



International  
Labour  
Organization

► Evaluation Office



i-eval Discovery



## Equality@Work: Advancing Healthy, Safe and Diverse Labour Force in Jordan

ILO DC/SYMBOL: JOR/23/06/NOR (109595)

Type of Evaluation: Project

Evaluation timing: Midterm

Evaluation nature: Internal

Project countries: Jordan

P&B Outcome(s): Outcome 5 “gender equality and equality of treatment and opportunities for all”, Outcome 6 “Protection at work for all”, Outcome 8 of P&B (2026-27) “Digitalization for decent work and social justice

SDG(s): SDG5 (Gender Equality) and SDG 8 (Decent Work and Economic Growth).

Date when the evaluation was completed by the evaluator: April 2026

Date when evaluation was approved by EVAL:

ILO Administrative Office: ILO ROAS

ILO Technical Office(s): ILO ROAS, DWT-Beirut

Project duration: April 20 2024 – April 2027

Donor and budget: Government of Norway, NOK 18,000,000

Name of consultant(s): Rani Khoury

Name of Evaluation Manager: Duaa Ajarmeh

Evaluation Office oversight: NA

Evaluation budget: \$9,875

*Key Words: gender equality, ILS, Governance and Tripartism, Constituents*

## Contents

|                                                     |    |
|-----------------------------------------------------|----|
| Executive Summary .....                             | 5  |
| Project Background.....                             | 10 |
| Evaluation Background .....                         | 12 |
| Evaluation Purpose & Scope .....                    | 12 |
| Evaluation Criteria & Questions.....                | 12 |
| Evaluation Timeline .....                           | 13 |
| Methodology .....                                   | 15 |
| a) Inception.....                                   | 15 |
| b) Field Work Phase .....                           | 15 |
| c) Analysis, Reporting, and Debriefing.....         | 17 |
| Limitations .....                                   | 18 |
| Main Findings.....                                  | 19 |
| Relevance & Coherence.....                          | 19 |
| Efficiency & Effectiveness .....                    | 21 |
| Impact Orientation & Sustainability .....           | 25 |
| Conclusions .....                                   | 28 |
| Emerging Good Practices.....                        | 30 |
| Lessons Learned.....                                | 33 |
| Recommendations.....                                | 36 |
| Annex 1 –Evaluation Matrix.....                     | 40 |
| Annex 2 – Project MEL Plan .....                    | 48 |
| Annex 3: List of Persons Interviewed .....          | 56 |
| Annex 4 – List of Documents Reviewed.....           | 57 |
| Annex 5 – ILO Lesson Learned Template .....         | 59 |
| Annex 6 – ILO Emerging Good Practice Template ..... | 60 |
| Annex 7 – Terms of Reference.....                   | 61 |

## List of Tables and Figures

---

|                                                       |    |
|-------------------------------------------------------|----|
| Table I Project logframe.....                         | 11 |
| Table II Evaluation Criteria and Questions.....       | 12 |
| Table III Evaluation Timeline.....                    | 13 |
| Table IV Stakeholders Met with During Fieldwork ..... | 16 |
| Figure A Evaluation Methodology .....                 | 15 |

## List of Abbreviations

|        |                                                                      |
|--------|----------------------------------------------------------------------|
| BUCRA  | Burden of Childcare Reduce and Addressed for Women in Jordan project |
| CBAs   | Collective Bargaining Agreement                                      |
| DW4W   | Decent Work for Women program                                        |
| DWCP   | Decent Work Country Program                                          |
| EMV    | Economic Modernization Vision                                        |
| FGD    | Focus Group Discussion                                               |
| GFJTU  | General Federation of Jordanian Trade Unions                         |
| GIZ    | Deutsche Gesellschaft für Internationale Zusammenarbeit              |
| GTUPE  | General Trade Union of Workers in Private Education                  |
| ILO    | International Labour Organization                                    |
| ILS    | International Labour Standards                                       |
| JCI    | Jordan Chamber of Industry                                           |
| JNCW   | Jordanian National Commission for Women                              |
| MoE    | Ministry of Education                                                |
| MoL    | Ministry of Labour                                                   |
| MoSD   | Ministry of Social Development                                       |
| NCPE   | National Committee for Pay Equity                                    |
| NFD    | National Framework for Daycares                                      |
| NGO    | Non-governmental organization                                        |
| SSC    | Social Security Corporation                                          |
| P&B    | Program and Budget                                                   |
| PWDs   | Persons with Disabilities                                            |
| ROAS   | Regional Office for Arab States                                      |
| UNSDCF | United Nations Sustainable Development Cooperation Framework         |
| WUSC   | World University Service Canada                                      |

## Executive Summary

### BACKGROUND & CONTEXT

|                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Summary of the project purpose, logic and structure</b> | The project "Equality@Work: Advancing a Healthy, Safe, and Diverse Labour Force in Jordan (2024-2027)" is an 18 million NOK project that represents the latest phase in a decade-long partnership between the Government of Norway and the ILO. The 36-month implementation period (2024-2027) focuses on three interlinked components: legislative reform, the care economy, and digital transformation. The main objective of the project is to 'advance gender equality, safety, diversity, and inclusion in the world of work by promoting policies and laws, strengthening social dialogue, building institutional capacity, and creating sustainable opportunities for women, people with disabilities, female migrant workers, and Syrian refugees to access, thrive, and progress in decent work'. The three outcomes of the project include (i) advanced Decent work through legislative support and capacity development of national partners, (ii) enhanced decent work conditions in the Care Economy, and (iii) empowered female workers and employers across female dominant sectors through digital transformation. |
| <b>Present situation of the project</b>                    | Project implementation is currently ongoing, with an anticipated closure date of April 2027.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Purpose, scope and clients of the evaluation</b>        | The purpose of this mid-term evaluation is to assess the project's performance during its first half (April 2024 to February 2026) and provide evidence-based recommendations for any necessary adjustments in the remaining period. The evaluation examined the relevance, coherence, efficiency, effectiveness, potential impact, and sustainability of the project so far, reflecting findings on the project's strategy, operational flow, and the extent to which cross cutting themes - such as environment issues, International Labour Standards (ILS), social dialogue, and the inclusion of PWDs and refugees – have been considered. The scope of this evaluation covers project activities implemented at the national level, including trainings and awareness-raising sessions conducted across 8 governorates in Jordan. The primary clients of this evaluation include the ILO ROAS and the ILO Jordan project team, the ILO tripartite constituents (including MoL, JCI, GFJTU), and the donor (government of Norway).                                                                                            |
| <b>Methodology of evaluation</b>                           | <p>This evaluation followed a mixed methods approach, relying on available information collected through the desk review and primary qualitative data collected through in-depth semi-structured interviews with 27 key project stakeholders (of which 74% were female) as well as structured telephone interviews with 24 beneficiaries (of which 100% were female). As part of this mixed methods approach, the evaluation includes three case studies, presented as Emerging Good Practices, to highlight successful results and scalable methodologies.</p> <p>Gender was mainstreamed throughout the methodology from inception to data collection to data analysis. Analysis of collected data primarily</p>                                                                                                                                                                                                                                                                                                                                                                                                                 |

|                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                        | <p>depended on triangulation to validate evaluation findings. Data collection faced some limitations due to reduced stakeholder availability during Ramadan; however, mitigation measures ensured adequate coverage of key informants.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>MAIN FINDINGS &amp; CONCLUSIONS</b> | <p>The project demonstrates strong relevance to Jordan’s national context, aligning closely with the Economic Modernization Vision (EMV) (2023-2033), the National Strategy for Women (2020-2025), and the National Social Protection Strategy. It is also well aligned with the ILO’s Programme and Budget (2024-25 &amp; 2026-27) and the United Nations Sustainable Development Cooperation Framework (UNSDCF) (2023-2027), specifically regarding gender-responsive ecosystems. This strategic positioning, which remained consistent throughout the implementation phase, ensured the project’s ongoing relevance to the needs of national stakeholders and strengthened national ownership.</p> <p>By anchoring interventions in ILO gender-related conventions and the UNSDCF priorities, the initiative successfully harmonized domestic policy shifts with international labour standards while ensuring gender considerations were woven into all activities and outcomes. It further demonstrated internal and external coherence by leveraging a decade of ILO-Norway partnership momentum and coordinating efforts with various development partners. Effectively serving as a specialized technical assistance arm, the project’s added value lies in providing national actors with critical expertise and international legitimacy that they could not have otherwise accessed or funded. Despite these strategic strengths, the project’s design is proving to be operationally ambitious relative to its timeframe and resources, with a broad scope and extensive stakeholder engagement that has increased coordination demands.</p> <p>This ambition is evidenced by the project attempting to function as a full-scale government technical assistance program—simultaneously tackling the care, education, and health sectors alongside complex legislative reform. Within these sectors, the project is operating across multiple levels, including policy-level advocacy, service-level training, and the capacity building of relevant public sector entities. The project is coordinating with different departments inside government partners. While this multi-layered approach delivers high value for money, it risks diluting strategic impact across too many fronts. A more effective design could have been achieved by adopting a focused pillar approach, limiting the scope to two primary thematic areas. This would have reduced the coordination overhead and allowed for deeper institutional anchoring and more realistic timelines for achieving results.</p> <p>The project has achieved several important technical results. Notable achievements include the Cabinet’s approval of gender-sensitive amendments to the Labour Law – specifically regarding Articles 29 and 69 – which have also been approved by the Lower House and are awaiting final endorsement. Further technical results include progress in institutionalizing workplace policies on violence and harassment, and</p> |

the successful rollout of the Unified Contract Platform in the private education sector. The platform, which has registered nearly 37,000 contracts and is integrated with key government systems, represents a significant step towards improving transparency and compliance in wage and employment conditions at scale.

Awareness-raising campaigns and training activities have also effectively increased workers' knowledge of labour rights and developed their skills. The project implemented a comprehensive training programme for 28 care providers across eight governorates, achieving a very high satisfaction rate among participants. Similarly, the project carried out a comprehensive training for over 600 teachers, resulting in a more equipped skillsets and higher self-confidence reported by participants. Overall, beneficiaries reported significant improvements in practical skills and a heightened sense of professional empowerment, with participants citing increased confidence in their work environments. The project's 13 awareness-raising sessions led to more informed beneficiaries who reported an improvement of their understand of their labour rights and who shared newly gained knowledge with their colleagues.

However, overall effectiveness and momentum are primarily hindered by shifting national priorities and competing interests, which, compounded by a broad project scope have limited progress across the three project outcomes. Legislative ratification remains uncertain due to political dynamics and competing stakeholder interests. In the care economy, while technical outputs such as the National Framework for Daycares have been developed, limited government endorsement and shifting policy priorities have hindered progress towards official endorsement. Similarly, legal disputes surrounding the Unified Contract Platform pose risks to sustaining achieved results.

Despite these challenges, the project has demonstrated high operational efficiency, delivering a wide range of activities within a relatively limited budget and timeframe through extensive coordination with national partners. At the same time, the breadth of interventions has contributed to delays and diluted focus in some areas, as mentioned above. By operating at the policy, training, and entity-capacity levels across multiple sectors at once, the project design strains and stretches the 'strategic bandwidth' to ensure that technical outputs are successfully institutionalized against shifting national priorities.

The project shows promising early signs of impact, particularly in reframing the care economy as a public policy priority and strengthening government capacity to monitor labour conditions through digital tools. It has contributed to advancing gender-responsive policy dialogue and building institutional capacity among key partners, fostering a degree of national ownership and "learning by doing."

Nevertheless, sustainability remains uncertain. While the project design includes elements of a transition strategy, these have not yet been fully

operationalized. The sustainability of key results depends on factors such as the final endorsement of labour law amendments, formal adoption of the National Framework for Daycares, and resolution of legal challenges affecting the Unified Contract Platform. While legal regulations and the Collective Bargaining Agreement (CBA) provide a solid legal basis for these initiatives, a risk remains that progress may not be fully sustained without stronger institutional anchoring—specifically the practical capacity of national partners to adopt, monitor and enforce these frameworks independently—and a clearer phased handover of responsibilities.

**Conclusion:**

The project is strategically well-positioned within Jordan’s policy landscape and demonstrates strong relevance, coherence, and technical quality. It has delivered important outputs and contributed to advancing gender equality in the world of work, particularly through legislative support, digital innovation, and awareness raising. However, its ambitious scope, combined with external political and institutional constraints, has limited the pace of progress in some areas. While the project shows clear potential for longer-term impact, particularly in strengthening labour market governance and promoting the care economy, its sustainability will depend on consolidating gains, securing policy adoption, and strengthening institutional ownership in key areas during the remaining implementation period.

## RECOMMENDATIONS, LESSONS LEARNED AND GOOD PRACTICES

|                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Recommendations</b>                         | <ul style="list-style-type: none"> <li>• Mitigate the conflict in the education sector on the unified contract and its digitization through urgent social dialogue.</li> <li>• Streamline and prioritize the National Framework for Daycares to match government capacity, focusing on a phased implementation workplan that aligns with immediate national priorities..</li> <li>• Prioritize the endorsement and implementation of legislative reforms specifically linked to conventions C183, C156, and C190 through targeted political engagement.</li> <li>• Optimize resource allocation for the remaining implementation period to ensure the completion and institutionalization of high-impact deliverables.</li> <li>• Enhance the inclusion of PWDs through a systematic approach.</li> <li>• Operationalize a clear sustainability and exit strategy to ensure that sustainability gains—already established at the individual, institutional, and national levels—are fully achieved and maintained through the phased transfer of project responsibilities.</li> </ul> |
| <b>Main lessons learned and good practices</b> | <p>Emerging Good Practices:</p> <ul style="list-style-type: none"> <li>• The project employs a three-phased strategic roadmap: initiating collective bargaining agreements (CBAs), digitizing unified contracts, and finalizing inter-agency integration among the MoE, MoL, and SSC. This systematic approach scales labour protections and advances gender equality across the entire female-dominant private education sector.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

- Establishing strict alignment with Jordan’s national framework and strategies, specifically the EMV and the National Strategy for Women, led to a strong level of relevance of the project to the national context and to stakeholder’s need as well as to a high level of ownership by national partners. This alignment is operationalized through systemic reporting to the EMV platform.
- The project’s strategic alignment of national labour legislation with ILS, through evidence-based intensive advocacy, led to Cabinet and Lower House endorsement of gender-sensitive amendments to the labour law that are aligned with ILS.

#### Lessons Learned:

- Rapid digital transformation of labour contracts can trigger significant backlash from employer organizations if the tools are perceived purely as compliance burdens rather than market stabilizers, and if employers are not adequately engaged from the very beginning of the initiative and throughout implementation.
- A mismatch between a broad, ambitious project scope and limited resources (time, financial, human) risks diluting strategic impact and dampen the project’s effectiveness in achieving its results, despite meeting many of the activity-based indicators.
- Explicitly mentioning PWDs as a target group in the project’s main objective does not translate into meaningful inclusion without a mandated ‘inclusion by design’ framework and the integration of PWDs in subsequent implementation.

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 Evaluation Office.

## Project Background

Jordan's socio-economic landscape presents unique challenges for female labour participation. Despite high educational attainment among women, the female labour force participation rate remains stubbornly low, hovering between 14% and 15% over the past five years while the female unemployment rate increased to 32.9% in 2024.<sup>1</sup> These figures underscore a significant "gender gap" in the economy, with the literature pointing towards structural barriers as a main driver behind this gap, including issues such as the gender pay gap, lack of care services, and inadequate workplace safety.

The "[Equality@Work: Advancing a Healthy, Safe, and Diverse Labour Force in Jordan \(2024-2027\)](#)" project represents a critical phase in the longstanding partnership between the Government of Norway and the International Labour Organization (ILO). Since 2014, this collaboration has been instrumental in promoting gender equality and decent work within the Jordanian labour market. The current project, formalized through a three-year agreement, valued at 18 million NOK, signed in April 2024, builds upon a decade of interventions under the Decent Work for Women (DW4W) programme, which has consistently advocated for legislative alignment with International Labour Standards (ILS).

The project is strategically designed to align with Jordan's Economic modernization agendas. It directly supports the National Strategy for Women (2020-2025) and its workplan (2023-2025) and the Engendered Economic Modernisation Vision (EMV) 2033, which aims to double women's economic participation to 28% over the next decade. The EMV 2033 is structured around pillars of accelerated growth and improved quality of life, emphasizing sustainability and inclusivity as cornerstones for the "New Jordan".

The 36-month implementation period (2024-2027) focuses on three interlinked components: legislative reform, the care economy, and digital transformation. These components respond to recommendations from the 2022 National ILS Conference and consultations with the Government of Jordan (GoJ) and social partners. The project recognizes that empowering vulnerable groups—including Syrian refugees, migrant workers, and persons with disabilities (PWDs)—is essential for national economic resilience.

The main aim of the project is to 'advance gender equality, safety, diversity, and inclusion in the world of work by promoting policies and laws, strengthening social dialogue, building institutional capacity, and creating sustainable opportunities for women, people with disabilities, female migrant workers, and Syrian refugees to access, thrive, and progress in decent work'. In order to contribute to this main objective, the project sets three outcomes as shown in the project's results framework presented below:

- Outcome 1: Advanced Decent work through legislative support and capacity development of national partners.
- Outcome 2: Enhanced decent work conditions in the Care Economy.
- Outcome 3: Empowered Female workers and employers across female dominant sectors through Digital Transformation.

---

<sup>1</sup> Department of Statistics – Employment & Unemployment Survey (2020-2024)

The project adopted a multi-sectoral and highly collaborative implementation strategy. Specifically, the team engaged with a broad spectrum of national partners, including multiple departments within the Ministry of Labour (MoL), the Ministry of Social Development (MoSD), the Social Security Corporation (SSC) and the Jordanian National Commission for Women (JNCW). To enhance the rights of teachers and care workers, the project collaborated closely with the General Federation of Jordanian Trade Unions (GFJTU), the General Trade Union for Workers in Private Education (GTUPE), and the 'Stand Up With Teachers' Campaign. While the majority of activities were centralized in Amman, the project's training initiatives and awareness raising sessions were conducted for as much as 8 governorates. In order to implement the activity, the project partnered with a number of implementing partners including NGOs (Sadaqa and Ahel). The project also partnered with other initiatives in Jordan focused on gender equality, led by the UN Women and GIZ.

The below table illustrates the project's results framework:

**Table 1 Project logframe**

| <b>Project Results Framework</b>                                                                                                                                                                                                                                                                                                                              |                                                                                                                 |                                                                                                                         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|
| <b>Overall Objective</b>                                                                                                                                                                                                                                                                                                                                      |                                                                                                                 |                                                                                                                         |
| <i>Advance gender equality, safety, diversity, and inclusion in the world of work by promoting policies and laws, strengthening social dialogue, building institutional capacity, and creating sustainable opportunities for women, people with disabilities, female migrant workers, and Syrian refugees to access, thrive, and progress in decent work'</i> |                                                                                                                 |                                                                                                                         |
| <b>Outcomes</b>                                                                                                                                                                                                                                                                                                                                               |                                                                                                                 |                                                                                                                         |
| Advanced Decent work through legislative support and capacity development of national partners                                                                                                                                                                                                                                                                | Enhanced decent work conditions in the Care Economy                                                             | Empowered Female workers and employers across female dominant sectors through Digital Transformation                    |
| <b>Outputs</b>                                                                                                                                                                                                                                                                                                                                                |                                                                                                                 |                                                                                                                         |
| 1.1 Decent labour legislation aligned with the ILS is adopted and well-promoted among legislators, workers, and employers' organizations.                                                                                                                                                                                                                     | 2.1 Promoting the rights of female workers in the childcare sector and providing a supportive work environment. | 3.1 Rights and capacities of female workers are strengthened                                                            |
| 1.2 The legal clinic 'WAEI' dedicated to upholding workers' rights, remains committed to providing legal awareness and assistance, particularly to female workers, people with disabilities, Syrian refugees, and migrant workers, to ensure equitable enforcement of pay equity principles                                                                   | 2.2 Expanding maternity and persons with family responsibilities protection.                                    | 3.2 Protected rights of workers in the female-dominant sectors through working with employers on digital transformation |
| 1.3 Women's representation in managerial and leadership positions enhanced and provisions of gender related ILS included in Collective Bargaining Agreements (CBAs)                                                                                                                                                                                           |                                                                                                                 |                                                                                                                         |

## Evaluation Background

### Evaluation Purpose & Scope

The purpose of this mid-term evaluation is to assess the project's performance during its first half (April 2024 to February 2026) and provide evidence-based recommendations for any necessary adjustments in the remaining period. Unlike a final evaluation, which focuses heavily on impact, this mid-term exercise prioritizes the assessment of implementation processes, the validity of the project design in the evolving Jordanian context, and the identification of bottlenecks that may impede the achievement of final outcomes.

The scope of the evaluation covers all project activities and deliverables implemented in Jordan from the inception phase in April 2024 up until February 2026. It encompasses a review of the project's strategy, operational flow, and the extent to which cross-cutting themes—such as environment issues, International Labour Standards (ILS), social dialogue, and the inclusion of PWDs and refugees—have been integrated. The evaluation will also consider the project's contribution to the United Nations Sustainable Development Cooperation Framework (UNSDCF) for Jordan and its alignment with SDGs 5 (Gender Equality) and 8 (Decent Work and Economic Growth).

The primary clients of this evaluation include the ILO ROAS and the ILO Jordan project team, the ILO tripartite constituents (including MoL, JCI, GFJTU), and the donor (government of Norway). Secondary users include national bodies such as the Inter-Ministerial Committee for Women Empowerment, JNCW, civil society partners, and other development partners working on labour reform and gender equality in Jordan.

### Evaluation Criteria & Questions

The evaluation aimed at answering the evaluation questions as presented in the inception report for this assignment. The evaluation questions are illustrated below, and further elaborated on in the evaluation matrix found in annex 1.

Table II Evaluation Criteria and Questions

| Evaluation Criteria   | Main Evaluation Questions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Relevance & Coherence | <ul style="list-style-type: none"><li>Are the project's objectives aligned with the perceived needs of stakeholders, beneficiaries, etc. in both design and implementation? Is the project aligned with national visions (Engendered EMV), strategies, agendas, and frameworks?</li><li>Do the project's objectives and products complement or align with the ILO's P&amp;B (2024-25 / 2026-27) and the UNSDCF (2023-25) for Jordan, DWCP 2025-2028, other initiatives by regional institutions, ILO programs, or development partners? How does the project integrate with the strategies and programs of other partners?</li><li>How does the project integrate gender considerations into its strategies and programs, aligning with the gender-related conventions of the ILO?</li><li>What is the project's specific contribution, its added value, in relation to the ordinary activities carried out by the national actors concerned?</li><li>How coherent is the project's logical framework (e.g. do outputs have a causal link with outcomes, which in turn contribute to the project's broader development objective? Is the results framework realistic?</li></ul> |

|                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Effectiveness &amp; Efficiency</b>          | <ul style="list-style-type: none"> <li>To what extent will the project be capable of achieving its desired outcomes and outputs?</li> <li>What potential challenges or obstacles might hinder the effectiveness of the project?</li> <li>How do the identified conflict dynamics affect the planning, implementation and progress of the project?</li> <li>To what extent are project resources being spent in an efficient manner, How effective are resources, including human, financial, and technological resources allocated for the project?</li> <li>Considering challenges encountered during implementation, what strategies can be employed to address these challenges in the upcoming year? Is it all reflected in the risk assessment and mitigation tool of the project?</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Impact Orientation &amp; Sustainability</b> | <ul style="list-style-type: none"> <li>How is the project expected to influence gender equality outcomes across its three components—policy reform, the care economy, and digital transformation—and what changes are anticipated in the roles and participation of key stakeholders, including government, employers, and workers?</li> <li>What is the anticipated evolution from initial action research and pilot interventions to more advanced strategies in each of the three focus areas? What mechanisms are in place to monitor and assess this progression and its impact on women’s empowerment and inclusion during the initial stages of implementation?</li> <li>To what extent are partners (government institutions, social partners, and other stakeholders) demonstrating the capacity and commitment to sustain efforts in gender-responsive policy development, care economy support, and digital transformation? How is the project fostering early signs of national ownership and institutional buy-in?</li> <li>Does the project have an exit or sustainability strategy in place? How does it ensure that the conclusion or transition of activities will reinforce long-term engagement and sustainable outcomes, particularly in embedding gender-responsive policy reforms, strengthening care economy, and advancing digital access and skills for women?</li> </ul> |

## Evaluation Timeline

The evaluation took around 18 weeks from its inception until the submission of this final evaluation report. Some delays were encountered relative to the original workplan mainly due to the limited working hours during the month of Ramadan and the unavailability of some stakeholders during this period. The evaluator maintained a high degree of flexibility in accommodating the schedule of stakeholders to ensure that most of the stakeholders were consulted. The evaluation process followed the below timeline.

Table I Evaluation Timeline

| Activities & Deliverables |                     | Jan |    | Feb    |    |    |    | Mar |    |    |     | Apr |     |     |     | May |     |     |     |
|---------------------------|---------------------|-----|----|--------|----|----|----|-----|----|----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
|                           |                     | W1  | W2 | W3     | W4 | W5 | W6 | W7  | W8 | W9 | W10 | W11 | W12 | W13 | W14 | W15 | W16 | W17 | W18 |
| Inception                 | Inception Meetings  |     |    |        |    |    |    |     |    |    |     |     |     |     |     |     |     |     |     |
|                           | Desk Review         |     |    |        |    |    |    |     |    |    |     |     |     |     |     |     |     |     |     |
|                           | Submission of Draft |     |    | By 1/2 |    |    |    |     |    |    |     |     |     |     |     |     |     |     |     |

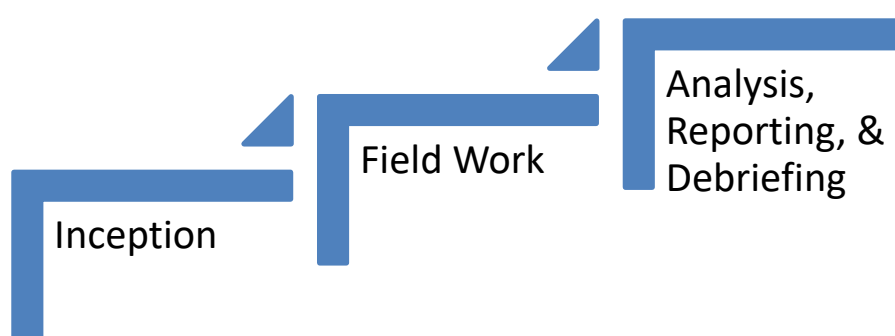
|                            |                                                       |  |  |  |         |  |  |  |  |  |  |         |  |      |     |  |  |  |
|----------------------------|-------------------------------------------------------|--|--|--|---------|--|--|--|--|--|--|---------|--|------|-----|--|--|--|
|                            | Inception Report                                      |  |  |  |         |  |  |  |  |  |  |         |  |      |     |  |  |  |
|                            | ILO feedback                                          |  |  |  | By 11/2 |  |  |  |  |  |  |         |  |      |     |  |  |  |
|                            | Finalization of Inception Report                      |  |  |  | By 12/2 |  |  |  |  |  |  |         |  |      |     |  |  |  |
| Field Phase                | Preparation for fieldwork                             |  |  |  |         |  |  |  |  |  |  |         |  |      |     |  |  |  |
|                            | Data Collection ( KIIs & FGDs)                        |  |  |  |         |  |  |  |  |  |  |         |  |      |     |  |  |  |
| Analysis & Reporting Phase | Analysis of collected data                            |  |  |  |         |  |  |  |  |  |  |         |  |      |     |  |  |  |
|                            | Preparation and submission of Draft Evaluation Report |  |  |  |         |  |  |  |  |  |  | By 13/4 |  |      |     |  |  |  |
|                            | ILO review and feedback                               |  |  |  |         |  |  |  |  |  |  |         |  | 29/4 |     |  |  |  |
|                            | Revision & submission of revised report               |  |  |  |         |  |  |  |  |  |  |         |  |      | 5/5 |  |  |  |
|                            | Stakeholder review                                    |  |  |  |         |  |  |  |  |  |  |         |  |      |     |  |  |  |
|                            | Submission of Final Report                            |  |  |  |         |  |  |  |  |  |  |         |  |      |     |  |  |  |

## Methodology

This evaluation followed a mixed methods approach, relying on available information and data collected through the desk review and primary qualitative data collected through in-depth semi-structured interviews with the key project stakeholders as well as structured telephone interviews with beneficiaries. Such a mixed methods approach drew on both subjective and objective sources of data, which has contributed to providing a balanced and insightful evaluation report. Gender was mainstreamed throughout the methodology from inception to data collection to data analysis. The

Figure A Evaluation Methodology

majority of stakeholders and beneficiaries consulted in this evaluation were female. Moreover, key issues pertaining to gender equality were focused on initially during the desk review of the inception phase, and later on during the fieldwork, given the focus of this project. The methodology for this evaluation is illustrated in the diagram below.



### a) Inception

Following the kick off meeting conducted with the project team and with the evaluation manager at ILO ROAS, a desk review process was initiated to prepare for the inception report. The project team provided the evaluator with key project documents on which the desk review process was based. Requests for additional project documents were made during the inception and fieldwork phases, and were well received. The full list of documents is listed in annex 4. The desk review process began with the inception phase and remained until the reporting phase. During the desk review process, special attention was given to the issue of gender equality and inclusion of PWDs.

During the kick off meeting, the evaluator held discussions with the project team on the project background and evaluation methodology. The evaluator was also invited to attend the project's technical committee meeting in late January, which provided the opportunity to observe project partners during discussions over project achievements and challenges so far. It was also an opportunity to inform partners about the upcoming fieldwork planned by the evaluator. These discussions have contributed to the development of the field work plan for this evaluation, which is presented in the next section.

### b) Field Work Phase

Following the finalization and approval of the inception report, the evaluator began with the field work phase for this evaluation. As mentioned, the field work consisted of in-depth interviews with key stakeholder and structured interviews conducted with beneficiaries. Given the gender focus of this project, the majority of stakeholders consulted for this evaluation were females.

**1) In-depth semi-structured interviews** were used to collect information from key project stakeholders (as per the table below). The choice of utilizing semi-structured interviews for this evaluation is that they allow for an in-depth discussion around the evaluation questions. The instrument was used to collect qualitative information about the overall performance of the project, and specifically investigated the relevance & coherence, efficiency & effectiveness, and potential impact and sustainability. In addition, the interviews gathered information on cross cutting issues of gender equality, disability inclusion, social dialogue, environmental sustainability, and ILS. Depending on the stakeholder group, different dimensions were discussed and data collected.

During the inception phase, the project team provided the evaluator with a list of key project stakeholders, the majority of which were consulted, and are presented in the table below. Overall, stakeholders are grouped into five different categories as can be seen below. Interviews were conducted with a total of 27 stakeholders, of whom 20 were female (74%)

**Table II Stakeholders Met with During Fieldwork**

| List of Persons Interviewed         |                        |                                                     |                                                   |
|-------------------------------------|------------------------|-----------------------------------------------------|---------------------------------------------------|
| Stakeholder Categories              | Name                   | Entity                                              | Position                                          |
| ILO Staff & Consultants             | Reem Aslan             | ILO                                                 | Project team                                      |
|                                     | Duaa Ajarmeh           | ILO                                                 | Project team                                      |
|                                     | Aya Matsuura           | ILO                                                 | Regional Gender Specialist                        |
|                                     | Hamada Abu Nijmeh      | Labour Law Consultant/Expert                        |                                                   |
| Government stakeholders             | Asma Al Naasan         | MoL                                                 | Director of Women's Work Directorate              |
|                                     | Rawan Abu Sall         | MoL                                                 | Women's Work Directorate                          |
|                                     | Samar Odeh             | MoL                                                 | Women's Work Directorate                          |
|                                     | Deema Arabyat          | JNCW                                                | Women Empowerment Programs Unit Manager           |
|                                     | Shira Qatarneh         | JNCW                                                | Women Empowerment Programs Unit Director          |
|                                     | Bothaina Yaseen        | MoSD                                                | Director of Women Empowerment Directorate         |
|                                     | Rana Musleh            | SSC                                                 | Director of International Cooperation Directorate |
|                                     | Noor Mbaideen          | SSC                                                 | Studies and research Directorate                  |
|                                     | Youssef Rababaa        | HCD                                                 |                                                   |
|                                     | Raafat Al Zitawi       | HCD                                                 |                                                   |
|                                     | Amro Alahmad           | Central Bank of Jordan                              |                                                   |
|                                     | Hamza Aldabei          | Central Bank of Jordan                              |                                                   |
| Workers' & Employers' Organizations | Osama Alrayyan         | Jordan Chamber of Industry (JCI)                    | Head of Labour Market Unit                        |
|                                     | Shatha Aqaileh         | GFJTU (project coordinator)                         |                                                   |
|                                     | Dr. Ahmad Al Shawabkeh | General Trade Union of Workers in Private Education |                                                   |
| Civil Society                       | Noor Disi              | Ahel                                                |                                                   |
|                                     | Nareeman Shawaheen     | Qum Campaign                                        |                                                   |
|                                     | Israa Hiyari           | Qum Campaign                                        |                                                   |
|                                     | Hadeel Kiswani         | Qum Campaign                                        |                                                   |

|       |               |                            |                      |
|-------|---------------|----------------------------|----------------------|
|       | Rana Mohammad | SADAQA                     |                      |
|       | Randa Naffa   | SADAQA                     |                      |
|       | Sahar Aloul   | SADAQA                     |                      |
| Donor | Farah         | Norwegian Embassy in Amman | Donor representative |

**2) Structured telephone interviews** were used to collect information from 24 project beneficiaries who attended the project's training and awareness sessions. All 24 beneficiaries were females given the project's focus on working females. In specific, three groups of beneficiaries were consulted through telephone interviews including beneficiaries of (i) awareness sessions, (ii) caregiver training, and (iii) teacher training, based on a random sampling process of beneficiaries. Planned FGDs could not be organized with these beneficiaries given their work schedules and the context of the holy month of Ramdan. Instead, the evaluator spoke with each of the beneficiaries individually utilizing a structured discussion guide. This provided the opportunity for each beneficiary to adequately speak about their experience, thereby maintaining the robustness of the evaluation methodology.

The choice of utilizing the above data collection methods depended on a preliminary analysis of information needs, sources of information, and types of project activities. Moreover, multiple methods used for data collection have allowed for a triangulation of evaluation findings, i.e. the verification of findings derived from one method against a different method or source.

Throughout the evaluation process, and especially the fieldwork, the evaluator was committed towards the ILO and towards the stakeholders and beneficiaries of this project to adhere to the highest level of ethical standards. In specific, the evaluator adhered strictly to the ILO code of conduct throughout all stages of the evaluation, from inception to completion.

### **c) Analysis, Reporting, and Debriefing**

Following the field work, the evaluator began with the analysis of collected data. During the analysis, a reasoned assessment of facts and findings was conducted to provide answers to the evaluation questions, which were articulated according to cause-and-effect statements based on facts, data, interpretations and analysis. An overall assessment of the project is presented in this final report, after having ensured that findings and conclusions were fully grounded in facts and triangulated from more than one data source. It was ensured that both conclusions and recommendations of this evaluation are not systematically biased towards positive or negative views. The analysis of data paid special attention to gender issues, and whenever different views by males and females were observed, this has been included in the analysis and reporting.

The evaluation questions matrix, available in annex 1, presents the overall framework used for analysis. Under the matrix, specific data sources and data collection methods were identified for each of the evaluation questions. In addition, measures or indicators for the formation of judgements, as well as the methods of analysis and assessment have been formulated for each of the questions.

In accordance with the evaluation ToR, three case studies were developed to highlight specific success stories and promising practices that emerged during project implementation. The topics for these case studies were selected based on the evaluation findings and the criteria for identifying "Emerging Good Practices" as outlined in ILO Guidance Note 5.5. Specifically, the selected topics—including the strategic alignment with national frameworks, the evidence-based advocacy for legislative reform,

and the phased digitization of the unified contract—were chosen because they demonstrate consistent, successful results and high potential for replication or up-scaling to other ILO interventions.

It is important here to highlight that all data analysis in this evaluation was based on triangulation in order to enable the evaluator to make sound judgements based on multiple channels of evidence. Generally, triangulation refers to the use of multiple approaches, methods and sources of data and analysis to verify and substantiate data and information. For this evaluation, triangulation was achieved by combining a number of main sources of data (document review, semi-structured interviews with the different key stakeholders, and structured telephone interviews with beneficiaries). Through this triangulation process, the evaluator aimed at developing high quality analysis to formulate verified findings, from which lessons learned and recommendations could be derived.

Following this analysis process, the evaluator began the process of drafting the final evaluation report. The drafting of the final report followed the ILO's guidance<sup>2</sup> which lays out specific requirements for each formal element of the report, in addition to providing specific details on how to present the conclusions, recommendations, lessons learned, and emerging good practices. The guidance document provided the required templates to be completed, especially with regards to lessons learned and good practices<sup>3</sup>. Following the receipt of comments from the ILO project team, the draft was revised and submitted. This final version was then shared with key stakeholders; however, no further feedback was received.

## Limitations

A main limitation of the evaluation methodology has been the difficulty in securing stakeholder engagement during the fieldwork, given that the beginning of the fieldwork coincided with the beginning of the Month of Ramadan, in which working hours are reduced and stakeholders are not as available. This context also made it difficult to arrange remote focus group discussions as was originally planned. To overcome this, the evaluator initiated numerous follow ups with unresponsive stakeholders, through various channels to secure a response. In some cases, the ILO project team provided support and stepped in to speak with those who are unresponsive in order to secure a response. Additionally, the evaluator opted to consult with beneficiaries through structured telephone interviews to overcome the hurdles of organizing the FGDs in this context. While this meant that the fieldwork took longer than expected and caused delays to the evaluation timeline, the evaluator managed to meet with all stakeholders, as indicated in the inception report. Another limitation was that the sample of the beneficiaries selected for the structured telephone interviews are not representative of the whole population given the resource constraints for this evaluation. However, in order to come up with representative findings, the evaluation employed a stratified random sampling process to ensure that voices are heard from across almost all beneficiary groups, the majority of whom are women.

---

<sup>2</sup> ILO (2021) "Checklist 4.2: Preparing the Evaluation Report"

<sup>3</sup> Available in ILO (2020) "Guidance note 5.5: Dissemination of Lessons Learned and Emerging Good Practices"

## Main Findings

This section will present the triangulated evidence-based findings of this evaluation in a concise and clear manner. The findings are presented according to each evaluation criteria and directly answer the relevant evaluation questions, presented at the top of each subsection.

### Relevance & Coherence

|                                                                                                                                                                                                                                                                                                                                |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Are the project's objectives aligned with the perceived needs of stakeholders, beneficiaries, etc. in both design and implementation? Is the project aligned with national visions (Engendered EMV), strategies, agendas, and frameworks?                                                                                      |
| Do the project's objectives and products complement or align with the ILO's P&B (2024-25 / 2026-27) and the UNSDCF (2023-25) for Jordan, DWCP 2025-2028, other initiatives by regional institutions, ILO programs, or development partners? How does the project integrate with the strategies and programs of other partners? |
| How does the project integrate gender considerations into its strategies and programs, aligning with the gender-related conventions of the ILO?                                                                                                                                                                                |
| What is the project's specific contribution, its added value, in relation to the ordinary activities carried out by the national actors concerned?                                                                                                                                                                             |
| How coherent is the project's logical framework (e.g. do outputs have a causal link with outcomes, which in turn contribute to the project's broader development objective? Is the results framework realistic?                                                                                                                |

**Finding 1: The project is deeply rooted in Jordan's national policy landscape, demonstrating strict alignment with the Economic Modernization Vision, the National Strategy for Women (2020-2025), and the National Social Protection Strategy. This close alignment, which persisted throughout implementation, translates into a project that is relevant to the needs of stakeholders.**

The project is highly relevant to the needs of stakeholders and beneficiaries in both its design and implementation. It is strictly aligned with relevant national frameworks especially with the Economic Modernization Vision (EMV) (2023-2033) which calls for enhancing the participation of women in the marketplace, increasing their participation in economic decision-making, and mainstreaming gender-related issues across public and private sectors.

Similarly, the project aligns with the National Strategy for Women in Jordan (2020-2025), which focuses on closing the gender pay gap, supporting female entrepreneurs, and increasing women's presence in leadership and 'non-traditional' sectors. The project is also in line with Jordan's National Social Protection Strategy (NSPS) which was recently updated until 2033, especially regarding its focus on the care economy. The project design directly reflects the recommendations of the 2022 National international Labour Standards (ILS) Conference and the frameworks of the National Committee for Pay Equity (NCPE).

This alignment persisted throughout implementation. For example, the update of the National Framework for Daycares incorporated measurable EMV indicators to improve childcare accessibility and quality. And since the beginning of the project, regular reports have been submitted to the EMV platform to ensure continued alignment with national priorities. To maintain relevance, the project

team conducted supplementary consultations during the inception phase to adapt to emerging national priorities.

Given this strong alignment with national frameworks and strategies, the project was found to be relevant to the needs of stakeholders and partners. All stakeholders consulted during this evaluation confirmed the project's relevance to their needs and the national context, especially in terms of its efforts on eliminating the barriers standing in front of working women.

**Finding 2: The project is aligned with ILO's P&B and the UNSDCF priorities, and interventions are explicitly anchored in ILO gender-related conventions, ensuring that gender considerations are consistently integrated into project activities and outcomes, and that domestic policy shifts remain consistent with international labour standards.**

The project aligns with ILO's P&B for both (2024-25) and (2026-2027), particularly in relation to Outcome 5 "gender equality and equality of treatment and opportunities for all" and outcome 6 "Protection at work for all". It is also aligned with outcome 8 of P&B (2026-27) "Digitalization for decent work and social justice". The project's alignment also extends to Jordan's Decent Work Country Program which aims at reducing decent work deficits and strengthening inclusivity for Jordanian men and women, with a strong focus on gender equality. It is also consistent with the United Nations Sustainable Development Cooperation Framework (UNSDCF) Jordan 2023–2027, particularly Output 1.1 "Enhanced national and subnational capacities to build a gender-responsive and inclusive ecosystem for the future of work".

Across its outcomes and activities, the project integrates gender considerations through alignment with ILO gender-related conventions. For example, under outcome 1, the project developed legal gap analysis on the Maternity Protection Convention, 2000 (No. 183) and the Workers with Family Responsibilities Convention 1981 (No. 156), alongside advocacy efforts to align national legislation with these standards. Outcome 2 corresponds closely with Convention No. 156, while Outcome 3 aligns with Convention No. 111 on discrimination in employment and occupation. Anchoring interventions in these conventions represents a key strength of the project.

**Finding 3: The project demonstrates strong internal and external coherence by building on a decade of ILO-Norway partnership momentum and leveraging synergies with other development partners.**

The project builds on previous interventions under the ILO–Norway partnership, ensuring continuity in advancing gender equality and decent work. It also coordinates with other initiatives where relevant, contributing to overall coherence within the broader development landscape. For example, the project partnered with World University Service of Canada (WUSC) for the 2025 National Care Conference, which generated draft recommendations on licensing and tax reforms for daycare services. The third phase of the WAEI campaign involved collaboration with GIZ and UN Women, further strengthening partnerships. In addition, participation in regional initiatives such as the South4Care Conference in Doha (September 2025) ensured alignment with broader regional efforts on the care economy.

**Finding 4: The project provides critical technical expertise and international legitimacy that national actors could not otherwise access or finance, effectively functioning as a specialized technical assistance arm.**

According to stakeholders, the project's primary added value lies in providing high-level technical expertise and international credibility. These contributions enable national actors to advance policy

reforms and initiatives that would otherwise be difficult to pursue due to capacity or resource constraints. In this sense, the project plays a catalytic role by supporting evidence-based policy development and enhancing the legitimacy of national reform efforts.

**Finding 5: While thematically sound and coherent, the project’s design is operationally ambitious. The wide scope and multitude of partners creates significant coordination demands that are disproportionate to its three-year timeframe and available resources.**

The project’s logical framework is generally coherent. Under Outcome 1, the combination of legislative reform, legal awareness (WAEI), and efforts to enhance women’s leadership provides a comprehensive approach to advancing decent work. However, while “capacity development of national partners” is explicitly referenced in the outcome, it is not clearly reflected across all associated outputs. Under Outcome 2, the project addresses both supply and demand aspects of the care economy by improving working conditions for care providers while also supporting the rights of persons with family responsibilities. Under Outcome 3, efforts to build workers’ capacity and awareness are complemented by digital transformation to enable compliance.

Overall, the three outcomes contribute logically to the project’s development objective. However, the inclusion of target groups such as persons with disabilities, migrant workers, and refugees is not consistently reflected across outcomes and outputs. In addition, the breadth of outcomes is relatively wide given the project’s scope.

Despite its thematic coherence, the project is operationally ambitious. The results chain assumes progress—particularly in legislative reform—that typically requires longer timeframes than the three-year project duration. For example, Output 1.1 aims not only to support the adoption of labour legislation but also its promotion, which may not be realistic within the given timeframe. Furthermore, the breadth of issues addressed suggests that the project is operating more as a comprehensive technical assistance programme than a time-bound project. Stakeholders consistently noted that the scope is extensive, spanning multiple sectors (care, education, health) and involving a wide range of national partners, including the SSC, JNCW, MoL, and MoSD. According to one stakeholder, the project’s scope is more akin to a national strategy than a development project. This has resulted in significant coordination demands.

At the same time, it is important to situate this ambition within the broader context of the long-standing ILO–Norway partnership. The project builds on over a decade of prior work and seeks to consolidate and scale earlier achievements. In this sense, its scope reflects continuity rather than a standalone intervention, with efforts focused on sustaining and expanding previous results.

## Efficiency & Effectiveness

|                                                                                                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| To what extent will the project be capable of achieving its desired outcomes and outputs?                                                                                                                                  |
| What potential challenges or obstacles might hinder the effectiveness of the project?                                                                                                                                      |
| How do the identified conflict dynamics affect the planning, implementation and progress of the project?                                                                                                                   |
| To what extent are project resources being spent in an efficient manner, How effective are resources, including human, financial, and technological resources allocated for the project?                                   |
| Considering challenges encountered during implementation, what strategies can be employed to address these challenges in the upcoming year? Is it all reflected in the risk assessment and mitigation tool of the project? |

The project is expected to achieve its outputs and contribute to its outcomes to various degrees, but some results remain outside of the project's control. The project's latest MEL plan is available under annex 2.

**Finding 6: While the project successfully secured Cabinet approval for critical gender-sensitive Labour Law amendments, final endorsement is hindered by competing employer interests and dilution due to wider labour reforms.**

Under Outcome 1, the project has demonstrated effectiveness in achieving policy-level outputs, most notably the Cabinet's 2025 approval of gender-sensitive amendments to the Labour Law amendments that include extending the maternity leave from 70 to 90 days and improving protection of pregnant women. This progress was supported by sustained advocacy efforts, including the development of two technical legal gap analysis reports on C83 and C156, as well as extensive engagement with key stakeholders, including parliamentarians.

However, progress has stalled at the Senate level due to the broader labour law reform agenda. While stakeholders widely acknowledged the project's technical contributions, many expressed scepticism regarding the likelihood of full endorsement. Some noted that employer resistance may hinder adoption, while others indicated that shifting policy priorities have led to the dilution of the proposed amendments. This highlights the challenge of achieving legislative adoption within the project's three-year timeframe.

**Finding 7: The project has effectively built national capacity to address workplace violence and harassment, with internal policies nearing adoption within the JNCW and MoSD, building on SSC's experience.**

The project has made tangible progress in strengthening institutional capacity to address workplace violence and harassment. Following specialized training for government counterparts, the project supported the JNCW and the Ministry of Social Development (MoSD) in developing internal protection and reporting mechanisms, while also working with the Social Security Corporation (SSC) to finalize its internal policy. Both JNCW and MoSD reported satisfaction with the process and indicated that they are in the final stages of adopting these policies, with ongoing discussions focused on clarifying reporting structures within their organizational frameworks. The SSC has further requested support to develop an electronic platform to operationalize reporting mechanisms; however, the project is currently assessing the financial feasibility of this request in light of competing priorities.

**Finding 8: The Waei/Waeia campaign successfully utilized multi-channel dissemination and innovative tools to reach millions, while dedicated awareness sessions effectively built workers' knowledge. However, some implementation challenges were observed.**

The third phase of the "Waei/Waeia" (Awareness) campaign, launched in February 2025, was implemented through a strategic partnership between the Ministry of Labour, JNCW, and the General Federation of Jordanian Trade Unions, with support from the ILO, UN Women, and GIZ. The campaign focused on key legislative updates, including flexible work arrangements, wage equity, protection from harassment, and the rights of pregnant women and persons with disabilities.

A multi-channel dissemination strategy—combining social media, SMS outreach, and public displays across Amman—enabled the campaign to reach millions. The use of innovative tools, including an AI-based component and a dedicated digital platform ("Know More"), further enhanced outreach and contributed to institutionalizing labour rights awareness.

In parallel, the project conducted 13 awareness sessions (exceeding the planned 12), targeting workers across sectors such as education and agriculture. Beneficiaries—predominantly women—reported that these sessions significantly improved their understanding of labour rights. Several participants indicated that they shared this knowledge with colleagues, thereby amplifying the impact.

However, some implementation challenges were noted. The distribution of updated legal guides and booklets on flexible work arrangements for the next phase of the Waei/Waeia campaign is not expected to be completed as planned, due to upcoming changes in the relevant legislative framework. In addition, the selection of participants did not always follow a systematic process. In some cases, joint participation of teachers and school administrators limited open discussion, as some participants felt uncomfortable raising concerns in mixed settings.

The project also made progress under Outcome 3 through the digitization of unified contracts for private sector teachers, building on a pre-existing Collective Bargaining Agreement. This is widely regarded by stakeholders as one of the project's most significant achievements. However, progress in enhancing women's representation in leadership positions has been more limited. Initial steps include the establishment of a women and youth committee within the GFJTU and the development of a strategy to promote women's leadership in trade unions.

**Finding 9: Training for care providers has effectively strengthened skills and legal awareness. While technical updates to the National Framework for Daycares are complete, lack of government adoption and the suspension of the Re'aya programme pose significant setbacks.**

Under Outcome 2, the project engaged at the policy level by updating the National Framework for Daycares (NFD 2025–2027) and advocating for the reinstatement of the SSC's Re'aya programme, which was discontinued during implementation. The NFD was developed through a multi-stage consultative process led by SADAQA, involving extensive stakeholder engagement and alignment with national frameworks such as the EMV and the National Social Protection Strategy. Stakeholders acknowledged the importance of the NFD as a guiding framework for the childcare sector.

However, in the absence of formal government adoption, its implementation remains uncertain, particularly given the involvement of multiple institutions with overlapping mandates. The lack of official endorsement represents a significant constraint. Similarly, efforts to reinstate the SSC's Daycare Operational Support Programme have faced challenges. Despite the development of policy briefs and sustained advocacy, recent social security reforms—focused on financial sustainability—have deprioritized this issue. Most stakeholders do not expect the programme to be reinstated in the near term.

The project also developed a draft paper documenting best practices and lessons learned from the SSC Maternity Insurance Fund. While this has strong potential as a regional knowledge product, its finalization has been delayed and is expected in 2026. The delay mainly stemmed from delays by the relevant team at the SSC in reviewing the draft paper and providing feedback.

At the service delivery level, the project implemented a comprehensive training programme for 28 care providers across eight governorates. Evaluation data indicates high satisfaction, with over 95 per cent of participants reporting that the training was useful. Interviewed beneficiaries highlighted improvements in practical skills, including first aid, classroom organization, and child development. Several participants also reported increased confidence in both professional and personal contexts. Feedback from participants included requests for additional training—particularly on working with children with disabilities—and for more advanced modules to deepen their skills.

**Finding 10: The digitization of the Unified Contract Platform in the private education sector is widely considered as the project's most significant achievement. However, recent legal challenges from school owners threaten to derail progress and pose risks to its sustainability.**

Under Outcome 3, the project successfully supported the digitization of the Unified Contract Platform for private school and kindergarten workers, in partnership with the General Trade Union for Workers in Private Education. The platform is integrated with systems of the Ministry of Education, Ministry of Labour, and the Social Security Corporation, enabling real-time monitoring of contracts, wages, and compliance.. As of end of March 2026, the platform had registered 1,871 schools and issued 37,639 contracts (cumulative). Stakeholders widely regard this as a transformative achievement aligned with national digitalization priorities, with the potential to significantly reduce labour rights violations in the sector.

However, resistance from some private school owners has created substantial challenges. Despite amendments to the Collective Bargaining Agreement, opposition has persisted, culminating in legal disputes. As of March 2026, a court ruling has questioned the mandatory nature of the unified contract, posing a significant risk to the sustainability of this outcome.

The project has also initiated efforts to replicate this model in the health sector. However, progress has been delayed due to prolonged consultations with government counterparts. Ensuring early and sustained engagement with employers will be critical to mitigating similar resistance.

**Finding 11: The project's effectiveness and momentum are primarily hindered by shifting national priorities and competing interests, which, compounded by a broad project scope, have delayed key reforms and outputs.**

A number of identified challenges and obstacles, some of which have been described in the narrative above, may influence the effectiveness of the project. Shifting government priorities and competing stakeholder interests, against the backdrop of a flexible modality of the project, have slowed progress across several outputs, including legislative endorsement and ratification, adoption of the NFD, development of health sector studies, and documentation of the maternity insurance experience. Institutional changes have also posed challenges. The closure of SADAQA, a long-standing partner in the care economy, required a redistribution of responsibilities, with some activities transferred to the GFJTU. This transition introduced administrative and operational complexities.

Conflict dynamics further complicate implementation. Employer resistance has affected labour law reform, competition with other development partners has influenced progress under Outcome 2, and legal opposition from private school owners has challenged digitalization efforts. Notably, these risks were not fully anticipated in the project's risk assessment, which was relatively generic and did not adequately capture the political economy dynamics affecting implementation.

**Finding 12: Despite its broad scope and significant coordination demands, the project demonstrates high operational efficiency, delivering extensive outputs with limited resources.**

Despite delays in some areas, the project has implemented a wide range of activities within a relatively limited budget and timeframe, reflecting a high level of operational efficiency. The project engages extensively with key national institutions—including the SSC, JNCW, MoL, and MoSD—as well as multiple implementing partners, resulting in substantial coordination demands. In many cases, engagement extends across multiple departments within the same institutions, further increasing

complexity. The project simultaneously addresses multiple sectors (care, education, and health) while advancing legislative reform, digital transformation, awareness raising, and capacity building.

This breadth of engagement has led some stakeholders to characterize the project as functioning as an implementing arm of national strategies on women’s economic empowerment. While this reflects strong alignment and ownership, it also implies that results may require longer timeframes than the current project duration. Operational efficiency is further supported by adherence to competitive procurement processes in line with ILO policies.

**Finding 13: While environmental sustainability is successfully mainstreamed throughout project activities, including the green digitization of the unified contract, the project is not meaningfully including PWDs across project components.**

Environmental sustainability has been integrated as a cross-cutting theme across multiple project activities. For example, social dialogue sessions have addressed just transition issues, and training for caregivers included environmentally sustainable practices such as reusing materials. The digitization of the Unified Contract Platform also contributes to reduced reliance on paper-based systems.

However, the inclusion of persons with disabilities has been limited. While some PWDs participated in awareness sessions, their integration across other project components has been minimal, despite being identified as a key target group. Stakeholders consistently indicated that stronger efforts are needed to ensure systematic inclusion of PWDs across all aspects of the project.

## Impact Orientation & Sustainability

|                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| How is the project expected to influence gender equality outcomes across its three components—policy reform, the care economy, and digital transformation—and what changes are anticipated in the roles and participation of key stakeholders, including government, employers, and workers?                                                    |
| What is the anticipated evolution from initial action research and pilot interventions to more advanced strategies in each of the three focus areas? What mechanisms are in place to monitor and assess this progression and its impact on women’s empowerment and inclusion during the initial stages of implementation?                       |
| To what extent are partners (government institutions, social partners, and other stakeholders) demonstrating the capacity and commitment to sustain efforts in gender-responsive policy development, care economy support, and digital transformation? How is the project fostering early signs of national ownership and institutional buy-in? |
| Does the project have an exit or sustainability strategy in place? How does it ensure that the conclusion or transition of activities will reinforce long-term engagement and sustainable outcomes, particularly in embedding gender-responsive policy reforms, strengthening care economy, and advancing digital access and skills for women?  |

The project adopts a multi-pronged approach aimed at institutionalizing gender equality across legislative, institutional, and service delivery levels.

**Finding 14: The project has successfully pivoted from legal gap analysis to tangible legislative action, evidenced by Cabinet approval of extended maternity leave, and the advancement of gender-sensitive grievance mechanisms within national institutions.**

Through its work on aligning national legislation with ILS, specifically C183 and C156, the project is transitioning Jordan towards a legal environment that recognizes and protects women and family rights. The approval of maternity leave extension from 70 to 90 days by the Cabinet in 2025 is a landmark outcome for female workforce retention. This implies a shifting role of government to actively adopting and defending gender-sensitive amendments.

This progress also reflects an evolving role of government institutions, moving towards more active adoption and promotion of gender-sensitive legal reforms. The trajectory of this component illustrates a progression from identifying legislative gaps—through legal analyses on maternity protection and family responsibilities—towards supporting legislative adoption, institutionalization, and implementation. This includes the application of recent labour law amendments through the development of internal protection and grievance mechanisms within institutions such as the JNCW and the Ministry of Social Development.

**Finding 15: By reframing childcare as a public necessity and strengthening caregiver skills, the project is contributing to the gradual professionalization of the care workforce while positioning the "maternity insurance journey" as a potential regional benchmark.**

The project is contributing to a shift in how childcare is conceptualized—from a private household responsibility to a broader public policy concern. Through updating the National Framework for Daycares (NFD) and advocating against the discontinuation of childcare subsidies, the project aims to address structural barriers such as the “motherhood penalty,” which often leads to women exiting the labour market. At the same time, efforts to build the skills and awareness of care providers are contributing to a transition from an informal, under-skilled workforce towards a more professionalized and recognized sector.

The evolution of this component reflects a progression from mapping the care economy and documenting best practices—particularly through the SSC Maternity Insurance Fund—towards establishing a comprehensive national framework for care services. The documentation of the “maternity insurance journey” has the potential to serve as a replicable model for other countries in the region.

**Finding 16: The Unified Contract Platform is shifting the government’s role from passive regulation to proactive monitoring, utilizing real-time data to support enforcement of labour standards and promote compliance.**

The Unified Contract Platform serves as a key transparency and accountability mechanism, helping to address gender pay gaps and strengthen the protection of workers’ rights in the private education sector. With over 37,000 contracts registered by June 2025, the platform generates real-time data that can support enforcement of equal remuneration principles, in line with Convention No. 100. This represents a shift in the role of government institutions—particularly the Ministry of Labour and the Social Security Corporation—from passive regulators to proactive monitors of labour conditions through integrated digital systems and gender-responsive inspection processes.

At the same time, the platform encourages a transition among employers towards greater formalization and compliance, while enabling workers to engage more actively in advocating for their rights, including through initiatives such as the “Stand Up with Teachers” campaign. The anticipated trajectory of this component includes scaling the platform from its current implementation stage

towards a fully institutionalized national system, integrated across key government entities and potentially expanded to other female-dominated sectors.

**Finding 17: The project has fostered strong national ownership by acting as a coordinating mechanism for gender-related initiatives, enabling partners to increasingly advocate for gender equality independently.**

The project demonstrates a high degree of national ownership, largely because it supports the implementation of existing national strategies and priorities. Stakeholders consistently reported strong commitment to achieving the project's objectives, although some differences remain regarding approaches to implementation. By aligning closely with national planning frameworks and responding to emerging priorities, the project has positioned itself as a key coordinating mechanism for gender-related initiatives. Stakeholders emphasized that the project supports their institutional mandates and contributes directly to national goals, reinforcing ownership.

This is particularly evident in the policy development component, where partners have actively engaged in advocacy processes. Through a "learning by doing" approach, several stakeholders indicated that they have strengthened their capacity to independently advocate for gender equality policies, even in the absence of direct ILO support.

**Finding 18: While the project was effective in fostering advocacy-based sustainability, there is a noted lag in the formal phased transfer of technical responsibilities to national partners, as originally outlined in the project's sustainability strategy.**

The project's sustainability strategy, as outlined in the proposal, envisaged a phased transfer of responsibilities from the ILO to national partners, supported by capacity building and technical assistance. However, implementation of this strategy has so far been limited, with the exception of advocacy-related activities where national actors have taken on more active roles. While partners are expected to continue advocacy efforts, the broader institutionalization of responsibilities across all project components has not yet been fully operationalized. Achieving this transition is likely to require a longer timeframe than the project's current duration.

The project has, however, established several mechanisms to monitor progress and support sustainability. Regular reporting to the EMV platform—including monthly submissions linked to the project's results framework—has helped maintain alignment with national priorities. Furthermore, the project provides monthly reports and updates to both the JNCW and the MoL on the status of the NCPE plan, which falls under the ILO's technical responsibility. The Unified Contract Platform provides real-time data to track progress in employment formalization and compliance. In addition, training and awareness activities are systematically evaluated through post-training assessments, while the project's technical committee—established in October 2024—meets biannually to review progress, share insights, and coordinate efforts. These mechanisms provide a solid foundation for monitoring outcomes, although further efforts are needed to translate progress into sustained institutional ownership.

## Conclusions

### **Relevance & Coherence**

The project demonstrates an exceptional level of relevance to the national context in Jordan. It is strategically anchored in the Economic Modernization Vision (EMV) 2023–2033 and the National Strategy for Women (2020–2025), directly addressing the barriers to women's economic participation and leadership. By aligning with the National Social Protection Strategy, the project ensures it addresses policy priorities particularly the care economy focus. Furthermore, the project maintains high internal coherence with the ILO's Programme and Budget (2024–27) and the UNSDCF (2023–2027), specifically regarding gender-responsive ecosystems for the future of work.

A key strength of the project is its thematic coherence, building upon a decade of ILO-Norway partnership and replicating successful past results. The logic of linking legislative reform (Outcome 1) with care economy support (Outcome 2) and digital transparency (Outcome 3) is sound. However, the evaluation concludes that the project is operationally ambitious. The breadth of issues tackled suggests the project attempted to function as a full-scale government technical assistance program, which may have stretched the allocated resources of the project. Additionally, while the development objective mentions persons with disabilities (PWDs) and refugees, these groups were not consistently integrated across project outcomes.

### **Effectiveness & Efficiency**

The project has achieved significant technical milestones, yet its overall effectiveness is tempered by external legislative and institutional factors. Under Outcome 1, the contribution to the Cabinet's approval of gender sensitive amendments to the labour law which includes extending maternity leave from 70 to 90 days is a landmark achievement. Nevertheless, scepticism regarding full endorsement highlights a disconnect between technical advocacy and political cycles, suggesting that a three-year timeframe is often insufficient for full legislative adoption and subsequent promotion.

Despite some setbacks, the digitization of the Unified Contract Platform for private sector teachers stands out as the project's most significant success to date. By registering close to 37,000 contracts and integrating with the MoE, MoL, and SSC systems, the platform provides real-time data for wage monitoring and compliance. Furthermore, the "Waei" campaign achieved massive outreach through innovative tools and multi-channel strategies, effectively reaching millions with information on legislative updates and worker rights. Furthermore, trainings and awareness sessions implemented by the project were effective in building the skills and awareness of female workers

However, the project's effectiveness and momentum are primarily hindered by shifting national priorities and competing interests, which, compounded by a broad project scope, have delayed key reforms and outputs. The cessation of the Social Security Corporation's (SSC) daycare subsidies and the lack of official government endorsement for the National Framework for Daycares (NFD) represent significant setbacks caused by shifting national priorities and competing donor interests. There has also been little progress in enhancing women's representation in managerial positions. Furthermore, current legal disputes related to the Unified Contract Platform risks derailing the most significant achievement of the project to date. Efficiency was also challenged by the closure of long-term partner SADAQA, requiring a complex administrative shift of responsibilities to the GFJTU, which may influence the project's effectiveness moving forward. Despite these hurdles, the project displayed high

efficiency by implementing an extensive breadth of activities with a relatively small budget and duration, managed through a massive coordination effort with numerous national partners.

### **Sustainability and Impact Orientation**

The project shows promising signs of contributing to longer-term impact. It is helping to reframe the care economy from a private household responsibility to a public policy priority. Through efforts to professionalize the caregiver workforce and document the “maternity insurance journey,” the project is generating models with potential applicability beyond Jordan, including at the regional level. Similarly, the Unified Contract Platform represents a shift towards data-driven governance, enabling more proactive monitoring of labour conditions by the Ministry of Labour and the Social Security Corporation. National ownership of project results is generally strong, as the project supports the implementation of existing government strategies. Several stakeholders reported increased capacity to advocate for gender equality policies independently, reflecting a “learning by doing” effect.

However, the sustainability of results remains uncertain. While the project design includes a phased transition strategy, this has not yet been fully operationalized in practice. As a result, the transfer of responsibilities to national partners is not yet sufficiently embedded. There are also specific risks affecting each outcome. For Outcome 3, ongoing legal disputes regarding the mandatory nature of the Unified Contract Platform pose a direct threat to sustainability. For Outcome 2, the absence of formal government endorsement of the National Framework for Daycares limits prospects for implementation. For Outcome 1, delays in the full endorsement of labour law amendments constrain the realization of intended impacts.

Overall, while the project has established a strong foundation for impact, sustaining and scaling these results will depend on securing policy adoption, strengthening institutional ownership, and operationalizing a clear transition strategy during the remaining implementation period.

## Emerging Good Practices

### ILO Emerging Good Practice Template

**Project Title: Equality@Work: Advancing Healthy, Safe and Diverse Labour Force in Jordan**

**Project TC/SYMBOL: JOR/23/06/NOR (109595)**

**Name of Evaluator: Rani Khoury**

**Date: April 2026**

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                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</b> | The project employs a three-phased strategic roadmap: initiating collective bargaining agreements (CBAs), digitizing unified contracts, and finalizing inter-agency integration among the MoE, MoL, and SSC. This systematic approach scales labour protections and advances gender equality across the entire female-dominant private education sector. |
| <b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>           | National EMV priorities and high smartphone penetration rates provided the infrastructure for digitizing the unified contract for the private education sector.                                                                                                                                                                                          |
| <b>Establish a clear cause-effect relationship</b>                                                                  | Tripartite CBA + standardized legal terms + digitized unified contract platform + real-time multi-agency integration = automated monitoring and enforcement                                                                                                                                                                                              |
| <b>Indicate measurable impact and targeted beneficiaries</b>                                                        | A total of 1,871 schools registered and 37,639 cumulative contracts issues, enabling a shift to proactive monitoring.                                                                                                                                                                                                                                    |
| <b>Potential for replication and by whom</b>                                                                        | Replicable in other female-dominant sectors such as the health sector                                                                                                                                                                                                                                                                                    |
| <b>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)</b>  | Supports Outcome 5 "gender equality and equality of treatment and opportunities for all" and outcome 6 "Protection at work for all" of both P&B cycles (2024-25 & 2026-27). Also supports Outcome 8 of P&B (2026-27) "Digitalization for decent work and social justice"                                                                                 |
| <b>Other documents or relevant comments</b>                                                                         | Strong engagement with both workers and employers is a prerequisite for the success of such a large-scale initiative.                                                                                                                                                                                                                                    |

## ILO Emerging Good Practice Template

**Project Title: Equality@Work: Advancing Healthy, Safe and Diverse Labour Force in Jordan**

**Project TC/SYMBOL: JOR/23/06/NOR (109595)**

**Name of Evaluator: Rani Khoury**

**Date: April 2026**

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                                                                                                                                                                                                                                                                                                                                                                                         |
|---------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</b> | Establishing strict alignment with Jordan's national framework and strategies, specifically the EMV and the National Strategy for Women, led to a strong level of relevance of the project to the national context and to stakeholder's need as well as to a high level of ownership by national partners. This alignment is operationalized through systemic reporting to the EMV platform. |
| <b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>           | The EMV sets a high-level national mandate to double female labour force participation by 2033. By utilizing the 'decent work for women' reporting card, the project ensures its technical outputs are perceived as direct contributions to national milestones.                                                                                                                             |
| <b>Establish a clear cause-effect relationship</b>                                                                  | Strict alignment with national plans + systematic reporting to national platforms = Deep-seated national ownership & automatic responsiveness to stakeholder needs as the project becomes an implementing arm of national strategies.                                                                                                                                                        |
| <b>Indicate measurable impact and targeted beneficiaries</b>                                                        | Regular reports consistently submitted; indicators successfully integrated into national performance metrics; stakeholders confirmed the project is highly relevant to their own institutional targets.                                                                                                                                                                                      |
| <b>Potential for replication and by whom</b>                                                                        | Replicable in contexts where centralized national visions or performance-based governance structures exist at the Prime Ministerial level.                                                                                                                                                                                                                                                   |
| <b>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)</b>  | Supports outcome 8 of ILO's P&B (2024-25) "Integrated policy and institutional responses for social justice through decent work" and outcome 9 of ILO's P&B (2026-27) "Enhanced policy coherence and amplified action for social justice through decent work"                                                                                                                                |
| <b>Other documents or relevant comments</b>                                                                         | NA                                                                                                                                                                                                                                                                                                                                                                                           |

## ILO Emerging Good Practice Template

**Project Title: Equality@Work: Advancing Healthy, Safe and Diverse Labour Force in Jordan**

**Project TC/SYMBOL: JOR/23/06/NOR (109595)**

**Name of Evaluator: Rani Khoury**

**Date: April 2026**

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                                                                                                                                                                                                                                                      |
|---------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</b> | The project's strategic alignment of national labour legislation with ILS, through evidence-based intensive advocacy, led to Cabinet and Lower House endorsement of gender-sensitive amendments to the labour law that are aligned with ILS.              |
| <b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>           | This build on previous efforts under the ILO-Norway partnership and on the 2022 National ILS Conference. While full endorsement is pending, Cabinet and Lower House approval represents a major policy milestone.                                         |
| <b>Establish a clear cause-effect relationship</b>                                                                  | Technical legal gap analyses (C183, C156) + Sustained advocacy with partners = High-level Cabinet endorsement of gender sensitive amendments (e.g. maternity leave extension) & formalized alignment of domestic law with ILS                             |
| <b>Indicate measurable impact and targeted beneficiaries</b>                                                        | Cabinet approval of amendments extending maternity leave from 70 to 90 days and improved legal protection for pregnant women; two technical gap analysis reports submitted to MoL.                                                                        |
| <b>Potential for replication and by whom</b>                                                                        | Replicable in other MENA countries seeking to modernize labour laws through evidence-based alignment with ILO conventions.                                                                                                                                |
| <b>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)</b>  | Aligns with C183 (Maternity Protection ), C156 (Workers with Family Responsibilities), and ILO P&B Outcomes 5 (Gender equality and equality of treatment and opportunities for all), 6 (Protection at work for all), and 7 (Universal social protection). |
| <b>Other documents or relevant comments</b>                                                                         | NA                                                                                                                                                                                                                                                        |

## Lessons Learned

### ILO Lesson Learned Template

**Project Title: Equality@Work: Advancing Healthy, Safe and Diverse Labour Force in Jordan**  
**Project TC/SYMBOL: JOR/23/06/NOR (109595)**

**Name of Evaluator: Rani Khoury**

**Date: April 2026**

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                                                                                                                                                                                                                                                                                                                       |
|------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Brief description of lesson learned (link to specific action or task)</b> | Rapid digital transformation of labour contracts can trigger significant backlash from employer organizations if the tools are perceived purely as compliance burdens rather than market stabilizers, and if employers are not adequately engaged from the very beginning of the initiative and throughout implementation. |
| <b>Context and any related preconditions</b>                                 | The unified contract platform successfully registered close to 37,000 contracts but is now facing legal challenges from school owners, that led to an Amman Court of First Instance ruling that the contract is not mandatory.                                                                                             |
| <b>Targeted users / Beneficiaries</b>                                        | ILO Project Management                                                                                                                                                                                                                                                                                                     |
| <b>Challenges /negative lessons - Causal factors</b>                         | Insufficient social dialogue with 'resistant' employer factions during the design and implementation phases of this component of the project. The tool exposed non-compliance, leading to legal defensive actions by stakeholders.                                                                                         |
| <b>Success / Positive Issues - Causal factors</b>                            | Integration of the platform with the SSC, MoL and MoE proved that digital systems can effectively reduce contract opaqueness and wage theft at a massive scale                                                                                                                                                             |
| <b>ILO Administrative Issues (staff, resources, design, implementation)</b>  | Project frameworks should include a 'conflict sensitivity and negotiation' phase specifically for employers to secure buy-in before the mandatory launch of digital tools.                                                                                                                                                 |

## ILO Lesson Learned Template

**Project Title: Equality@Work: Advancing Healthy, Safe and Diverse Labour Force in Jordan**

**TC/SYMBOL: JOR/23/06/NOR (109595)**

**Name of Evaluator: Rani Khoury**

**Date: April 2026**

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                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Brief description of lesson learned (link to specific action or task)</b> | A mismatch between a broad, ambitious project scope and limited resources (time, financial, human) risks diluting strategic impact and dampen the project's effectiveness in achieving its results, despite meeting many of the activity-based indicators.                                                                                                            |
| <b>Context and any related preconditions</b>                                 | The project attempts to function as a full-scale government technical assistance program across three massive components with a 3-year, \$2m budget, requiring coordination with a large number of partners.                                                                                                                                                          |
| <b>Targeted users / Beneficiaries</b>                                        | ILO Project Management                                                                                                                                                                                                                                                                                                                                                |
| <b>Challenges /negative lessons - Causal factors</b>                         | The breadth of issues being addressed coupled with limited resources puts significant risks on achieving results. While the team has successfully met quantitative activity targets, the massive coordination overhead strains the strategic bandwidth required to secure higher-level outcomes, such as full legislative endorsement, within the remaining timeframe |
| <b>Success / Positive Issues - Causal factors</b>                            | High thematic relevance and strong national ownership were maintained due to strict alignment with national modernization plans.                                                                                                                                                                                                                                      |
| <b>ILO Administrative Issues (staff, resources, design, implementation)</b>  | Future interventions of this size should adopt a focused pillar approach, limiting the scope to a few primary thematic areas to ensure a high level of effectiveness in achieving results, in addition to a deeper, more sustainable impact.                                                                                                                          |

## ILO Lesson Learned Template

**Project Title: Equality@Work: Advancing Healthy, Safe and Diverse Labour Force in Jordan**

**TC/SYMBOL: JOR/23/06/NOR (109595)**

**Name of Evaluator: Rani Khoury**

**Date: April 2026**

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                                                                                                                                                                                                                                   |
|------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Brief description of lesson learned (link to specific action or task)</b> | Explicitly mentioning PWDs as a target group in the project's main objective does not translate into meaningful inclusion without a mandated 'inclusion by design' framework and the integration of PWDs in subsequent implementation. |
| <b>Context and any related preconditions</b>                                 | While PWDs are a key target group, they have not been meaningfully reflected across outcomes and activities.                                                                                                                           |
| <b>Targeted users / Beneficiaries</b>                                        | ILO Project Management                                                                                                                                                                                                                 |
| <b>Challenges /negative lessons - Causal factors</b>                         | Lack of a formalized inclusive strategy and not conducting early accessibility audits of project outputs, especially digital tools (e.g. unified contract platform).                                                                   |
| <b>Success / Positive Issues - Causal factors</b>                            | High thematic relevance and strong national ownership were maintained due to strict alignment with national modernization plans.                                                                                                       |
| <b>ILO Administrative Issues (staff, resources, design, implementation)</b>  | Implementation lacked a requirement for accessibility compliance across all outputs, including digital platforms.                                                                                                                      |

## Recommendations

### 1. Mitigate the conflict in the Education Sector on the unified contract and its digitization through urgent social dialogue

While the unified contract platform is a landmark achievement, the current legal disputes with the Association for Owners for Private Schools and the decision by the Amman Court of First Instance threaten to derail achievements to date. Although an amendment was made to the original CBA based on employer input, it did not successfully limit resistance. Therefore, there is an urgent need to initiate urgent social dialogue involving the GPTU and the Association for Owners of Private Schools to address underlying conflict dynamics, clarify legal ambiguities, and support resolution of ongoing disputes. The project should also provide technical support and awareness-raising to help private schools comply with, rather than circumvent, the platform. Before replicating the model to the health sector, there is a need to conduct an employer-focused needs assessment and provide support, to ensure employer resistance is mitigated.

| Addressed to     | Priority | Resource                                                | Timing     | Linked to  |
|------------------|----------|---------------------------------------------------------|------------|------------|
| ILO Project Team | High     | Medium (legal counsel and social dialogue facilitation) | Short-term | Finding 10 |

**Future project design:** Future interventions must prioritize full and early engagement with employer organizations as primary stakeholders. Project frameworks should include a formal conflict sensitivity and negotiation phase specifically for employers to secure their buy-in before technical tools (like the digital platforms) are launched. This ensures that digital transformation efforts includes employers in their design, and are seen as a tool for "fair competition" among businesses rather than just a compliance burden, reducing the likelihood of conflict and legal disputes during implementation.

### 2. Streamline and prioritize the National Framework for Daycares through strategic institutional coordination

Although the National Framework for Daycares (2025–2027) has been updated through a comprehensive consultative process, the absence of formal government endorsement poses a significant risk to its implementation. Currently, there is a limited appetite from the government for the framework as it is perceived as quite long and demanding relative to current national priorities. This challenge is compounded by overlapping initiatives from other development partners—particularly a World Bank project—which have shifted government attention away from the NFD. Therefore, the ILO is recommended to lead a strategic harmonization dialogue with the MoSD, as the primary entity responsible for the daycare sector, and the World Bank to integrate NFD's evidence-based plan into existing operational plans. The project must prioritize and streamline the framework's workplan to focus on immediate national priorities that the government is willing to commit to.

| Addressed to     | Priority | Resource                       | Timing     | Linked to |
|------------------|----------|--------------------------------|------------|-----------|
| ILO Project Team | High     | Low (primarily requiring high- | Short-term | Finding 9 |

|  |  |                                  |  |  |
|--|--|----------------------------------|--|--|
|  |  | level coordination and advocacy) |  |  |
|--|--|----------------------------------|--|--|

**Future project design:** Future interventions are recommended to include a ‘donor coordination & comparative advantage mapping’ phase during design or inception. In contexts where large-scale actors are active, the ILO should position itself as a provider of technical standards and quality assurance, ensuring its outputs serve as a foundation for broader investments rather than competing for implementation.

### 3. Prioritize legislative endorsement and implementation of C183, C156, and C190 through targeted political engagement

The project has successfully moved gender-sensitive amendments to the labour law through the Cabinet and Lower House, but they are now stalled awaiting full endorsement. In order to secure the achievement of the project’s first outcome, the project is recommended to shift focus broad-based advocacy to targeted political engagement. This engagement should specifically prioritize the endorsement and implementation of legislative reforms linked to the Maternity Protection Convention (C183), the Workers with Family Responsibilities Convention (C156), and the Violence and Harassment Convention (C190). This may include facilitating direct dialogue between the relevant Senate committees and technical experts to address concerns related to employer interests and fiscal implications.

| Addressed to     | Priority | Resource                                                       | Timing     | Linked to |
|------------------|----------|----------------------------------------------------------------|------------|-----------|
| ILO Project Team | High     | Low (primarily requiring high-level coordination and advocacy) | Short-term | Finding 6 |

**Future project design:** Incorporate a “Political Economy Analysis” in the inception phase to better predict the time required for legislative cycles, moving away from the assumption that three years is sufficient for full adoption.

### 4. Optimize resource allocation for high-impact deliverables for the remaining project period.

The project’s broad scope and extensive stakeholder engagement have resulted in significant coordination demands relative to its duration and resources. While the project has successfully met or exceeded many activity-based indicators, the breadth of interventions has strained the strategic bandwidth required to institutionalize results. It is therefore recommended that, for the remaining implementation period, the project prioritizes the completion of high-impact and near-finalized outputs—such as institutional grievance mechanisms, key policy documents (e.g. the maternity insurance journey), and ongoing system-level interventions—rather than initiating new activities. This optimization is necessary to ensure that core technical results are fully achieved before the project's conclusion.

| Addressed to     | Priority | Resource                       | Timing     | Linked to      |
|------------------|----------|--------------------------------|------------|----------------|
| ILO Project Team | High     | Low (primarily requiring high- | Short-term | Findings 5, 11 |

|  |  |                                  |  |  |
|--|--|----------------------------------|--|--|
|  |  | level coordination and advocacy) |  |  |
|--|--|----------------------------------|--|--|

**Future project design:** future interventions of similar size and duration should adopt a focused pillar approach, limiting the scope to a few primary thematic areas rather than simultaneously tackling multiple sectors, implementation modalities, and partners. This would reduce the coordination demand on the project and allow for deeper impact within the selected sectors.

## 5. Enhance the inclusion of PWDs through a systematic approach

Although persons with disabilities are identified as a target group, their inclusion has not been consistently reflected across project components. It is therefore recommended for the project to review all remaining activities, including training modules and digital tools, to ensure accessibility and inclusivity. The project may also consider conducting a brief ‘inclusion audit’ of the Unified Contract Platform and related communication tools to ensure they capture and protect the rights of workers with disabilities.

| Addressed to     | Priority | Resource                                                        | Timing     | Linked to  |
|------------------|----------|-----------------------------------------------------------------|------------|------------|
| ILO Project Team | Medium   | Medium (requires accessibility audits and material adaptations) | Short-term | Finding 13 |

**Future project design:** Future projects, especially those who specifically target PWDs, should mandate an ‘Inclusion by Design’ methodology early on in the project where all outputs (e.g. digital platforms like the unified platforms, training & awareness material) are audited for PWD accessibility before launch. Furthermore, PWD representative organizations (i.e. Higher Council for the Rights of Persons with Disabilities) should be including in the initial stakeholder engagement phase to advocate for the specific needs of disabled workers.

## 6. Operationalize a clear sustainability and exit strategy to ensure that sustainability gains – already established at the individual, institutional, and national levels – are fully achieved and maintained through phased transfer project responsibilities.

The current sustainability plan exists in the proposal in the form of a phased approach through which the project gradually transfers responsibilities to national partners, providing them with the necessary tools, training and support to independently sustain the project’s activities. However, this plan has not yet been translated into ‘phased transition’ measures during implementation. This recommendation focuses on operationalizing a clear exit strategy to ensure that the sustainability gains already established at the individual, institutional, and national levels are fully achieved and maintained. The project is therefore recommended to develop standard operating procedures and technical handbooks for partners in the areas which the project intends to exit from. By focusing on these “exit” mechanics and the institutional capacity of partners to monitor frameworks independently, the project ensures that efforts towards results can be sustained by national entities without further external support.

| Addressed to | Priority | Resource | Timing | Linked to |
|--------------|----------|----------|--------|-----------|
|--------------|----------|----------|--------|-----------|

|                  |        |        |            |            |
|------------------|--------|--------|------------|------------|
| ILO Project Team | Medium | Medium | Short-term | Finding 18 |
|------------------|--------|--------|------------|------------|

**Future project design:** Sustainability should be designed in future interventions as a ‘decreasing intensity model’, where ILO’s financial and technical lead gradually reduces over the life of the project as national partners take over specific milestones. This requires including ‘institutional capacity benchmarks’ as part of the project’s performance indicators.

## Annex 1 –Evaluation Matrix

| Evaluation Criteria                 | Evaluation Question                                                                                                                                                                                      | Measure(s) or indicator(s)                                                                                                                                                                                                                                                                                                                                                      | Data Sources                                                                                                                                                                                                                                        | Data Collection Method                                                                                | Stakeholders/ Informants                                                                                                                                                                                               | Analysis & Assessment                                                           |
|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| 1. <u>Relevance &amp; Coherence</u> |                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                     |                                                                                                       |                                                                                                                                                                                                                        |                                                                                 |
| Relevance & Coherence               | A. Are the project's objectives aligned with the perceived needs of stakeholders, beneficiaries, etc. in both design and implementation? Is the project aligned with national frameworks and strategies? | <ul style="list-style-type: none"> <li>- Adequate consultations held with stakeholders during design.</li> <li>- Stakeholders and beneficiaries indicate that project objective and approach are relevant to their needs</li> <li>- Project objectives and approach are in line with the context of Jordan (i.e. national frameworks) and respond to national needs.</li> </ul> | <ul style="list-style-type: none"> <li>- Project documents</li> <li>- ILO Staff</li> <li>- Workers' &amp; employers' organizations</li> <li>- Government stakeholders</li> <li>- Civil Society</li> <li>- Donor</li> <li>- Beneficiaries</li> </ul> | <ul style="list-style-type: none"> <li>- Desk review</li> <li>- Interviews</li> <li>- FGDs</li> </ul> | <ul style="list-style-type: none"> <li>- ILO Staff</li> <li>- Workers' &amp; employers' organizations</li> <li>- Government stakeholders</li> <li>- Civil Society</li> <li>- Donor</li> <li>- Beneficiaries</li> </ul> | Assess alignment of project with country context and with stakeholders' needs   |
|                                     | B. Do the project's objectives and products complement or align with the ILO's P&B (2024-25 / 2026-27) and the UNSDCF (2023-25) for                                                                      | <ul style="list-style-type: none"> <li>- Evidence of direct thematic mapping between project's outcomes and outputs with ILO's</li> </ul>                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>- Project documents</li> </ul>                                                                                                                                                                               | <ul style="list-style-type: none"> <li>- Desk review</li> <li>- Interviews</li> </ul>                 | <ul style="list-style-type: none"> <li>- ILO Staff</li> <li>- Donor</li> </ul>                                                                                                                                         | Assess alignment between project's outcomes and outputs with ILO frameworks and |

|  |                                                                                                                                                                                     |                                                                                                                                                                                        |                                                                                                                                                                                              |                                                        |                                                                                                                                                                   |                                                                                                  |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
|  | Jordan, DWCP, other initiatives by regional institutions, ILO programs, or development partners? How does the project integrate with the strategies and programs of other partners? | <p>P&amp;B (2024-25 / 2026-27) and the UNSDCF (2023-25) for Jordan, and the DWCP.</p> <p>- Identification of method of integration with strategies and programs of other partners.</p> | <p>- ILO frameworks and plans</p> <p>- ILO Staff</p> <p>- Donor</p>                                                                                                                          |                                                        |                                                                                                                                                                   | the programs of other national and regional partners.                                            |
|  | C. How does the project integrate gender considerations into its strategies and programs, aligning with the gender-related goals of the ILO?                                        | - Identification of method of integration of gender considerations into project's strategies and programs.                                                                             | <p>- Project documents</p> <p>- ILO Staff</p> <p>- Workers' &amp; employers' organizations</p> <p>- Government stakeholders</p> <p>- Civil Society</p> <p>- Donor</p> <p>- Beneficiaries</p> | <p>- Desk review</p> <p>- Interviews</p> <p>- FGDs</p> | <p>- ILO Staff</p> <p>- Workers' &amp; employers' organizations</p> <p>- Government stakeholders</p> <p>- Civil Society</p> <p>- Donor</p> <p>- Beneficiaries</p> | Analyse project's approach of integrating gender considerations into its strategies and programs |

|  |                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                           |                                                                                       |                                                                                                                                                                              |                                                                                                                                                     |
|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
|  | D. What is the project's specific contribution, its added value, in relation to the ordinary activities carried out by the national actors concerned?                                                              | <ul style="list-style-type: none"> <li>- Clear value added by project to the work of national actors</li> </ul>                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>- Project documents</li> <li>- ILO Staff</li> <li>- Workers' &amp; employers' organizations</li> <li>- Government stakeholders</li> <li>- Civil Society</li> </ul> | <ul style="list-style-type: none"> <li>- Desk review</li> <li>- Interviews</li> </ul> | <ul style="list-style-type: none"> <li>- ILO Staff</li> <li>- Workers' &amp; employers' organizations</li> <li>- Government stakeholders</li> <li>- Civil Society</li> </ul> | Assessment of project's added value to the work of national actors                                                                                  |
|  | E. How coherent is the project's logical framework (e.g. do outputs have a causal link with outcomes, which in turn contribute to the project's broader development objective? Is the results framework realistic? | <ul style="list-style-type: none"> <li>- Extent to which Extent the project's log frame demonstrates logical links where activities directly result in intended outputs, and outputs are shown to be necessary and sufficient conditions for contributing to outcomes, and these outcomes logically aggregate to contribute to the project's broader</li> </ul> | <ul style="list-style-type: none"> <li>- Project documents</li> <li>- ILO staff</li> </ul>                                                                                                                | <ul style="list-style-type: none"> <li>- Desk review</li> <li>- Interviews</li> </ul> | <ul style="list-style-type: none"> <li>- ILO Staff</li> </ul>                                                                                                                | Assess the logical correlation of the project's logical framework (i.e. initiatives to outputs, outputs to outcomes, outcomes to broader objective) |

|                                              |                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                              |                                                                                                                                                                       |                                                        |                                                                                                                                            |                                                                                                                                     |
|----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
|                                              |                                                                                                                                                                                                                                                                                                                                                   | <p>development objectives</p> <p>- Evidence that the targets and timeframes set within the results framework are aligned with the project's actual resource allocation (budget and human resources) and the specific socio-economic constraints of the Jordanian context</p> |                                                                                                                                                                       |                                                        |                                                                                                                                            |                                                                                                                                     |
| <b>2. Sustainability and Possible Impact</b> |                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                              |                                                                                                                                                                       |                                                        |                                                                                                                                            |                                                                                                                                     |
| Sustainability & possible impact             | <p>F. How is the project expected to influence gender equality outcomes across its three components—policy reform, the care economy, and digital transformation—and what changes are anticipated in the roles and participation of key stakeholders, including government, employers, and workers sustainable beyond the life of the project?</p> | <p>- Gender equality outcomes likely to be influenced by project across its three components</p> <p>- Identification of changing roles of key stakeholders beyond the life of the project</p>                                                                                | <p>- Project documents</p> <p>- ILO Staff</p> <p>- Workers' &amp; employers' organizations</p> <p>- Government stakeholders</p> <p>- Civil Society</p> <p>- Donor</p> | <p>- Desk review</p> <p>- Interviews</p> <p>- FGDs</p> | <p>- ILO Staff</p> <p>- Workers' &amp; employers' organizations</p> <p>- Government stakeholders</p> <p>- Civil Society</p> <p>- Donor</p> | <p>Identify and analyse key sustainability measures introduced in the design and taken during the implementation of the project</p> |

|  |                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                     |                                                                                                       |                                                                                                                                                                                                                        |                                                                                                                                                                                                                               |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                      | - Beneficiaries                                                                                                                                                                                                                                     |                                                                                                       | - Beneficiaries                                                                                                                                                                                                        |                                                                                                                                                                                                                               |
|  | G. What is the anticipated evolution from initial action research and pilot interventions to more advanced strategies in each of the three focus areas? What mechanisms are in place to monitor and assess this progression and its impact on women's empowerment and inclusion during the initial stages of implementation?                       | <ul style="list-style-type: none"> <li>- Identification of anticipated evolution of project activities to more advanced strategies across the three focus areas</li> <li>- Identification of employed mechanisms to monitor and assess project progress and impact on women empowerment</li> </ul>   | <ul style="list-style-type: none"> <li>- Project documents</li> <li>- ILO Staff</li> <li>- Workers' &amp; employers' organizations</li> <li>- Government stakeholders</li> <li>- Civil Society</li> <li>- Donor</li> <li>- Beneficiaries</li> </ul> | <ul style="list-style-type: none"> <li>- Desk review</li> <li>- Interviews</li> <li>- FGDs</li> </ul> | <ul style="list-style-type: none"> <li>- ILO Staff</li> <li>- Workers' &amp; employers' organizations</li> <li>- Government stakeholders</li> <li>- Civil Society</li> <li>- Donor</li> <li>- Beneficiaries</li> </ul> | Assess mechanisms to monitor and assess project progress and impact on women empowerment during initial stages of implementation and investigate the anticipated evolution of project activities to more advanced strategies. |
|  | H. To what extent are partners (government institutions, social partners, and other stakeholders) demonstrating the capacity and commitment to sustain efforts in gender-responsive policy development, care economy support, and digital transformation? How is the project fostering early signs of national ownership and institutional buy-in? | <ul style="list-style-type: none"> <li>- Partners report that they are able, willing and commitment to continue their efforts towards the project's objectives after its completion</li> <li>- Identification of project's approach to foster national ownership and institutional buy-in</li> </ul> | <ul style="list-style-type: none"> <li>- Project documents</li> <li>- ILO Staff</li> <li>- Workers' &amp; employers' organizations</li> <li>- Government stakeholders</li> <li>- Civil Society</li> </ul>                                           | <ul style="list-style-type: none"> <li>- Desk review</li> <li>- Interviews</li> </ul>                 | <ul style="list-style-type: none"> <li>- ILO Staff</li> <li>- Workers' &amp; employers' organizations</li> <li>- Government stakeholders</li> <li>- Civil Society</li> </ul>                                           | Analyse the ability and commitment of project stakeholders to continue their efforts towards the project's objectives after its completion.                                                                                   |

|                                          |                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                     |                                                                                                                                                           |                                         |                                                                                                                                    |                                                                                                                                                       |
|------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                          |                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                     |                                                                                                                                                           |                                         |                                                                                                                                    |                                                                                                                                                       |
|                                          | I. Does the project have an exit or sustainability strategy in place? How does it ensure that the conclusion or transition of activities will reinforce long-term engagement and sustainable outcomes, particularly in embedding gender-responsive policy reforms, strengthening care economy, and advancing digital access and skills for women? | - Project has an exit or sustainability strategy in place across its components to reinforce long-term engagement and sustainable outcomes.         | - Project documents<br>- ILO Staff<br>- Workers' & employers' organizations<br>- Government stakeholders<br>- Civil Society<br>- Donor                    | - Desk review<br>- Interviews           | - ILO Staff<br>- Workers' & employers' organizations<br>- Government stakeholders<br>- Civil Society<br>- Donor                    | Assess the project's exit or sustainability strategy and analyse the extent to which it will reinforce long-term engagement and sustainable outcomes. |
| <b>3. Effectiveness &amp; Efficiency</b> |                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                     |                                                                                                                                                           |                                         |                                                                                                                                    |                                                                                                                                                       |
| Effectiveness & Efficiency               | J. To what extent will the project be capable of achieving its desired outcomes and outputs?                                                                                                                                                                                                                                                      | - Achievement of planned outputs so far with clear contribution to outcomes<br><br>- Linkages between the outcomes and impact are clear and logical | - Project documents<br>- ILO Staff<br>- Workers' & employers' organizations<br>- Government stakeholders<br>- Civil Society<br>- Donor<br>- Beneficiaries | - Desk review<br>- Interviews<br>- FGDs | - ILO Staff<br>- Workers' & employers' organizations<br>- Government stakeholders<br>- Civil Society<br>- Donor<br>- Beneficiaries | Assess achievement of the project's outputs so far, and their contribution to the project's overall objective                                         |

|  |                                                                                                                                                       |                                                                                                                                                            |                                                                                                                                                                                                                                                     |                                                                                                       |                                                                                                                                                                                                                        |                                                                                                  |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
|  | K. What potential challenges or obstacles might hinder the effectiveness of the project?                                                              | <ul style="list-style-type: none"> <li>- Identification of existing and potential challenges that may influence the project's effectiveness</li> </ul>     | <ul style="list-style-type: none"> <li>- Project documents</li> <li>- ILO Staff</li> <li>- Workers' &amp; employers' organizations</li> <li>- Government stakeholders</li> <li>- Civil Society</li> <li>- Donor</li> <li>- Beneficiaries</li> </ul> | <ul style="list-style-type: none"> <li>- Desk review</li> <li>- Interviews</li> <li>- FGDs</li> </ul> | <ul style="list-style-type: none"> <li>- ILO Staff</li> <li>- Workers' &amp; employers' organizations</li> <li>- Government stakeholders</li> <li>- Civil Society</li> <li>- Donor</li> <li>- Beneficiaries</li> </ul> | Analyse existing and potential challenges of the project in light of the project's effectiveness |
|  | L. How do the identified conflict dynamics affect the planning, implementation and progress of the project?                                           | <ul style="list-style-type: none"> <li>- Identification of conflict dynamics and their impact on the planning and implementation of the project</li> </ul> | <ul style="list-style-type: none"> <li>- ILO Staff</li> <li>- Workers' &amp; employers' organizations</li> <li>- Government stakeholders</li> <li>- Civil Society</li> </ul>                                                                        | <ul style="list-style-type: none"> <li>- Interviews</li> </ul>                                        | <ul style="list-style-type: none"> <li>- ILO Staff</li> <li>- Workers' &amp; employers' organizations</li> <li>- Government stakeholders</li> <li>- Civil Society</li> </ul>                                           | Analysis of conflict dynamics and their impact on planning and implementation.                   |
|  | M. To what extent are project resources being spent in an efficient manner, including human, financial, and technological, allocated for the project? | <ul style="list-style-type: none"> <li>- Minimum waste in utilizing resources in the project.</li> </ul>                                                   | <ul style="list-style-type: none"> <li>- Project documents</li> <li>- ILO Staff</li> <li>- Workers' &amp; employers' organizations</li> </ul>                                                                                                       | <ul style="list-style-type: none"> <li>- Desk Review</li> <li>- Interviews</li> <li>- FGDs</li> </ul> | <ul style="list-style-type: none"> <li>- ILO Staff</li> <li>- Workers' &amp; employers' organizations</li> <li>- Government stakeholders</li> </ul>                                                                    | Analysis of efficiency of project's resources                                                    |

|  |                                                                                                                                                |                                                                                                           |                                                                                                                                                                                                                                                     |                                                                                                       |                                                                                                                                                                                                                        |                                                                                                         |
|--|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
|  |                                                                                                                                                |                                                                                                           | <ul style="list-style-type: none"> <li>- Government stakeholders</li> <li>- Civil society</li> <li>- Donor</li> <li>- Beneficiaries</li> </ul>                                                                                                      |                                                                                                       | <ul style="list-style-type: none"> <li>- Civil society</li> <li>- Donor</li> <li>- Beneficiaries</li> </ul>                                                                                                            |                                                                                                         |
|  | N. Considering challenges encountered during implementation, what strategies can be employed to address these challenges in the upcoming year? | - Identification of short-term strategies to address challenges encountered during project implementation | <ul style="list-style-type: none"> <li>- Project documents</li> <li>- ILO Staff</li> <li>- Workers' &amp; employers' organizations</li> <li>- Civil society</li> <li>- Government stakeholders</li> <li>- Donor</li> <li>- Beneficiaries</li> </ul> | <ul style="list-style-type: none"> <li>- Desk Review</li> <li>- Interviews</li> <li>- FGDs</li> </ul> | <ul style="list-style-type: none"> <li>- ILO Staff</li> <li>- Workers' &amp; employers' organizations</li> <li>- Civil society</li> <li>- Government stakeholders</li> <li>- Donor</li> <li>- Beneficiaries</li> </ul> | Analyse potential short-term strategies to address challenges encountered during project implementation |

## Annex 2 – Project MEL Plan

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                              |                                                     |                                                                                                                           |                        |    |                                                                                                                                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|------------------------|----|-------------------------------------------------------------------------------------------------------------------------------------------|
| Development Objective:<br>Advance gender equality, safety, diversity, and inclusion in the world of work by promoting policies and laws, strengthening social dialogue, building institutional capacity, and creating sustainable opportunities for women, people with disabilities, female migrant workers, and Syrian refugees to access, thrive, and progress in decent work                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                              |                                                     |                                                                                                                           |                        |    |                                                                                                                                           |
| Outcome 1: Advanced Decent work through legislative support and capacity development of national partners                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                              |                                                     |                                                                                                                           |                        |    |                                                                                                                                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Baseline and Targets                                                                                                                                                                                                                                                                                                                                                         | Indicators                                          | Indicators per Year                                                                                                       |                        |    | Means of Verification (MOV)                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                              |                                                     | Y1                                                                                                                        | Y2                     | Y3 |                                                                                                                                           |
| Output 1.1: Decent labour legislation aligned with the ILS is adopted and well-promoted among legislators, workers, and employers' organizations.                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                              |                                                     |                                                                                                                           |                        |    |                                                                                                                                           |
| 01.01.01 - Enhancing support regarding Jordan's international commitments to ILS standards, in coordination with the social partners, the National Assembly, the Inter-Ministerial Committee for Women’s Empowerment, and the Jordanian National Commission for Women, to support the integration of gender perspectives into policies, budgets, and government plans, and to encourage the implementation of the National Strategy for Women and the Economic Modernization Agenda in line with these standards. | Baseline: 3<br>(National events in 2022-2023 resulted in introducing 4 new provisions in labour law (2), companies’ law (1), and social security law (1).<br><br>Target: 3<br>(National events to sensitize legislators, ILO’s social and national partners of the ILS and the legislative gap with amended national legislation and legislation open to modification (e.g., | Number of national conferences/symposiums organized | 1<br><br>Achieved<br><br>(2 strategic/high level meetings with the parliament committees + C183 & C156 legal gap analysis | 1<br><br>Not Achieved. | 1  | ILS Recommendations published<br><br>Reports of the Committee of Experts on the Application of Conventions and Recommendations of the ILO |

|                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                               |                                                                      |                                                                       |                                                                                   |   |                                                                   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------|---|-------------------------------------------------------------------|
|                                                                                                                                                                                                                                                        | maternity and paternity protection)                                                                                                                                                                                                                                                           |                                                                      |                                                                       |                                                                                   |   |                                                                   |
| 01.01.02 - Create innovative initiatives and engaging advocacy campaigns centred around the relevant ILS                                                                                                                                               | <p>Baseline: 2<br/>(Advocacy and awareness raising campaigns were implemented in 2023 focusing on violence and harassment in the world of work and pay equity)</p> <p>Target: 3<br/>(Initiatives and advocacy campaigns) (e.g., maternity and paternity protection, and social insurance)</p> | Number of beneficiaries benefited from the initiatives               | <p>1</p> <p>Exceeded</p> <p>(2 campaigns on C190 &amp; Equal Pay)</p> | <p>1</p> <p>Exceeded</p> <p>(2 campaigns on C190 &amp; Equal Pay)</p>             | 1 | Attendance sheets and minutes                                     |
| 01.01.03- Institutions successfully establish and implement internal GEDI-related policies including violence and harassment, accompanied by transparent and accessible complaint mechanisms, fostering safe and healthy working environments for all. | <p>Baseline: 1<br/>(Internal safety policy for a university in 2023)</p> <p>Target: 6<br/>(Institutions develop internal violence and harassment policies and clear complaint mechanisms)</p>                                                                                                 | Number of institutions that developed sexual and harassment policies | <p>2</p> <p>Achieved</p> <p>(SSC + IUCN)</p>                          | <p>2</p> <p>Partially Achieved<br/>(MoSD + JNCW Internal Protection Policies)</p> | 2 | Written and published internal policies and complaints mechanisms |
| 01.01.04 - Raising awareness through training sessions and awareness programs on ILS including suggesting internal policies                                                                                                                            | Baseline: 1<br>(Training programme on care economy was facilitated in 2023)                                                                                                                                                                                                                   | Number of training and awareness sessions                            | <p>5</p> <p>Achieved</p>                                              | <p>5</p> <p>Partially Achieved</p>                                                | 5 | Registration sheets, PR, and training material                    |

|                                                                                                                                                                                                                                                                                                           |                                                                                                                                   |                                                                                                                |                                                               |                                                                             |              |                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|-----------------------------------------------------------------------------|--------------|-----------------------------------------------------------------------------------------|
| that SSC, MoL, GFJTU, JCI, and other key stakeholders can adopt.                                                                                                                                                                                                                                          | and attended by 3 staff members from GFJTU, SSC, and MoL)<br><br>Target: 15 (Training programmes (5 per year)                     | Number of staff members who benefited from the awareness programme                                             | (16 Days, WAEI 3, HCPD, JNCW, MoL) + V&H Training 13-15 April | (SSC Training, WAEI 3 Remaining Messages, South4Care Training in Qatar)     |              |                                                                                         |
| 01.01.05 -Development of appropriate and sound statistical evidence to improve the policies and programmes which aim to enhance the situation of women in the world of work                                                                                                                               | Baseline: 0<br><br>Target: 1 (National survey with DoS on Violence and Harassment)                                                | Number National Survey                                                                                         | N/A                                                           | 1<br><br>Not Achieved                                                       |              | Survey Concept Note, survey tools, KIIs and IDIs transcription and final study document |
| <b>Output 1.2 The legal clinic 'WAEI' dedicated to upholding workers' rights, remains committed to providing legal awareness and assistance, particularly to female workers, people with disabilities, Syrian refugees, and migrant workers, to ensure equitable enforcement of pay equity principles</b> |                                                                                                                                   |                                                                                                                |                                                               |                                                                             |              |                                                                                         |
| 01.02.01 - Enhance the services offered by the legal clinic, particularly directed toward providing legal guidance to female workers, workers with disabilities, Syrian refugees, and migrant workers.                                                                                                    | Baseline: 1000 cases (WAIE Legal Clinic)<br><br>Target: 900                                                                       | The number of cases received and resolved.                                                                     | 300<br><br>Achieved (through JTUPE)                           | 300<br><br>Achieved (through Stand up with the Teachers Campaign and JTUPE) | 300          | Comprehensive database and documented cases.<br><br>Regular progress reports            |
| 01.02.02 - Implement legal awareness training and initiatives targeting female workers, people with disabilities, Syrian refugees, and migrant workers.                                                                                                                                                   | Baseline: 16 (Legal awareness raising sessions were implemented in 2022 and 2023, 2 of them were tailored to the PWDs. 240 female | Number of legal awareness sessions<br><br>The number of female workers, workers with disabilities, and migrant | 8<br><br>240<br><br>Exceeded (WAEI 3 reach)                   | 8<br><br>240<br><br>Not Achieved                                            | 8<br><br>240 | Attendance sheets, agenda, training material, training report                           |

|                                                                                                                                                                                                        |                                                                                                                                                                  |                                                                                |                       |                                         |   |                                                               |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-----------------------|-----------------------------------------|---|---------------------------------------------------------------|
|                                                                                                                                                                                                        | workers benefited from the session, 30 of the them workers with disabilities).<br><br>Target: 24 (Awareness sessions (8 per year) and 680 workers (240 per year) | workers benefited from the training sessions                                   |                       |                                         |   |                                                               |
| <b>Output 01.03- Women's representation in managerial and leadership positions enhanced and provisions of gender related ILS included in Collective Bargaining Agreements (CBAs)</b>                   |                                                                                                                                                                  |                                                                                |                       |                                         |   |                                                               |
| 01.03.01 - Facilitate the formulation of a 3-year strategic plan within the GFJTU with a specific focus on incorporating a gender perspective, encompassing both HR and gender-related policies.       | Baseline: 0<br><br>Target: 3-year Strategic Plan document developed on the basis of the Gender Audit Report                                                      | Number of policies developed under the 3-year strategic plan                   | 1<br><br>Achieved     | 1<br><br>Partially Achieved             | 1 | Written and published strategic plan, HR, and Gender Policies |
| 01.03.02 - Provide awareness training for the administrative bodies and cooperative committees to include a generic chapter in all CBAs in line with relevant ILS to ensure CBAs are gender sensitive. | Baseline: 10 (Participants from 5 trade unions were trained on gender mainstreaming in the CBAs)<br><br>Target: 10                                               | Trained unionists                                                              | 3<br><br>Not Achieved | 4<br><br>Not Achieved                   | 3 | Attendance sheets and evaluations                             |
| 01.03.03 - Build the capacity of employers to support them in increasing the representation of women in managerial and leadership positions (JCI/JCC/ and other employers) in collaboration with the   | Baseline: 1 (Association of Banks)                                                                                                                               | Number of associations with a commitment to increase women's representation in | Not Achieved          | 1<br><br>Achieved (through session with | 1 | Official commitments                                          |

|                                                                                                                                               |                                                                                                                                                                      |                                                        |                                                                  |                                                                                                             |    |                                                                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|----|---------------------------------------------------------------------------|
| National Coalition “Together on Board” headed by JNCW.                                                                                        | Target: 2                                                                                                                                                            | managerial and leadership positions                    |                                                                  | universities in collaboration with JNCW and Al-Hussien University)                                          |    |                                                                           |
| <b>Outcome 2: Enhanced decent work conditions in the Care Economy</b>                                                                         |                                                                                                                                                                      |                                                        |                                                                  |                                                                                                             |    |                                                                           |
|                                                                                                                                               | Baseline and Targets                                                                                                                                                 | Indicators                                             | Y1                                                               | Y2                                                                                                          | Y3 | MOV                                                                       |
| <b>Output 2.1: Promoting the rights of female workers in the childcare sector and providing a supportive work environment.</b>                |                                                                                                                                                                      |                                                        |                                                                  |                                                                                                             |    |                                                                           |
| 02.01.01 - Build the skills and capacities of female workers in the childcare sector                                                          | Baseline: 4 Trainings (27 caregivers were trained in 2022 and 23 managers and 54 caregivers were trained in 2023)<br><br>Target: 6 Trainings (Trainings- 2 per year) | Number of participants attending the training programs | 2<br><br>Achieved (through SADAQA trainings)                     | 2<br><br>Achieved (through SADAQA trainings)                                                                | 2  | Attendance sheet, training material, agenda                               |
| 02.01.02 – Share experiences and exchange knowledge to identify the most effective childcare policies and practices from different countries. | Baseline: 1 (Study tour to Norway in 2022)<br><br>Target: 2 (Study tours with 15 participants or Regeional Conference on Care Economy)                               | Programme of study tours conducted                     | 0<br><br>Achieved in year one. (National Conference with SADAQA) | 1<br><br>Achieved (through the participation of SADAQA in a regional conference on care in the Arab Region) | 1  | Evaluation sheets of the tours, tour reports, boarding passes, and photos |

|                                                                                                                                                                                     |                                                                                                                                                                              |                                                   |                                                                                              |                                                                                                      |                                    |                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|------------------------------------|-----------------------------------------------------------------------------------------------------------------|
| 02.01.03 - Implement a joint national media campaign targeting the rights of female workers in the care sector with a focus on childcare, elderly care, PWD care and domestic work. | Baseline: 2<br>(Campaigns were implemented in 2022 and 2023. Each campaign included 15 social media post and 2 videos).<br><br>Target: 3<br>(Joint national media campaigns) | Number of videos and social media posts produced. | 1 video<br>(10 social media posts)<br><br>Exceeded<br>(SADAQA's Communication Tracker Sheet) | 1 video<br>(10 social media posts)<br><br>Exceeded<br>(Links to Social Media Posts Sheet)            | 1 video<br>(10 social media posts) | Links for the published videos and SM posts, Number of viewership and online interactions presented in a report |
| <b>Output 2.2: Expanding maternity and persons with family responsibilities protection.</b>                                                                                         |                                                                                                                                                                              |                                                   |                                                                                              |                                                                                                      |                                    |                                                                                                                 |
| 02.02.01 - Documenting the Maternity Insurance Journey in Jordan.                                                                                                                   | Baseline: 1<br>( <a href="#">Assessment of the Maternity Insurance in Jordan in 2021</a> )<br>Target: 1<br>(Document includes the Maternity Insurance Journey in Jordan)     | Concept Note                                      | 1<br><br>Partially Achieved<br>(duration extended to year 2)                                 | 1<br><br>Partially Achieved                                                                          | 0                                  | Study tools, interviews, transcriptions, and recordings<br><br>ILO Website                                      |
| 02.02.02 - Support the implementation of the National Framework for Daycare (NFD) 2023-2025 and its roadmap with relevant social partners and stakeholders.                         | Baseline: 1<br><br>Target: 1<br>(2-year action plan developed)                                                                                                               | 2-year Action plan developed                      | 1<br><br>Achieved<br>(session during the national conference on care and meetings with MoSD) | 0<br><br>Achieved<br>(SADAQA finalized the roadmap and will be submitted to the MoSD end of October) | 0                                  | MoM with officials to facilitate the implementation of the NFD                                                  |

|                                                                                                                                                                                                                      |                                                                                                                                                                  |                                                                                                                                                                   |                                                                          |                                                                          |               |                                                                                                                                   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|--------------------------------------------------------------------------|---------------|-----------------------------------------------------------------------------------------------------------------------------------|
| 02.02.03 - Policy paper/policy brief to include policy alternatives and recommendations to help align national legislation with the Maternity Protection Convention, 2000 (No. 183) and enforce adopted policies.    | Baseline: 0<br><br>Target: 1<br>(Policy paper/policy brief)                                                                                                      | Number of meetings with government officials and policymakers                                                                                                     | 1<br><br>Exceeded<br><br>(2 policy briefs)                               | 0<br><br>Exceeded<br><br>(2 Policy Briefs with SADAQA and KHCC)          | 0             | Policy paper document and MoM with officials                                                                                      |
| <b>Outcome 3: Empowered Female workers and employers across female dominant sectors through Digital Transformation.</b>                                                                                              |                                                                                                                                                                  |                                                                                                                                                                   |                                                                          |                                                                          |               |                                                                                                                                   |
|                                                                                                                                                                                                                      | Baseline and Targets                                                                                                                                             | Indicators                                                                                                                                                        | Y1                                                                       | Y2                                                                       | Y3            | MOV                                                                                                                               |
| <b>Output 3.1: Rights and capacities of female workers are strengthened</b>                                                                                                                                          |                                                                                                                                                                  |                                                                                                                                                                   |                                                                          |                                                                          |               |                                                                                                                                   |
| 03.01.01 - Support female workers' Campaigns that reflect female voices working in vulnerable sectors through direct funding and monitoring of activities.                                                           | Baseline: Unknown<br><br>Targets: 3<br>(Peer-capacity building programme maintained and sustainable. Logistical and operational needs of the campaign satisfied) | Stand Up with Teachers Campaign sustained and producing activities according to goals presented to the social dialogue partners.                                  | 1<br><br>Achieved<br>(Contract signed with Ahel to support the campaign) | 1<br><br>Achieved<br>(Through support provided to the campaign by JTUPE) | 1             | Number of members of the Stand up with Teachers Campaign database, website, and social media platforms (i.e. Facebook)            |
| 03.01.02 - Support the awarding programme for private schools' work conditions and acknowledge labour rights through the creation of a training programme for the teachers at those schools to improve their skills. | Baseline: 9<br>(Schools awarded by the program "TAMAYOZ")<br><br>Target: 30 Schools<br>"TAMAYOZ" Program (10 schools per year)                                   | Number of schools participating in the programme<br><br>Criteria used to select the schools.<br><br>Number of teachers participating in the programme and compare | 10<br><br>Exceeded<br>(18 school)<br><br>Exceeded<br>(316)<br>200        | 10<br><br>Not Achieved<br><br>Not Achieved<br>200                        | 10<br><br>200 | List of the names of the schools<br><br>List of participants in the training programme<br><br>Training material for the programme |

|                                                                                                                                                                                                                                                                                          |                                                                                                                              |                                                                                                  |                                                                                                                  |                         |   |                                           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|-------------------------|---|-------------------------------------------|
|                                                                                                                                                                                                                                                                                          |                                                                                                                              | it to all the schoolteachers                                                                     |                                                                                                                  |                         |   |                                           |
| 03.01.03 Empower and raise the efficiency of female workers' campaigns members to become trainers in certain fields and skills (such as the English language, modern teaching methods and technologies and financial management) to transfer knowledge to the campaign community members | Baseline: 0<br><br>Target: 12 (3 teachers per topic)                                                                         | number of participants in the training programmes                                                | 3<br>Exceeded (12 coordinators and members of the campaign were trained by Ahel)                                 | 3<br>Achieved           | 3 | Training report with list of participants |
| <b>03.02 - Protected rights of workers in the female-dominant sectors through working with employers on digital transformation</b>                                                                                                                                                       |                                                                                                                              |                                                                                                  |                                                                                                                  |                         |   |                                           |
| 03.02.01 - Develop a digital system/platform for the unified contract of private education to ensure that the rights of female teachers, childcare givers working in KGs and nurseries in the private sector are protected.                                                              | Baseline: 0<br><br>Target: 1 (Digital platform or system is created and linked with the MoL, MoE, SSC, and GFJTU)            | Number of female teachers included in the unified contracts and receive salaries electronically. | 1<br>Achieved                                                                                                    | 0                       | 0 | Quarterly reports and detailed database   |
| 03.02.02 - Digitalization of Training Course on Labour Rights under the Labour and Social Security Laws for Teachers in Private Schools, in Collaboration with JNCW.                                                                                                                     | Baseline: 0<br><br>Target: 1 (The course is used by teachers in private schools and linked to the Unified Contract Platform) | Number of teachers used the course                                                               | 1<br>Partially Achieved (TOR published and offers evaluated by a technical committee in collaboration with JNCW) | 0<br>Partially Achieved | 0 | Course digital application/software       |

### Annex 3: List of Persons Interviewed

| List of Persons Interviewed         |                        |                                                     |                                                   |
|-------------------------------------|------------------------|-----------------------------------------------------|---------------------------------------------------|
| Stakeholder Categories              | Name                   | Entity                                              | Position                                          |
| ILO Staff & Consultants             | Reem Aslan             | ILO                                                 | Project team                                      |
|                                     | Duaa Ajarmeh           | ILO                                                 | Project team                                      |
|                                     | Aya Matsuura           | ILO                                                 | Regional Gender Specialist                        |
|                                     | Hamada Abu Nijmeh      | Labour Law Consultant/Expert                        |                                                   |
| Government stakeholders             | Asma Al Naasan         | MoL                                                 | Director of Women's Work Directorate              |
|                                     | Rawan Abu Sall         | MoL                                                 | Women's Work Directorate                          |
|                                     | Samar Odeh             | MoL                                                 | Women's Work Directorate                          |
|                                     | Deema Arabyat          | JNCW                                                | Women Empowerment Programs Unit Manager           |
|                                     | Shira Qatarneh         | JNCW                                                | Women Empowerment Programs Unit Director          |
|                                     | Bothaina Yaseen        | MoSD                                                | Director of Women Empowerment Directorate         |
|                                     | Rana Musleh            | SSC                                                 | Director of International Cooperation Directorate |
|                                     | Noor Mbaideen          | SSC                                                 | International Cooperation Directorate             |
|                                     | Youssef Rababaa        | HCD                                                 |                                                   |
|                                     | Raafat Al Zitawi       | HCD                                                 |                                                   |
|                                     | Amro Alahmad           | Central Bank of Jordan                              |                                                   |
|                                     | Hamza Aldabei          | Central Bank of Jordan                              |                                                   |
| Workers' & Employers' Organizations | Osama Alrayyan         | Jordan Chamber of Industry (JCI)                    | Head of Labour Market Unit                        |
|                                     | Shatha Aqaileh         | GFJTU (project coordinator)                         |                                                   |
|                                     | Dr. Ahmad Al Shawabkeh | General Trade Union of Workers in Private Education |                                                   |
| Civil Society                       | Noor Disi              | Ahel                                                |                                                   |
|                                     | Nareeman Shawaheen     | Qum Campaign                                        |                                                   |
|                                     | Israa Hiyari           | Qum Campaign                                        |                                                   |
|                                     | Hadeel Kiswani         | Qum Campaign                                        |                                                   |
|                                     | Rana Mohammad          | SADAQA                                              |                                                   |
|                                     | Randa Naffa            | SADAQA                                              |                                                   |
|                                     | Sahar Aloul            | SADAQA                                              |                                                   |
| Donor                               | Farah                  | Norwegian Embassy in Amman                          | Donor representative                              |

## Annex 4 – List of Documents Reviewed

- Mid-term Evaluation ToR
- Received project documents, including:
  - Project documents:
    - Donor Agreement, including
      - Annex II Results Framework
      - Annex III Sexual Exploitation and Abuse
    - Project logframe
    - Inception Report, including the following annexes:
      - NCPE Plan
      - Workshop with SSC
      - Communication Strategy Overview
      - Launch Event Report
    - Semi Annual Progress Report (Apr-Oct 2024), including the following annexes:
      - Legal Consultant ToR
      - NCPE 19<sup>th</sup> meeting minutes
      - NCPE Plan 2024-2025
      - Private Health Sector Assessment ToR
      - Links to Social Media Posts
      - ILO and SSC Workshop CN
      - ILO and SSC WS CN
      - Training with IUCN CN
      - Technical Committee Official Letters
    - Annual Report (Apr 2024 – Apr 2025), including the following annexes:
      - Detailed financial report
      - National Care Conference Report
      - Training Evaluation Report
      - Report on Project Results Framework
    - Semi Annual Progress Report (Apr-Oct 2025), including the following annexes:
      - Legal Gap Analysis Document (C183)
      - Legal Gap Analysis Document (C156)
      - Health Study Document
      - Violence and Harassment Training Report
      - Project Technical Committee MoM
      - ILO KHCC Joint Policy Brief
      - Pay Equity Factsheet
      - EPIC Annual Technical Meeting Report
      - ILO GFJTU SIGNED AI
      - Maternity Insurance Journey CN
      - EMV Technical Report
      - Links to Social Media Posts

- Report on Project Results Framework
- Other project documents including:
  - Implementation agreement with SADAQA and ToR
  - Service contracts with Ahel and ONCE IT and ToRs
  - Technical progress reports from partners
  - Revised NFD
- External Documents
  - Department of Statistics (DOS) – Employment and Unemployment Survey Data
- ILO Evaluation Guidance documents & templates

## Annex 5 – ILO Lesson Learned Template

| ILO Lesson Learned Template                                                                                                                                             |                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
| <b>Project Title:</b>                                                                                                                                                   | <b>Project TC/SYMBOL:</b> |
| <b>Name of Evaluator:</b>                                                                                                                                               | <b>Date:</b>              |
| 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)                                                                                                   |                           |
| Context and any related preconditions                                                                                                                                   |                           |
| Targeted users / Beneficiaries                                                                                                                                          |                           |
| Challenges /negative lessons - Causal factors                                                                                                                           |                           |
| Success / Positive Issues - Causal factors                                                                                                                              |                           |
| ILO Administrative Issues (staff, resources, design, implementation)                                                                                                    |                           |

## Annex 6 – ILO Emerging Good Practice Template

| ILO Emerging Good Practice Template                                                                                                                    |                           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
| <b>Project Title:</b>                                                                                                                                  | <b>Project TC/SYMBOL:</b> |
| <b>Name of Evaluator:</b>                                                                                                                              | <b>Date:</b>              |
| 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.)                                           |                           |
| Relevant conditions and Context: limitations or advice in terms of applicability and replicability                                                     |                           |
| Establish a clear cause-effect relationship                                                                                                            |                           |
| Indicate measurable impact and targeted beneficiaries                                                                                                  |                           |
| Potential for replication and by whom                                                                                                                  |                           |
| Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)                                            |                           |
| Other documents or relevant comments                                                                                                                   |                           |

## Annex 7 – Terms of Reference

### Terms of Reference (ToR) for Mid-Term Internal Project Evaluation Equality@Work: Advancing Healthy, Safe and Diverse Labour Force in Jordan

| 1. KEY FACTS                 |                                                                                       |
|------------------------------|---------------------------------------------------------------------------------------|
| TC Symbol:                   | JOR/23/06/NOR (109595)                                                                |
| Countries:                   | Jordan                                                                                |
| Project title:               | Equality@Work: Advancing Healthy, Safe and Diverse Labour Force in Jordan             |
| Duration:                    | 3 years (36 months)                                                                   |
| Start Date:                  | April 20 2024                                                                         |
| End Date:                    | April 19 2027                                                                         |
| Administrative unit:         | Regional Office for the Arab States – Decent Work for Women Programme (DW4W) – Jordan |
| Technical Backstopping Unit: | Regional Office for the Arab States (ROAS)/ DWT-Beirut                                |
| Evaluation requirements:     | Mid-Term Internal Evaluation                                                          |
| Donor:                       | Government of Norway                                                                  |
| Budget:                      | NOK 18,000,000                                                                        |

## 2. BACKGROUND INFORMATION

### Project Context

The longstanding collaboration between the Government of Norway (NoR) and the International Labour Organization (ILO) has been critical in advancing labour rights, gender equality, and decent work in Jordan. Since 2014, this partnership has led to a series of impactful initiatives, laying a strong foundation for the signing of a 3-year agreement in April 2024 to implement the ["Equality at Work: Advancing a Healthy, Safe, and Diverse Labour Force in Jordan \(2024–2027\)"](#) project. This project builds upon previous efforts and aligns with Jordan's national priorities, including the [National Strategy for Women](#) and the Engendered [Economic Modernisation Vision](#), further strengthening international and national partnerships to support Jordan's workforce.

Through joint actions, the ILO and NoR have collaborated with Jordanian stakeholders, including the government, employers, and workers, to promote sustainable improvements in labour conditions by

aligning national legislation with International Labour Standards (ILS). Equality@Work project continues these efforts, addressing critical challenges such as gender inequality in the workplace, gender pay gaps, and access to care services. It also demonstrates a commitment to fostering an inclusive and resilient labour market, empowering women, people with disabilities (PWDs), and marginalized groups such as migrant workers and Syrian refugees.

The project components were built on recommendations and consultations with NoR, consultations with the Government of Jordan (GoJ), the [ILO Global Care Policy Portal](#), and outcomes from the National ILS Conference held in Jordan in 2022. It targets key areas such as legislative reform, the care economy, skills development, social protection, and workplace occupational health and safety. Additionally, target groups and beneficiaries have been carefully identified, recognizing that investing in women, including migrant women, Syrian refugees, and PWDs, is essential to the national economy. It is equally important to enable and equip women and PWDs workers to meaningfully and productively participate in the labour market, meeting their needs and aspirations while contributing to the future of work in Jordan.

The project will be implemented over 36 months (3 years) and seeks to achieve ***three key outcomes*** with interlinked components:

1. Decent work through legislative support, skills development, and entrepreneurship enhanced.
2. Enhanced decent work conditions in the Care Economy.
3. Empowered Female workers and employers across female dominant sectors through Digital Transformation.

### 3. PURPOSE AND SCOPE OF THE EVALUATION

#### Evaluation Background

ILO considers evaluation as an integral part of the implementation of development cooperation activities. Provisions are made in all projects in accordance with ILO evaluation policy and based on the nature of the project and the specific requirements agreed upon at the time of the project design and during the project as per established procedures. The Regional M&E Officer at the ILO ROAS supports the evaluation function for all ILO projects.

In accordance with the ILO evaluation policy, two evaluations are required during the project implementation, one at the mid-term and the other at the end of the Action.

The project document states that a mid-term internal evaluation will be conducted, which will be used to enhance learning within the ILO and among key stakeholders and guide the project team in adjusting, if necessary, the project's approach and scope for implementation during the project's remaining period.

## **Purpose**

The purpose of the mid-term internal evaluation is to enhance learning within the ILO and among key stakeholders and guide the project team in adjusting, if necessary, the project's approach and scope for implementation during the project's remaining period.

The mid-term evaluation will be conducted using the OECD/DAC criteria (relevance, coherence, effectiveness, efficiency, impact and sustainability). Specifically, the mid-term evaluation focused on the following aspects:

- (1) Assessing the project's design and activities, its implementation strategy and approaches, the challenges and how these challenges are addressed; and to what extent these contribute to the achievement of project objectives.
- (2) Drawing key findings and lessons learned and proposing improvements and adjustments needed to ensure that the project remains relevant to the needs of the target groups and contributes to knowledge development.

The evaluation will comply with the ILO evaluation policy, which is based on the United Nations Evaluation Norms and Standards and the UNEG ethical guidelines.

## **Scope of the evaluation**

The mid-term evaluation will cover the project from the inception phase up until 30 June 2025 and look at the project's activities, outputs, and outcomes in Jordan. The evaluation will take into consideration the project duration, existing resources, and political, security, and environmental constraints. As a mid-term evaluation, it also has a strong learning objective, aiming to generate insights and recommendations to improve project implementation and performance during the remaining period.

The evaluation will take place tentatively from August 2025 until the end of data collection, expected around September 2025, through in-person (if the situation allows) and online fieldwork to collect information from different stakeholders. The consultancy shall start with an initial briefing with the project team and the Regional Office for Arab States (ROAS). The International Consultant will work in-person/online and may be supported by the DW4W programme team in Jordan in conducting fieldwork, including FGDs, stakeholder interviews, etc.

The evaluation will integrate environmental concerns and just transition as cross-cutting issues throughout its methodology and deliverables, including the final report. As the project is dedicated to advancing gender equality, this dimension will be given particular emphasis. In addition, other important thematic areas such as International Labour Standards (ILS), social dialogue, and inclusion will also be addressed throughout the evaluation process.

### Clients of the Evaluation

The primary clients of this evaluation are the ILO ROAS and the ILO Jordan team, the ILO constituents, and the donor, the Government of Norway. Secondary users include other project stakeholders and units that may indirectly benefit from the knowledge generated by the evaluation, including national partners and institutions who have been engaged throughout the project implementation.

## 4. EVALUATION CRITERIA AND QUESTIONS

The evaluation utilizes the standard OECD's Development Assistance Committee (DAC) which has 6 main criteria:

- ✓ **Relevance** – the extent to which the objectives are aligned with national and local priorities and needs, the constituents' priorities and needs, and the donor's priorities for the country;
- ✓ **Validity of design** – the extent to which the project design, logic, strategy and elements are/remain valid vis-à-vis problems and needs;
- ✓ **Efficiency** - The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way
- ✓ **Effectiveness** - the extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups;
- ✓ **Impact** - the extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects;
- ✓ **Sustainability** – the extent to which the net benefits of the intervention continue, or are likely to continue.

For the purpose of the mid-term evaluation, the focus will be on the following 3 criteria:

### Relevance and Coherence:

- ❖ Are the project's objectives aligned with the perceived needs of stakeholders, beneficiaries, etc. in both design and implementation?
- ❖ Do the project's objectives and products complement or align with the ILO's P&B (2024-25) and the UNSDCF (2023-25) for Jordan, DWCP, other initiatives by regional institutions, ILO

programs, or development partners? How does the project integrate with the strategies and programs of other partners?

- ❖ How does the project integrate gender considerations into its strategies and programs, aligning with the gender-related goals of the ILO?
- ❖ What is the project's specific contribution, its added value, in relation to the ordinary activities carried out by the national actors concerned?
- ❖ How do the identified conflict dynamics affected the planning, implementation and progress of the project?
- ❖ How coherent is the project's logical framework (e.g. do outputs have a causal link with outcomes, which in turn contribute to the project's broader development objective? Is the results framework realistic?

#### **Impact orientation and sustainability:**

- ❖ How is the project expected to influence gender equality outcomes across its three components—policy reform, the care economy, and digital transformation—and what changes are anticipated in the roles and participation of key stakeholders, including government, employers, and workers?
- ❖ What is the anticipated evolution from initial action research and pilot interventions to more advanced strategies in each of the three focus areas? What mechanisms are in place to monitor and assess this progression and its impact on women's empowerment and inclusion during the initial stages of implementation?
- ❖ To what extent are partners (government institutions, social partners, and other stakeholders) demonstrating the capacity and commitment to sustain efforts in gender-responsive policy development, care economy support, and digital transformation? How is the project fostering early signs of national ownership and institutional buy-in?
- ❖ Does the project have an exit or sustainability strategy in place? How does it ensure that the conclusion or transition of activities will reinforce long-term engagement and sustainable outcomes, particularly in embedding gender-responsive policy reforms, strengthening care economy, and advancing digital access and skills for women?

#### **Effectiveness and efficiency**

- ❖ Will the project be capable of achieving its desired outcomes and outputs?
- ❖ What potential challenges or obstacles might hinder the effectiveness of the project?
- ❖ How effective are resources, including human, financial, and technological, allocated for the project?
- ❖ Considering challenges encountered during implementation, what strategies can be employed to address these challenges in the upcoming year?

## **5. METHODOLOGY**

The evaluation will be carried out by a hired external consultant. The following is the proposed evaluation methodology. Any changes to the methodology should be discussed with and approved by the Evaluation Manager and the DW4W Programme Manager.

The evaluation will follow a mixed-methods approach, ensuring triangulation of data sources, methods, and perspectives to strengthen the validity and reliability of findings. Evidence-based findings will be prioritized throughout the evaluation process to inform actionable and well-grounded recommendations.

## **Desk Review**

The evaluator will review project background materials before conducting any interviews. These include the project documents, progress reports (if available), intervention plans, legal analyses and studies conducted, TORs and background documents for ongoing activities, and any other relevant documents including national and regional ones.

### **1. Briefing**

The evaluator will have an initial consultation with the relevant ILO project staff and specialists in Jordan and ROAS. The objective of the consultation is to reach a common understanding regarding the status of the project, the priority evaluation questions, available data sources and data collection instruments, and an outline of the final evaluation report. The following topics will be covered: status of logistical arrangements, project background and materials, key evaluation questions and priorities, outline of the inception and final report.

### **2. Individual Interviews and/or Group Interviews**

Following the initial consultation with ROAS and the DW4W Programme Manager, as well as the initiation briefing with the project team and backstopping specialist, and the completion of the desk review and inception report, the evaluator will hold meetings with stakeholders. These interviews will use a questionnaire designed to solicit feedback on opportunities and constraints related to the delivery of project outcomes. The questionnaire will be developed by the evaluator in consultation with project staff. A list of interviewees shall be developed by the project staff and provided to the evaluator. The evaluator will schedule the meetings.

In addition, focus group discussions (FGDs) will be conducted with selected groups of end beneficiaries, particularly women workers and employers from the targeted sectors, to gather deeper insights into their lived experiences, challenges, and outcomes resulting from the project interventions.

#### **4. Case Studies**

To complement the evaluation findings, the evaluator will develop 3 **case studies** to highlight specific success stories or promising practices that emerged during project implementation. These will serve to illustrate the project's impact on individuals or institutions and enhance learning among stakeholders.

#### **5. Debriefing**

Upon completion of the data collection and analysis, the evaluator will provide a debriefing to the project team, ILO DWT, and ROAS on the evaluation findings, conclusions, and recommendations. The evaluator will also debrief stakeholders to validate results and ensure ownership of the findings.

### **Evaluation Management**

The evaluator will report to the DW4W Programme Manager on technical and methodological matters.

## **6. MAIN DELIVERABLES**

**The main outputs of the evaluation consist of the following:**

- Deliverable 1: Inception Report.
- Deliverable 2: Draft final report and PowerPoint Presentation on preliminary findings.
- Deliverable 3: Final evaluation report with executive summary and templates for lessons learned and good practices fully filled in (as per ILO's standard procedure).
- Deliverable 4: Three case studies that reflect key learnings, good practices, and lessons from project implementation, with a focus on gender equality and cross-cutting themes.

### **Inception Report**

The evaluator will draft an Inception Report, which should describe, provide reflection and fine-tuning of the following issues:

- Project background
- Purpose, scope and beneficiaries of the evaluation
- Evaluation criteria and questions

- Methodology and instruments
- Evaluation Questions Matrix (EQM)
- Main deliverables
- Management arrangements and work plan.

## Final Report

The final version of the report will follow the format below and be in a range of **20-25 pages** in length, excluding the annexes:

1. Title page
2. Table of Contents, including List of Appendices, Tables
3. List of Acronyms or Abbreviations
4. Executive Summary with key findings, conclusions and recommendations
5. Background and Project Description
6. Purpose of Evaluation
7. Evaluation Methodology and Evaluation Questions
8. Key evaluation findings (organized by evaluation criteria)
9. A table presenting the key results (i.e. figures and qualitative results) achieved per objective (expected and unexpected)
10. Clearly identified conclusions and recommendations
11. Lessons Learned (in prescribed template)
12. Potential three good practices/case studies (in prescribed template) taking into account gender specificities
13. Annexes (list of interviews, TORs, list of documents consulted, list of meetings and interviews attended, etc.)

The quality of the report will be assessed against the EVAL Checklists 4, 5, and 6.

The deliverables will be submitted in the English and Arabic languages and structured according to the templates provided by the ILO.

## 7. MANAGEMENT ARRANGEMENTS

### ROLES AND RESPONSIBILITIES

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

- Review the TORs and provide input, propose any refinements to assessment questions, as necessary, during the inception phase;
- Review project background materials (e.g., project document, 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 ILO EM and REO prior to the evaluation mission.
- Conduct field research, interviews, as appropriate, and collect information according to the suggested format, including leading on logistical arrangements;
- Present preliminary findings to the stakeholders;
- Prepare an initial draft of the evaluation report with input from ILO specialists and constituents/stakeholders;
- Conduct a briefing on the findings, conclusions and recommendation of the evaluation to ILO project team and ROAS;
- Prepare the final report based on the ILO, constituents' feedback obtained on the draft report.

*The ILO Evaluation Manager/ DW4W Programme Manager is responsible for:*

- Drafting the TORs;
- Finalizing the TORs with input from colleagues;
- Hiring the consultant;
- Providing the consultant with the project background materials in consultation with project staff, through uploading in specific space created for this purpose;
- Participating in preparatory consultations (briefing) prior to the assessment mission;
- Assisting in the implementation of the assessment methodology, as appropriate (i.e., participate in meetings, review documents), in consultation with Project team;
- Reviewing the initial draft report, circulating it for comments and providing consolidated feedback to the External Evaluators (for the inception report and the final report);
- Reviewing the final draft of the report;
- Disseminating the final report to all the stakeholders – in consultation with ILO Jordan;
- Coordinating follow-up as necessary.

*The ILO REO:*

- Provides support to the planning of the evaluation;
- Provide technical inputs as needed.

### **Duration of Contract and Timeline for Delivery**

The collaboration between ILO and the Consultant is expected to start as of **August 2025** (or upon signature) until **15 March 2025**. The estimated number of required working days for this assignment is as below:

| Tasks                                            | Number of Working days |
|--------------------------------------------------|------------------------|
| Kick-off meeting and preparations for assignment | 1                      |

|                                                        |    |
|--------------------------------------------------------|----|
| Desk review of documents related with projects         | 3  |
| Drafting Inception report                              | 3  |
| Interviews                                             | 8  |
| Drafting report                                        | 7  |
| Briefing of preliminary findings                       | 1  |
| Integration of comments and finalization of the report | 2  |
| Estimated Total number of Working days                 | 25 |

## Supervision

The evaluator will work under the direct supervision of the DW4W Programme Manager on any technical and methodological matters related to this evaluation. The evaluator will be required to provide continuous updates on the progress of work and revert to the ILO with any challenges or bottlenecks for support. Coordination and follow-up with the evaluator will take place through e-mail or MS Teams or any other digital communication means.

## Payment terms

- 20 per cent of the total fee against deliverable 1 above approved by the DW4W Programme Manager.
- 80 per cent of the total fee against deliverables 2, 3 and 4 above, approved by the ILO Regional Evaluation Officer.

## 8. 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” (See attached documents). The selected consultant will sign the Code of Conduct form along with the contract.
- UNEG ethical guidelines will be followed throughout the evaluation.

## 9. REQUIREMENTS

The evaluator should have:

- Master's degree in social sciences, gender studies, economics, development studies, evaluation, or a related field, with demonstrated strong research experience in gender-related topics;
- Previous experience in conducting evaluations for UN agencies is required; experience with the ILO, particularly on gender equality and women's economic empowerment initiatives, is a strong advantage;
- A minimum of 7 years' experience in designing and conducting project and programme evaluations, with demonstrated focus on gender equality, women's empowerment, and inclusive development programmes;
- Proven expertise in evaluation methodologies, with a particular emphasis on gender-responsive evaluation approaches and familiarity with ILO's evaluation framework is an asset;
- Experience in evaluating development interventions with a gender lens;
- Knowledge of the ILO, its normative mandate, tripartite structure, and technical cooperation activities, especially in relation to gender equality, is an asset;
- Good understanding of the context in Jordan and the wider Arab region, particularly in relation to gender dynamics and women's access to decent work;
- Full command of the English and Arabic languages (spoken and written) is required.

## 10. PROPOSAL SUBMISSION

The ILO is inviting qualified individual consultants having relevant experience in delivering similar services as mentioned in this Terms of Reference (TOR) to submit technical and financial proposals.

The applicant must submit the Technical Proposal and requested daily rate along with supporting documents requested (in manageable size – zip files).

The email subject should mention: (name of consultant - "Ref.: Equality@Work Internal Mid-Term Evaluation". The proposals will be submitted by email to: [aslan@ilo.org](mailto:aslan@ilo.org) copying [abuswilem@ilo.org](mailto:abuswilem@ilo.org)

Deadline for submission by **20 July 2025 by 2:00 pm** (Jordan Standard Time).

Queries and questions from potential applicants on any section of this TOR are welcome. Please send relevant questions by **18 July 2025**.