including the tripartite constituents and international development aid actors. The PAC members were engaged at the discussion of the possible research topics and research questions, the validation of the research findings and the discussion of the research recommendation. This enhanced the relevance of the conducted research to the needs of the development actors and contributed to the ownership of results.

Indicate measurable impact and targeted beneficiaries	This evaluation observed that the evaluation stakeholders represented by four development actors – GIZ, UNICEF, EBRD and UNHCR confirmed that the participation in the PAC increased their cooperation in the domain of youth employment and one the reports are published they would be used by them in their future programming
Potential for replication and by whom	This best practice could be replicated at large by the development actors (the governments, the international aid development actors) and the researchers to run the research interventions in a transparent and inclusive manner.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	DWCP of Jordan 2018-2022: Priority I: Employment creation contributes to economic and social stability
Other documents or relevant comments	Terms of reference for Project Advisory Committee of the RDPP Improved Livelihoods of Jordanian and Syrian Youth Research Project