



Decent Work in Jordan's Floriculture Sector Project

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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

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This Final Independent Evaluation of “Decent Work in Jordan’s Floriculture Sector Project” was prepared by the evaluation consultants Ms. Svetlana Bronyuk (team leader, international consultant) and Mr. Ahmed Tamimi (national consultant, team member), who have had no prior involvement or association with the ILO work. The views and opinions expressed in this report are those of the evaluation consultants and by no means represent any official position of the ILO or the stakeholders of the project country.

The evaluators would like to thank Ms. Hiba Al Rifai, the ILO Evaluation Manager, Ms. Maysoon Al-Remawi, National Project Coordinator, Ms. Asma Nashawati, Admin and Finance Officer for their invaluable support and collaboration throughout all stages of the evaluation process.

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LIST OF ACRONYMS

CO	Country Office
DAC	Development Assistance Committee
DFAT	Department of Foreign Affairs and Trade, Government of Australia
DWCP	Decent Work Country Program
ETE	End Term Evaluation
GFJTU	General Federation of Jordanian Trade Unions
HQ	Headquarters
ILO	International Labour Organization
ITC ILO	International Training Center of the ILO
IFH-NHF	Institute for Family Health - Noor Al Hussein Foundation
JCFA	Jordanian Association for Cut Flowers & Ornamental Plants
HR&GE	Human Rights and Gender Equality
MoA	Ministry of Agriculture
M&E	Monitoring & Evaluation
MoL	Ministry of Labour
OSH	Occupational Safety and Health
SDGs	Sustainable Development Goals
SMART	Specific, Measurable, Achievable, Relevant, Time-bound
TOC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Frameworks
UNDP	United Nations Development Program
UNSDCF	United Nations Sustainable Development Cooperation Framework
VTC	Vocational Training Corporation

EXECUTIVE SUMMARY

Current evaluation exercise is a Final Independent Evaluation of the ILO Project “Decent work in the floriculture sector in Jordan”. The project is funded by the Government of Australia represented by the Department of Foreign Affairs and Trade (DFAT). The budget of the project is US\$ 2,394,539. The project was signed on 1st July 2019 and ended on 31st October 2022.

The Project adapted and piloted a compliance model² to the floriculture subsector, addressing decent work deficits. At the same time, it launched skills training and worked closely with international sectoral and export specialists to enhance firm-level productivity and access to new market opportunities¹.

Purpose, scope and clients of the evaluation

The main purpose of this independent final evaluation is to provide an independent assessment of the progress to date for accountability and learning purposes, through an analysis of relevance, effectiveness, efficiency, effects and orientation to impact of the project. The exercise is conducted in line with the ILO Evaluation Policy Guidelines: ILO Policy Guidelines for results-based evaluation and the UN Norms and Standards for Evaluation².

The evaluation scope covered the whole project period from the start on 1 July 2019 until the end of the Project, 31 October 2022. The evaluation integrated gender equality, disability inclusion and other non-discrimination issues as a cross-cutting concern throughout its methodology, analysis and deliverables. Gender concerns were addressed in accordance with the ILO Guidance note 4, “Integrating gender in monitoring and evaluation of projects”.

Finally, the evaluation paid special attention to how the Project is relevant to the ILO’s Programme and policy frameworks at the national, regional and global levels, relevant Sustainable Development Goals (SDGs), UNSDCF and national sustainable development strategies and other relevant national development frameworks, including relevant sectoral policies and programmes.

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² Norms and Standards for Evaluation (2016). URL: <http://www.uneval.org/document/detail/1914>

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

Methodology of evaluation

The evaluation applied a mixed-method approach, with the main focus being on the qualitative techniques, including quantitative data obtained through the review of the project documents and reports and video materials produced by the Project. The primary data was collected directly from the stakeholders through individual and group interviews conducted with the stakeholders via virtual and in-person mode. The focus group discussions were held with the project's beneficiaries – represented by the trainees and workers (Syrian and Jordanian men and women) and the farmers (men mostly as there are no farm owners in Jordan who are women).

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

Main Findings and conclusions

Relevance, coherence and strategic fit: Strategic relevance of the project has been rated as high by all key stakeholders and constituents who confirmed great importance of the project to the overall importance of creating decent work opportunities for vulnerable groups of population including women, youth, Syrian refugees and persons with disabilities. The project is well-aligned with countries' national priorities, strategies and plans such as Jordan Vision 2025, ILO Decent Work Country Programme (DWCP), Jordan Response Plan (JRP) for the Syria Crisis 2020-2022, National Strategy for women in Jordan 2020-2025, United Nations Sustainable Development Framework (UNSDf), National Framework on Child Labor, and others.

Validity of Design: The project's design is based on the Results Based Management approach (RBM). Overall project's design including the project's major desired Outcomes is logical and coherent. The outcome level results and major outputs address the ILO cross cutting issues to a high extent through the gender-sensitive, disability inclusive and environmentally sustainable activities and human-centered indicators. The Project design benefitted from the Needs Assessment and Vulnerability study which informed future interventions.

Effectiveness: The Project provided technical support and resources to support the employability of vulnerable groups of population through expansion of employment opportunities for women and persons with disabilities. Social dialogue fostered by the Project set the ground for improvement of the regulatory framework in the agriculture sector with the high share of informal economy. The unified contract for Jordanian and

non-Jordanian workers, training on OSH for workers and the employers, and training of labour inspectors in the agriculture sectors are the major results contributing to decent work in the floriculture sector. The project achieved the targets almost across all desired outcomes except for the targets related to the job matching of persons with disabilities. Total number of people matched with jobs is 116 (70% female, 30% male), out of them 81% are Jordanians and 19% are Syrians. Only 2 persons with disabilities (male Syrians) were matched with jobs.

Efficiency of resource use: Overall implementation of the project was delayed for almost a year due to the challenges in hiring the CTA and the effects of the COVID-19 which postponed the start of the training component of the project. The time resources allocated for the outcome 3 were not enough to manage for results in a more strategic way. The project demonstrated efficiency in strategic use of resources through gender-sensitive budgeting and environmental sustainability approach through allocation of specific funds to support farmers in creating green jobs. The project lacked sufficient financial resources to support the employability of persons with disabilities in a more targeted way.

Impact Orientation and Sustainability: the project impacted the floriculture sector of Jordan by creating the pool of skilled workers represented by Syrian refugees and vulnerable Jordanians, including men, women, and persons with disabilities. The Project achieved the results with high sustainability and impact orientation to decent work – training workers on OSH in the floriculture sector, developing unified contract for Jordanian and non-Jordanian workers and preparing the ground for enhancing compliance practices in the sector. The knowledge generated by the Project opens export opportunities for local farms with future potential to the creation of new green jobs. The investment of the Project in the farms assets demonstrated strong impact orientation towards gender equality, environmental sustainability and disability inclusion.

Lessons learnt:

Lesson learnt 1. Increasing employability of persons with disabilities in floriculture sector requires careful analysis of risks and hazards at the workplace, analysis of suitability of certain occupations for persons with disabilities with certain abilities and analysis of the accessibility of the workplace.

Lesson learnt 2. Enhancing employability of persons with disability requires supporting the employers in enhancing the accessibility of the workplace, in training supervisors of persons with disabilities on possible risks and hazards for PwDs at the workplace and in finding the operations which could be performed by PwDs at certain workplace.

Lesson learnt 3. Establishing WASH facilities for women at the farms increases willingness of women to invest more hours in work.

Lesson learnt 4. Women in Jordan do not mind working with men at the same workplace, provided that they have gender-sensitive working environment.

Emerging good practices:

This evaluation exercise collected several emerging good practices with potential for replication on the part of the ILO and other donors including governments:

Best practice 1. Provision of the farms with environmentally friendly facilities aimed at better utilization of natural resources leads to saving operation costs which could be invested by the farmers into creation of green jobs.

Best practice 2. Holding floriculture trainings in the farms accompanied by the daily allowances, transportation and food allowed representatives of the vulnerable groups to concentrate on learning and develop good theoretical and practical skills.

Main recommendations and follow-up

- 1. To the Project Team.** To consult with the ACTEMP at DWT/Beirut on current opportunities for JCFA members to undergo the ILO In Business Programme and other trainings developed by the ILO ITC Training Centre for employers' organizations to be undertaken by JCFA management on design and promoting new services for its members.
- 2. To the DWT/Beirut.** To conduct consultations with the tripartite constituents and the potential donors on the development of the second phase intervention aimed at scaling up current activities through engaging other farms in the floriculture sector to promote decent work and create green jobs for Syrian refugees, vulnerable Jordanians (women in vulnerable situation, youth in NEET), persons with disabilities (men and women) and migrant workers (men from Egypt).
- 3. To the JCFA.** To build on achieved results and support their members in delivering new services through trainings, outreach campaigns and dissemination of the developed materials to promote growth of the floriculture sector and decent work opportunities for men and women, including persons with disabilities. To utilize the created e-platform by helping farmers meeting skilled workers trained by the Project.
- 4. To the DWT/Beirut.** To continue advocacy efforts in Jordan in promoting ratification of the governance convention C129, explaining the importance for tackling challenges of informality along with the adherence to the fundamental conventions already ratified by Jordan and enhancing better understanding of the Recommendation No. 204 on Transition from the Informal to the Formal Economy.
- 5. To the farmers (employers) in the floriculture sector.** To create career development opportunities for men and women working in the floriculture sector to

allow their personal and professional growth and increase of income (strong recommendation from workers - 15 JD per day).

- 6. To the GFJTU.** To build on achieved results to continue work with the Labour Management Committees on expanding and strengthening the unionization of workers within the floriculture sector giving special attention to women working in the sector and persons with disabilities (men and women).
- 7. To the government, Ministry of Labour and/or the donors.** To introduce wage-subsidies and micro-grants to the employers in the agriculture sector aimed at widening accessibility of the farms for persons with disabilities (men and women), creating decent jobs for PwDs (men and women) and starting floriculture business for men and women.
- 8. To the government, Ministry of Agriculture and/or the donors.** To introduce micro-credits with low or zero interest rates and micro-grants for farmers with alternative types of affordable collateral (guarantees) in the agriculture sector to pilot environmentally friendly technologies – hydroponic, solar energy, better water management and green recycling.

1. INTRODUCTION

Current evaluation exercise is a Final Independent Evaluation of the ILO Project “Decent work in the floriculture sector in Jordan”. The exercise is conducted in line with the ILO Evaluation Policy Guidelines: ILO Policy Guidelines for results-based evaluation³ and the UN Norms and Standards for Evaluation⁴.

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

The specific objectives of the evaluation are the following:

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

The evaluation scope covered the whole project period from the start 1st July 2019 to 31st October 2022. The evaluation covered all the planned outputs and outcomes under the project, with particular attention to synergies between the components and contribution to the national policies and programmes.

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

³https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_571339.pdf

⁴ Norms and Standards for Evaluation (2016). URL: <http://www.uneval.org/document/detail/1914>

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

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

Six crosscutting themes were assessed. These include:

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

The evaluation aimed to help understanding how and why the project has advanced or is in the way to obtain (or not obtain) the specific results from outputs, potential outcomes and impact. The geographical analysis of the assessment covered Jordan at the national level and the implementation selected target areas through a desk review and interviews with stakeholders in Amman, Madaba, Baqaa and Irbid.⁵

2. CONTEXT AND BACKGROUND

2.1. Brief outline of country context

Jordan, officially the Hashemite Kingdom of Jordan, is a country in Western Asia. Jordan is bordered by Saudi Arabia to the south and east, Iraq to the northeast, Syria to the north, and the Palestinian West Bank, Israel, and the Dead Sea to the west.⁶ It has a 26 km coastline on the Gulf of Aqaba in the Red Sea to the southwest. The Gulf of Aqaba separates Jordan from Egypt. Amman is Jordan's capital

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⁶ The official position of the Hashemite Kingdom of Jordan is Jordan is located in western Asia and is bordered by the Syrian Arab Republic to the north, Palestine to the west, Iraq to the east, and the Kingdom of Saudi Arabia to the south and east

and largest city, as well as its economic, political, and cultural centre. Arabic is the official language of the State.

Jordan is an upper-middle-income country, with a population of 11 million, 74 percent of whom are below the age of 30. Jordan is also a resource-poor, food-deficit country with dwindling energy and water resources and limited agricultural land. It carries the social, economic and environmental burden of hosting around 675,000 Syrian and 87,000 refugees of other nationalities registered with the United Nations High Commissioner for Refugees as of April 2022.⁷

Jordan's development has suffered challenging circumstances, with the economy enduring shocks amounting to around 44% of GDP over the past decade. The so-called "Arab Spring", the Syrian conflict and the emergence of ISIS, and the consequent disruption of trade and refugee flows, among others, led to a reduction in economic growth rates, that dropped from an average of 6.5% in 2000-2009 to around 2.4% in 2010-2019⁸

In July 2016, the EU and Jordan agreed on a simplification of the rules of origin applicable to imports of Jordanian goods into the EU in line with the EU-Jordan Compact. The simplification allows producers in Jordan to use a very advantageous set of rules of origin on the condition that the production of their goods offers new job opportunities for Syrian refugees.

Jordan has begun its recovery from the COVID-19 shock — real GDP grew by 2.2% in 2021 following a 1.6% contraction in 2020. However, the COVID-19 crisis has exacerbated Jordan's jobs challenge: Unemployment stood at 23.3% in Q4-2021, youth unemployment reached nearly 50% and the women's labor force participation rate is 14%, one of the lowest in the world.⁹ Jordan's literacy rate is one of the highest in the region (97.9%). Jordan's literacy rate remains high compared to the world average.

Jordan also faces several climate-related hazards including significant temperature increases, precipitation decreases and increased incidents of drought. Jordan is heavily dependent on fossil-fuel imports, with limited natural resources. It is among the most water-poor countries in the world. Jordan's cities are home to 91.6 per cent of the country's overall population, but only take up a mere 3.8 per cent of the country's surface.¹⁰

The Agriculture sector in Jordan employs 15% of the labor force in the country. The agriculture sector in the Kingdom has economic and social dimensions, especially in rural areas where the sector is considered as a source of income for about 80 thousand families in the rural and urban areas. Jordan's agriculture sector is one of the Kingdom's

⁷ [WFP Jordan Country Brief | United Nations in Jordan](#)

⁸ [VNR 2022 Jordan Report.pdf \(un.org\)](#)

⁹ [Jordan Overview: Development news, research, data | World Bank](#)

¹⁰ [Infographics: Urbanisation and Urban Development in Jordan - Urbanet](#)

most competitive sectors that is experiencing strong growth and has doubled its contribution to Jordan's national GDP from 2.0% to 5.5 % in the past five years. The significant growth is primarily driven by domestic demand and demand in the Middle East and North Africa (MENA) region, to which Jordan enjoys direct market access.¹¹

Of every nine people aged 5 years and over in Jordan, there is an individual with a disability (difficulty) at a percentage of 11.1%. The overall number of Jordanian people with disabilities (difficulty) aged 5 years and over is 651 396. The prevalence of disability (functional difficulties) among males is higher than among females, with prevalence rates of 11.5% and 10.6%, respectively. One third of Jordanian illiterates aged 13 years and over are persons with disabilities (functional difficulties) at 36.8%. The percentage of workers with disabilities (functional difficulties) reached 10.2% of the total employed Jordanian population aged 15 years and over, and the percentage of those seeking employment reached 10%.¹² Jordan ratified the 2007 Convention on the Rights of Persons with Disabilities in 2008.

Jordan ratified seven out of ten fundamental conventions of the ILO and three out of four governance conventions. Jordan has not ratified such fundamental conventions as C087 - Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87), C155 - Occupational Safety and Health Convention, 1981 (No. 155), C187 - Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187), P029 - Protocol of 2014 to the Forced Labour Convention, 1930; and the governance (priority) conventions related to labour inspection, namely Labour Inspection (Agriculture) Convention, 1969 (No 129).

Jordan signed the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) on March 12th, 1980, and ratified it in July 1st, 1992, with reservations made on Article 9 (2) concerning citizenship, and Article 16 (1), paragraphs c, d and g concerning marriage, family relations, housing and mobility right. In March 2020, the Jordanian government endorsed the National Strategy for Women (2020-2025) aimed at enhancing women's participation and empowerment in all fields and adopting a Gender Mainstreaming Policy and an executive action plan for the policy in the public sector.¹³

Child labour rates in the Kingdom have doubled compared with pre-crisis figures, according to the latest national survey on child labour carried out in 2016 by the Centre for Strategic Studies in cooperation with the ILO, the Ministry of Labour and the Department of Statistics. Surveying some 20,000 families across 12 governorates and the Zaatari refugee camp, the assessment revealed that 75,982 children in the five to 17 age group were working. This ILO project aims to address the problem by strengthening

¹¹ [Agriculture-Sector-Profile-24-4.pdf \(moin.gov.jo\)](#)

¹² General Population and Housing Census of 2015

¹³ [Jordan Action-Plan 2021-2025 EN.pdf \(opengovpartnership.org\)](#)

the policy and legislative frameworks and building the capacity of key stakeholders to combat child labour.

In 2011, Jordan adopted a comprehensive policy on child labour, the National Framework to Combat Child Labour (NFCL), which aims to tackle the issue throughout the Kingdom through systematic monitoring of child labour and collective action by key stakeholders, mainly the ministries of Labour, Education and Social Development. Since 2012, the piloting of the NFCL has been rolled out to all of Jordan's governorates with the support of the ILO. A National Survey on Child Labour is currently being conducted, coordination mechanisms with particular emphasis on Syrian refugees are being strengthened and child labour monitoring through training of officials and improving the Child Labour Database are being further strengthened.¹⁴ Jordan ratified the Convention on the Rights of the Child in 1991, with a reservation to article 14 on freedom of thought, conscience and religion, and articles 20 and 21 on adoption. Jordan also ratified the ILO conventions related to child labour - C182 - Worst Forms of Child Labour Convention, 1999 (No. 182) and C138 - Minimum Age Convention, 1973 (No. 138).

2.2. Project context

The Project "Decent work in the floriculture sector in Jordan" has taken a sector-specific approach to advance the ILO and the Government of Jordan's common commitment to promote Decent Work, social justice and equity. Under the DWCP 2018-2022, it has supported the export readiness of flower producers (DWCP output 1.2.3), increased job matching through employment services (DWCP output 1.2.1) and contributed to enhanced Occupational Safety and Health at the firm-level (DWCP Pillar II). At the global level the project had planned direct contributions to the Outcome 3 of the ILO Programme and Budget: Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all. The project builds on a larger agriculture intervention launched by the ILO, with support from the Kingdom of the Netherlands, in 2018.

The project adapted Better Work Jordan monitoring and advisory tools to enhance compliance with labour standards in the agriculture sector. It also established a Tripartite Working Group to negotiate, draft and endorse bylaws for agriculture workers, under the labour code. Under the project, the ILO in Jordan established networks with farmers and industry associations which provide an organizing block for workers and employers in the sector. Ultimately the project sought to influence a more productive and socially just

¹⁴ [Moving Towards a Child Labour Free Jordan \(ilo.org\)](https://ilo.org/moving-towards-a-child-labour-free-jordan)

floriculture sector through investing in the development of workers' skills with a view to improve their employability and value in the floriculture labour market.

The project was signed on 1st July 2019 and ended on 31st October 2022.

Expected Project's outcomes

- Outcome 1: Improved employability of 1000 Syrian refugees and vulnerable Jordanians in Madaba, Irbid, and Balqa governorates.
- Outcome 2: Improved working conditions and enhanced compliance with national legislation and International Labour Standards on target farms
- Outcome 3: Increased local capacity (knowledge and expertise) in multiple levels of the floriculture value chain.¹⁵

The management set-up of the Project

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

¹⁵ TOR, ProDoc

3. EVALUATION BACKGROUND

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

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

3.1. Evaluation purpose and objectives

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

Objectives of this evaluation

The main objectives of the evaluation are to:

- Review the work done so far and assess the level of achievement of the stated objectives of the project
- Assess the contribution of the project to the enabling environment for sustainable enterprises
- Inform the next steps, and improve further programming in the areas addressed by the project
- Provide technical inputs aimed at better defining the role of the ILO in relation to further strengthening of the capacity of the ILO constituents to effectively contribute to the promotion of entrepreneurship
- Provide recommendations on steps to be taken to achieve better coordination, coherence and synergies with other UN family organizations

The specific objectives of the evaluation are the following:

1. Assess the relevance and coherence of project's design regarding country needs and how the project is perceived and valued by project beneficiaries and partners.
2. Identify the contributions of the project to the SDGs, the country's UNSDCF and DWCP, the ILO objectives and CPOs and its synergy with other projects and programs in both countries.
3. Analyse the implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes and impacts, including unexpected results and factors affecting project implementation (positively and negatively).

4. Review the institutional set-up, capacity for project implementation and coordination mechanisms.
5. Assess the implementation efficiency of the project.
6. Review the strategies for outcomes' sustainability and orientation to impact.
7. Identify lessons and potential good practices for the tripartite constituents, stakeholders and partners; and
8. Provide strategic recommendations for the different tripartite constituents, stakeholders and partners to improve implementation of the project activities and attainment of project objectives.

Users and clients of this evaluation

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

Scope of this evaluation

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

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

Six crosscutting themes were assessed. These include:

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

The evaluation aims to help understanding how and why the project has advanced or is in the way to obtain (or not obtain) the specific results from outputs, potential outcomes and impact. The geographical analysis of the assessment covered Jordan at the national

level and the implementation selected target areas through a desk review and interviews with stakeholders.¹⁶

3.2. Evaluation principles and standards

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

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

3.3. Evaluation methodology

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

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

This evaluation took into account the views and opinions of 88 persons (42 men and 46 women).

Evaluation methodology included the following data collection methods:

Document review: Review and analysis of project document, the theory of change, DWCP, progress reports and the ILO reports, activity reports, surveys, studies and other knowledge products produced by the project as well as other relevant documents.

¹⁶ TOR

Overall, the end-term evaluation consulted more than 60 documents, out of them more than 50 – documents, papers and news pieces produced by the Project.

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

Each interview lasted not less than 30 mins and was conducted in line with UNEG Norms and Standards on competencies and ethics in evaluation¹⁷. See Annex B for the detailed statistics and list of persons interviewed. Overall, 29 interviews (22 individual and 7 group interviews) were conducted with the participation of 41 persons (24 men and 17 women).

Focus group discussions (FGDs): 8 focus group discussions were held with 47 project beneficiaries (workers) - 18 men (38%) and 29 women (62%), Syrian refugees (40%), vulnerable Jordanians (60%) and persons with disabilities (men and women). A stratified random sampling was carried out to select FGD participants, in order to have a representation from various strata (males, females, PwD, Age, Jordanians, Syrians). The team worked with JCFA to invite participants. To fulfill the required number, the team invited replacement participants to the original sample.

The focus group discussion were held in Baqaa (4 FGDs, out of them 2 FGDs with men and 2 FGDs with women), in Irbid (2 FGDs with women¹⁸) and in Madaba (2 FGDs, out of them 1 FGDs with men and 1 FGDs with women). See Annex B for the detailed statistics and list of persons engaged in FGDs. The focus groups were held in the regions targeted by the Project, the biggest number of the FGDs was held in Baqaa hence the majority of beneficiaries were from this region.

Data validation/Evaluation Briefings with the project team and project stakeholders: at the end of the data collection phase, the evaluators conducted data validation briefings with the ILO's project team and project stakeholders. During the briefings, the findings of the data collection were presented, evaluation findings were jointly discussed and validated, and a set of emerging recommendations and lessons learnt identified. The briefings allowed enhancing validity of results and ensuring ownership of the recommendations developed during evaluation

Evaluability of human rights and gender equality. The final independent evaluation adopted a Human Rights and Gender Sensitive Approach. To ensure this, UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation¹⁹ was followed in conducting the exercise and reporting. Preliminary analysis of the evaluability of human rights and gender equality has been conducted at the inception phase. On the basis of the evaluability exercise, UNEG recommendations were suggested to be included in the evaluation process, they are available as Annex D to this report and were used for orientation in data collection and report writing stages.

¹⁷ UNEG Norms and standards for evaluation, 2016 URL: <http://www.uneval.org/document/detail/1914>

¹⁸ No male participants were in Irbid

¹⁹ United Nations Evaluation Group, Integrating Human Rights and Gender Equality in Evaluation, (UNEG, 2014)

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

3.4. Evaluation criteria and questions

The evaluation followed the UN Evaluation Standards and Norms, the Glossary of key terms in evaluation and Results Based Management utilizing OECD DAC evaluation criteria²⁰. The evaluation applied the OECD/DAC evaluation criteria of relevance, coherence, effectiveness, efficiency, sustainability and impact potential. Below are the main evaluation questions per each of the criteria:

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

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

b) Validity of intervention design

4. Was the project realistic (in terms of project strategy, expected outputs, outcome and impact) given the time and resources available, including performance and its M&E system, knowledge sharing and communication strategy, and resource mobilization?
5. To what extent did the project integrate the ILO's cross-cutting themes in the design? Did the project design consider the gender dimension of the planned

²⁰ OECD DAC evaluation criteria which were used are: the relevance, the coherence and validity of the programme design, effectiveness and efficiency of the programme, the impact of the results and the potential for sustainability.

interventions through objectives, outcomes, outputs and activities that aim to promote gender equality? Was a gender analysis included during the initial needs assessment of the project?

6. Was the project's Theory of Change (ToC) comprehensive, integrating external factors, and was it based on a systemic analysis?
7. Did the project interventions effectively address ownership and sustainability?
8. Does the intervention include logical and coherent results and monitoring frameworks for a human-centered recovery from the socio-economic impact of COVID-19 pandemic, drawing on international labour standards and social dialogue and responsive to gender equality and non-discrimination and environmental sustainability concerns?

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

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

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

14. Were the resources (financial, human, technical support, etc.) allocated strategically to achieve the project outputs and specially outcomes? If not, why

and which measures were taken to work towards achievement of project outcomes and impact?

15. Were the project's activities/operations in line with the schedule of activities as defined by the project team, work plans and budgets?
16. To what extent did the project leverage on resources to promote gender equality and nondiscrimination; and inclusion of people with disability/differently abled? How much resources were spent on male and on female beneficiaries? How does this compare to the results achieved for men and for women?
17. To what extent has the project leveraged new or repurposed existing financial resources to mitigate COVID-19 effects in a balanced manner? Does the leveraging of resources take into account the sustainability of results?

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

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

3.5. Limitations of the evaluation

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

- The data collection process conducted in a distant mode was challenged by the fact that the possibility to hold interviews online resulted in several postponements which increased the duration of the data collection phase.
- The focus groups with the beneficiaries didn't foresee the transportation for the participants, thus the planned number of the participants could not be met. In order to ensure the sufficient number of voices of beneficiaries, the evaluators conducted individual interviews on the phone.

4. KEY FINDINGS OF EVALUATION

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

4.1. Relevance, coherence and strategic fit

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

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

Tripartite constituents represented by the government of Jordan (Ministry of Labour (MoL), Ministry of Agriculture (MoA), Vocational Training Corporation (VTC)), employer's organizations - The Jordanian Association for Cut Flowers & Ornamental Plants (JCFA) and trade unions - General Federation of Jordanian Trade Unions (GFJTU), confirmed relevance of the project objectives and approach to the needs and present context in Jordan.

The Overall Objective of the Project: **Advance decent work in the floriculture sub-sector through a compliance model that enhances employability, productivity and adheres to national and international labour standards**, was welcomed by the wide range of stakeholders including the beneficiaries – employers (farms working in floriculture sector) and workers (Jordanian and Syrian men and women) who noted the importance of development opportunities offered by the Project at the policy, institutional and individual level.

Government stakeholders noted the coherence of the Project with the Jordan National Vision Strategy 2025, The Jordan Decent Work Country Programme (2018-2022), National Plan for Sustainable Agriculture (2022-2025) and The Green Growth National Action Plan 2021-2025 (GG-NAP).

Under the DWCP 2018-2022, it has supported the export readiness of flower producers (DWCP output 1.2.3), increased job matching through employment services (DWCP output 1.2.1) and contributed to enhanced Occupational Safety and Health at the firm-level (DWCP Pillar II).

At the global level the project supports the achievement of the Outcome 3 of the Programme and Budget of the ILO: Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all; and at the national level – the achievement of the ILO CPO Jordan 130 through the contribution to the Output 3.2. Increased capacity of member States to formulate and implement policies and strategies for creating decent work in the rural economy measured by the Indicator 3.2.1. Number of member States with measures for decent work in rural areas

Project's strategy and activities support the Jordan Vision 2025 in achieving the desired outcomes related to Trade and Competitiveness – opening new markets for Jordanian products, entrepreneurship and Small and Medium Enterprises through increasing export capacity of the floriculture farms, Poverty and Social Protection by increasing the employability of the vulnerable groups of population to support Jordan in creation of jobs opportunities that needs of the poor and vulnerable, focusing on women, youth and people with disabilities.

The Project's objectives are coherent with the core priorities of the UNSDCF 2018-2022 of Jordan related to the expansion opportunities of women, youth and the most vulnerable including refugees from Syria. The project's goals correspond to the Jordan Response Plan (JRP) for the Syria Crisis 2020-2022, National Strategy for Women in Jordan 2020-2025, National Framework of Jordan on Reducing Child Labor. See the detailed analysis in the Table 1.

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


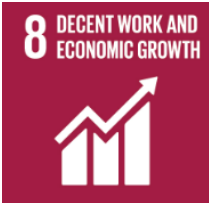
STRATEGY	AREAS OF RELEVANCE
SDGs	<p>Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all, in particular to the following targets:</p> <ul style="list-style-type: none"> • Target 8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms); • Target 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation,


	and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial Services.
ILO Programme & Budget	Outcome 3 – Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all;
ILO Decent Work Country Programme (DWCP)	Country Priority 1: Expand the productively employed workforce in a formal and inclusive economy; Country Priority 2: Reorient labour market governance and institutions towards an inclusive market economy
Jordan Vision 2025	Employment: <ul style="list-style-type: none"> • Building a skilled and motivated workforce armed with skills required by the labour market; • Developing vocational guidance and employment services and changing business culture Participation in workforce: <ul style="list-style-type: none"> • Encouraging greater female participation • Reducing informal employment
National Employment Strategy 2011-2020	The project is coherent with the following components of the Strategy <ul style="list-style-type: none"> • Gradually Replacing Foreign Workers with Jordanians; • Enhanced Training of Jordanians According to the Needs of the Labor Market; • Supporting Vocational Education and Training • Supporting People with Special Needs • Supporting Workers' Rights (social security, insurance, etc.) • Supporting Tripartite Dialogue
National Social Protection Strategy 2019-2025	Strategic Objective 1. <ul style="list-style-type: none"> • Government ensures a just, private sector-focused labor market based on decent working conditions and social security. Government enables families to be economically self-sufficient.
National Strategy for the Deinstitutionalization of Persons with Disabilities in Jordan	Strategic priorities: <ul style="list-style-type: none"> • Inclusive education available at community level for all children and young persons with disabilities in Jordan, irrespective of citizenship. • Vocational and lifelong learning is available to all adults with disabilities
National Strategy for women in Jordan 2020-2025	Strategic Goal 1 Outcome 1 Women and Girls Are Able to Exercise their Economic, Political and Human Rights and Freely Lead and Participate in a Society Free of Gender-Based Discrimination

<p>United Nations Sustainable Development Framework (UNSDF)</p>	<p>The core priorities of the UNSDF 2018-2022 are to:</p> <p>Priority 1. Deepen peace, stability, protection of human rights, social cohesion and the social contract, by strengthening institutional capacities and systems, empowering people, and expanding opportunities for women, youth and the most vulnerable</p> <p>Priority 2. Pursue balanced, sustainable and inclusive economic growth, through support to a more diversified and competitive economy Secure a stronger and more equal stake for women in the political, economic and social spheres, without discrimination or fear of violence</p>
<p>Jordan Response Plan (JRP) for the Syria Crisis 2020-2022</p>	<p>Strategic Objective 1</p> <p>Enhance self-reliance and living conditions of Syrian refugees and vulnerable Jordanian impacted by Syria crisis</p>

As for the contribution to the SDGs, the tripartite constituents named the coherence of the Project to the SDGs 8, 1, 4, 5, 6, 7. The detailed analysis is presented in the table 2.

Table 2. Relevance of the Project to the SDG targets

SDG	Target	Project element
	<p>Goal 1. End poverty in all its forms everywhere</p>	<p>Target 1.2. By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions</p> <p>Vulnerability Assessment, Outcome 1. Improved employability of 1000 Syrian refugees and vulnerable Jordanians in Madaba, Irbid, and Balqaa governorates</p>
	<p>Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>	<p>Target 8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms);</p> <p>Target 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium- sized enterprises, including through access to financial Services.</p> <p>Output 02.01 - All children identified to be working on participating farms are referred to appropriate services through operationalization of the referral mechanism</p> <p>Outcome 2. Improved working conditions and enhanced compliance with national legislation and International Labour Standards on target farms</p>

SDG	Target	Project element
 <p>4 QUALITY EDUCATION</p>	<p>Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>	<p>Target 4.3. By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university;</p> <p>Target 4.5. By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations</p> <p>Output 01.03 - 1000 Syrian refugees and vulnerable Jordanians (of which 70% women and 200 PwD) successfully completed the training and certified</p>
 <p>5 GENDER EQUALITY</p>	<p>Goal 5. Achieve gender equality and empower all women and girls</p>	<p>Target 5.1. End all forms of discrimination against all women and girls everywhere</p> <p>Activity: Hold awareness raising sessions and community-level dialogue on basic gender concepts and the importance of female labour force participation</p>
 <p>6 CLEAN WATER AND SANITATION</p>	<p>Goal 6. Ensure availability and sustainable management of water and sanitation for all</p>	<p>Target 6.2. By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations;</p> <p>Target 6a. By 2030, expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies</p> <p>Activities: Provision of WASH facilities for women at 22 farms;</p> <p>Support farmers in the maintenance of the irrigation system;</p>
 <p>7 AFFORDABLE AND CLEAN ENERGY</p>	<p>Goal 7. Ensure Access to affordable, reliable, sustainable and modern energy for all</p>	<p>Target 7a. By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology</p> <p>Support farmers in provision and installation of solar panels</p>

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

The project builds on a larger agriculture intervention launched by the ILO, with support from the Kingdom of the Netherlands, in 2018. The project, “Advancing Decent Work in Jordan’s Agriculture Sector: A compliance model,” adapted Better Work Jordan monitoring and advisory tools to enhance compliance with labour standards in the agriculture sector. It also established a Tripartite Working Group to negotiate, draft and endorse bylaws for agriculture workers, under the labour code.

The floriculture Project allowed implementing the law by engaging tripartite constituents of the ILO and promoting the principles of decent work as the major comparative advantage of the ILO versus other development actors. The activities of the Project promote the Recommendation No. 204 concerning the Transition from the Informal to the Formal Economy.

During 2021, ILO conducted an internal restructuring of management bringing the project under ILO’s umbrella of projects responding to the Syrian refugee crisis. This enabled the project to take a cost effective approach through the sharing of personnel functions with other projects and share gained expertise with other ILO projects.

The project collaborated with the ILO project “Combatting Worst Forms of Child Labour in Agriculture”, and their implementing partner, Noor Al Hussein Foundation. Also, the project used the ILO’s Employment Services Centers (ESCs) established by the ILO’s Programme of Support to the Crisis Response to provide career counselling and job matching services for beneficiaries who have completed the training.

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

Since 2008, the floriculture sub-sector in Jordan has experienced considerable growth. 2018 estimates show approximately 70 farms producing 70 million cut flowers and employing approximately 3,000 workers annually.²¹ The floriculture industry of cut flowers in Jordan has been impacted by the COVID-19 hard as due to the ban of public gatherings the demand for cut flowers production reduced greatly.

At the time of the Project’s roll out in 2020 the number of floriculture farms dropped from 70 to 50. ²² In second half of 2022 when the industry started recovering from the COVID-19 it experienced unexpected boom and demand for production and thus skilled workers.

²¹ Amman’s Flower Stock Market (2018). Cited on: <http://www.venturemagazine.me/2018/05/cut-flower-sector/>

²² Interviews.

The training initiatives allowed meeting the skills demand and educate more than 1000 men and women, including farmers of the floriculture farms on OSH to mitigate the risks and hazards, including the ones associated with the COVID-19.

KEY FINDINGS ON RELEVANCE:

Strategic relevance of the project has been rated as high by all key stakeholders and constituents who confirmed great importance of the project to the overall importance of creating decent work opportunities for vulnerable groups of population including women, youth and persons with disabilities. The projects are well-aligned with countries' national priorities, strategies and plans.

4.2. Validity of Design

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

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

It was reported by the tripartite constituents that the Project's strategy was realistic and remains valid. The cut-flower industry is growing rapidly with high potential of job creation yet the majority of farms currently employ not more than 10 full time employees (5-7 in average) and these micro-entrepreneurs need the support in developing their business.

According to the interviews the majority of the farms in Jordan remain in shadow as they are neither registered themselves as entrepreneurs nor their workers covered with the social benefits. The employers represented by the farms lack judicial knowledge and awareness about the employment procedures, management and marketing skills to grow business and have limited access to new agriculture technologies aimed at reduction of operating costs.

The Jordanian Association for Cut Flowers & Ornamental Plants (JCFA) reported that the industry experiences lack of skilled workers – at least 5-6 workers per farm, which is estimated – 350 workers for the whole floriculture industry. It is becoming more difficult to bring migrant workers due to the high cost of work permits and the orientation on internal labour is the right approach adopted by the project. Initially the project planned targeting 70% of Syrian refugees out of the total number of beneficiaries, but in practice it used 50 to 50 ratio approach maintaining equal share of Syrian refugees and Jordanian workers.

The approach undertaken by the Project to target vulnerable Jordanians in addition to Syrian refugees proved to be timely and realistic in the current development priorities of Jordan including in the labour market given that the state is concerned about the limited

resources of water, electricity and jobs which put pressure on the local population. The Jordan Response Plan (JRP) for the Syria Crisis 2020-2022 underlines the priority of addressing the needs of poor Jordanians while continuing delivering quality services to Syrians.

The Project's outputs were realistic yet the following outputs required more resources in terms of time, funds and human resources:

- Output 01.04 - 100 beneficiaries (of which 60% women and of which 50% PwD) have been directly linked to the economic opportunities within the flower farms, outside in the job market or through linkages with income-generating activities. This evaluation revealed that during the high season when farms need labour, the farmers are reluctant to engage their main labour force (skilled full time workers) to supervise trainees. Farmers believe that given the nature of work, the trainees should undergo at least 2-3 months training in order to prepare skilled workers capable to operate in autonomy.
- Target set of placing 50 persons with disabilities is ambitious as currently farms are not accessible for persons with disabilities (ex. Men and women using wheel chairs). Also farmers lack knowledge on creating workplaces for persons with disabilities. It was learnt that placing persons with certain types of disabilities require more human resources and attention due to the presence of the hazards at the farms which pose special risks on persons with disabilities.
- The developed unified contract aimed for creating decent work opportunities is the first step to shifting this industry from informal to formal economy yet it requires more time in preparing the farms to employ workers. First of all, signing the contract creates the obligation to pay the social security taxes which creates burden for the farmers. Second, the farms are staffed with migrant workers, primarily male workers from Egypt, and currently they employ women on hourly basis giving them a call one day before. Thus, the decent jobs providing sufficient earning for vulnerable groups of population requires more time and efforts.

Overall, the design of this intervention is built in accordance with the Results Based approach targeting major problems identified during the Problems Analysis and aligned later based on knowledge gained as the result of the conducted Needs Assessment and Vulnerability Study Analysis. The Project adopted the UNHCR model of the vulnerability assessment, see Chart 1 (Source: Vulnerability Assessment Framework in Jordan).

The VAF Sector Vulnerability Review represents the Vulnerability Assessment Framework's (VAF) multi-dimensional approach to measuring vulnerability. The VAF features a unique statistical model that uses information gathered from more than 9,000 Syrian refugee households outside of camps in Jordan to predict economic vulnerability of a household. The model uses a beneficiary profile to predict – the expenditure level of households. The higher the expenditure level, the stronger the household.

Parallel to the statistical modelling, NGOs and UN agencies working in different sectors have developed sector-specific resilience rules that determine non-monetary

vulnerabilities and strengths, such as whether a household has stable and safe housing, access to clean water and healthcare, and whether it faces any protection risks, especially related to children and.

UNHCR defined vulnerability indicators as the following:

- Top line Indicators
- Composite indicators
- Atomic indicators

Composite indexes comprised of indicators chosen and weighted by experts and practitioners from each field. The sector rating summarizes a number of composite indicators deemed to be important for identifying vulnerability. There are six sector indicators and four universal indicators. These indicators can result in one of four categories:

1. Low vulnerability
2. Moderate vulnerability
3. High vulnerability
4. Severe vulnerability

They form distinct aspects of vulnerability within a sector that, when combined together, give a complete picture. The composite indicators can provide a technical focus on intervention provision based on vulnerability priorities at the sector level. There are eighteen composite indicators. Atomic are less abstract, clearer measures from the data that combine into the composite indicators. There are thirty-seven atomic indicators. Questions within the selection criteria were given weighted percentages using Priority Matrix Methodology. A Priority Matrix allows the identification of the most impactful element/ question against lesser ones.

The chart 1 below demonstrates the Priority Matrix and assigned weights per each element used in the selection criteria. Each element was used in a comparative analysis against each other element found within the matrix, compared elements are each assigned a number against the compared with element. From the matrix, percentages on the right are the total weight given per each element. Within each element, subcategorizations were indicated to obtain a more elaborative detailed analysis in order to better identify vulnerable individuals.

	1	2	3	4	5	6	7	Weighted Percentage
	Family Monthly Income	Family Sponsor	House Owner	Work	Education Level	Family members suffer a disability	Number of family members	
1	Family Monthly Income	1	1	1	1	1	7	24%
2	Family Sponsor		2	4	5	2	2	14%
3	House Owner			4	5	6	3	5%
4	Work				5	4	4	19%
5	Education Level					6	5	19%
6	Family member suffer a disability						6	14%
7	Number of family members							5%
								100%

Chart 1. Vulnerability grid utilized by the Project.

It was learnt during this evaluation that in addition to the criteria considered by the Project it is important to target young men and women, including fresh graduates who are extremely vulnerable in the labour market. Share of youth not in education, employment or training, total (% of youth population) - NEET in 2020 in Jordan was 35,4%, for male youth population – 30,6% and for women – 41,1% (Source: World Bank).

The project design would have benefitted of setting the targets related to the increased employability of young men and women within NEET category, for this sex / age disaggregated indicators would be useful.

Project structure is built around three major outcomes and accompanied by the outputs formulated in accordance with SMART approach. The design has benefitted from the rigorous M&E and Performance framework yet it fell short on planning communication strategy of the Project.

The project identified and utilized the available resources within the ILO – technical expertise, ILO employment service centers (ESC), other ILO projects implemented in the region.

4.2.2. To what extent did the project integrate the ILO’s cross-cutting themes in the design? Did the project design consider the gender dimension of the planned interventions through objectives, outcomes, outputs and activities that aim to promote

gender equality? Was a gender analysis included during the initial needs assessment of the project?

The project integrated the ILO's cross-cutting themes in the design to a high extent by including relevant objectives, outcomes, outputs and activities related to promotion of gender equality, non-discrimination and disability inclusion, promotion of social dialogue and international labour standards. The environmental sustainability of the Project was addressed through specific activities under Output 01.05 - Supporting farmers in cutting production costs and enhancing competitiveness and green jobs.

Gender Equality was promoted through the specific targets set in creating employment opportunities for women - Output 01.03 - 1000 Syrian refugees and vulnerable Jordanians (of which 70% women and 200 PwD) successfully completed the training and certified, Output 01.04 - 100 beneficiaries (of which 60% women and of which 50% PwD) have been directly linked to the economic opportunities within the flower farms, outside in the job market or through linkages with income-generating activities.

The initial needs assessment of the project included gender analysis informing on special needs of women and male workers.

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

The Theory of Change was not formulated as such to describe the intervention logic of the results chain. However the Project's design addressed the problems identified during the needs assessment (see Chart 2) at the inception phase and benefitted from the Risks Analysis and mitigation strategy.

The recommendations developed as a result of Needs Assessment analysis were integrated into the Project design. The project monitored the risks factors on a regular basis adjusting the implementation modalities.



Chart 2. Problems identified by the Project, ProDoc

4.2.4. Did the project interventions effectively address ownership and sustainability?

The Project developed sustainability approach through cooperation with the tripartite constituents in the capacity building activities – VTC, establishing Labour Management Committees in cooperation with the employers (The Jordanian Association for Cut Flowers & Ornamental Plants (JCFA)), trade union (General Federation of Jordanian Trade Unions (GFJTU) and workers – trained men and women.

The strengthening of the regulatory framework in the agriculture sector to sustain the achieved results was reinforced through the Ministry of Labour in cooperation with the Labour Inspections Department. In order to achieve the desired change in the social level, the Project engaged local communities to change the social norms through the cooperation with the Institute for Family Health - Noor Al Hussein Foundation (IFH-NHF).

It was learnt through this evaluation that national ownership is challenged as some stakeholders expect the financial contribution from the Project in future to sustain the achieved results, including the financial reimbursement to the members of the Labour Management Committees.

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

The interviews with the Project stakeholders confirmed that the ILO conducted consultations on choosing the target regions for future implementation, namely Madaba, Irbid, and Balqaa governorates.

The intended outcomes are logical and coherent to support a human-centered recovery from the socio-economic impact of COVID-19 pandemic.

- If local capacity (knowledge and expertise) in multiple levels of the floriculture value chain is increased (Outcome 3), then more jobs are created;
- and if Syrian refugees and vulnerable Jordanians improved their employability (Outcome 1), then Syrian refugees and vulnerable Jordanians are placed in jobs in floriculture sector;
- and if working conditions and enhanced compliance on target farms are improved with national legislation and International Labour Standards (Outcome 3),
- then Syrian refugees and vulnerable Jordanians, including women and persons with disabilities enjoy decent work.

The results framework and M&E framework benefitted from the gender-sensitive and inclusive indicators to drive gender-focused and human-centered results. (MEAL Floriculture sector).

The support to farmers in the maintenance of the irrigation system and in provision and installation of solar panels contribute to the Output 01.05 - Supporting farmers in cutting production costs and enhancing competitiveness and green jobs and addresses environmental sustainability concerns.

The majority of indicators measure the quantity side of events (ex. Number of trainings, number of meetings) and lack measuring tools of the quality side of the conducted interventions, especially the ones which measure improvement of the social dialogue and better understanding of the ILS.

KEY FINDING ON VALIDITY OF DESIGN:

The Projects’ design is based on the Results Based Management approach (RBM). Overall projects’ design including projects major desired Outcomes is logical and coherent. The outcome level results and major outputs address the ILO cross cutting issues to a high extent through the gender-sensitive, disability inclusive and environmentally sustainable activities and human-centered indicators. The Project design benefitted from the Needs Assessment which included gender analysis and a Vulnerability study which informed future interventions.

4.3. Effectiveness

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

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

The Project achieved its major results at the end of the Project and delivered all the planned outputs. More than 100% delivery rate was observed under outcome 1; 95% - under Outcome 2 and 70% - under Outcome 3 (see Table 3).

The under delivery rate under Outcome 3 was caused by the failure of the partner Paltrade to develop marketing materials as it was envisaged by the ILO (Output 3.1). The second output under Outcome 3 was delivered at 100% rate. Thus, at the moment of this final evaluation the overall delivery rate of the Outcome 3 is estimated at 70%.

Table 3. Status on delivery of project’s outputs and outcomes

Project Target Outcomes	Status on Delivery
IO 01: Improved employability of 1000 Syrian refugees and vulnerable Jordanians in Madaba, Irbid, and Balqaa governorates	

Output 1.1. Two flower farms set-up and fully functional, one in Madaba and one in Irbid – cancelled	N/A
Output 1.2. A technical training module developed	100%
Output 1.3. 1000 Syrian refugees and vulnerable Jordanians (of which 70% women and 200 PwD) successfully completed the training and certified	106%
Output 1.4. 100 beneficiaries (of which 60% women and 50% PwD) have been directly linked to the economic opportunities within the flower farms, outside in the job market or through linkages with income generating activities	116%
Output 1.5. Supporting farmers in cutting production costs and enhancing competitiveness and green job	147%
Total delivery	100%+
IO 02 - Improved working conditions and enhanced compliance with national legislation and International Labour Standards on target farms	
Output 2.1. All children identified to be working on participating farms are referred to appropriate services through operationalization of the referral mechanism	100%
Outputs 2.2. Model contracts that provide decent work and adhere to the minimum wage are developed and piloted on at least four farms	100%
Output 2.3. Code of practice for effective labour inspection developed between farmers and labour inspectors is agreed on and piloted on at least four farms	100%
Output 2.4. Occupational safety and health provisions and decent accommodation, including the supply of equipment and suitable housing arrangements, are made available and piloted on target farms	90% - ToT training was not delivered
Output 2.5. Supplemental work injury insurance is provided to at least 100 floriculture workers, with a view to enrol them under the national Social Security Corporation, if applicable before the end of the project.	95% - number of provisioned social insurances for beneficiaries 86 vs 100 planned
Output 2.6. Workers management committees are operational on target farms to support implementation of the compliance model	100%
Total delivery	95%+
IO 03 - Increased local capacity (knowledge and expertise) in multiple levels of the floriculture value chain	
Output 3.1. Marketing materials developed for target farms/producers to enhance their visibility with national, regional and international buyers	30% (marketing materials developed were not of the sufficient quality against the ILO standards)
Output 3.2. Partnership established between farms/producers and international export specialist	100%
Total delivery	70%

It is worth noting the following major results achieved by the Project:

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

The conducted Occupational Standards (OS) for Planting and Picking of Flowers & Ornamental Plants analysis identified required skills and competencies for semi-skilled and skilled workers in line with the national qualification system of Jordan;

A value chain analysis of the floriculture sector conducted and published;

1056 persons trained (76% female beneficiaries, 50% Syrian beneficiaries and 50% Jordanian beneficiaries) out of them 132 Persons with Disabilities PwDs (12%);

116 beneficiaries (70% women, 81% Jordanians, 2% of PwD) of the project were hired within the participating farms (93% as part-time daily workers), whereas 6 beneficiaries were hired as full-time employees;

a Digital Skills & Employment Platform has been developed, to be hosted by JCFA to facilitate selection of qualified people for trainees and job seekers within the sub-sector to respond to skills needs and facilitate referral to employment opportunities.

IO 02 - Improved working conditions and enhanced compliance with national legislation and International Labour Standards on target farms

35 labour and OSH inspectors (24 male and 11 female) at the Ministry of Labour were trained on national and international labour standards;

22 farms were equipped with gender-responsive WASH facilities for women, solar panels and water irrigation system and OSH equipment such as fire extinguishers and first aid kits;

19 producers in the floriculture sector (17 male, 2 female) trained on compliance for OSH measures for the agriculture sector and ILS;

86 workers (61 men (29%) and 25 (71%) women), 2% persons with disabilities (2 Syrian men) beneficiaries of the Project were supplied with work injury insurance.

IO 03 - Increased local capacity (knowledge and expertise) in multiple levels of the floriculture value chain

19 farmers (15 men and 4 women) trained on competitiveness of the sector (marketing, planning, negotiation skills) (Source: Paltrade report).

Overall, the targets set were achieved yet the achievement of the targets related to employment of trainees including women and persons with disabilities was challenged due to the following factors:

1. During the high season when farms need labour, the farmers cannot allocate skilled workers to supervise trainees. The technical on-the-job training lasted for 18 days while the nature of work requires at least 2-3 months training in order to prepare skilled workers.
2. Farms are not accessible for persons with disabilities (ex. Limited movement), managers lack knowledge on creating workplaces for persons with disabilities and placing persons with certain types of disabilities require more human resources

and attention. There are specific hazards at the farms (e.g. water basins which pose special risks on persons with disabilities).

This evaluation revealed that even though some stakeholders noted that training hours are not sufficient, the beneficiaries and farmers expressed satisfaction over the attained skills. The project successfully met the number of the trained beneficiaries and the project stakeholders noted the following factors contributing to the success:

1. The announcements clearly emphasized free enrolment and post training certification;
2. Participation of women and PWDs was encouraged;
3. Provision of transportation, food, personal safety equipment and daily scholarship for training, as well as potential employment opportunities for trainees that complete the course.

This evaluation revealed the following unintended results:

1. Women trained are interested in full time employment of not less than 6 hours and future career development in the farms.
2. Trained women of Syrian and Jordanian nationality cooperate with male co-workers enjoying opportunity of safe and dignified environment at the farms.
3. Men of Syrian and Jordanian nationality who were trained by the project to work in floriculture sector left the floriculture sector for other sectors with better pay. During the training the Project paid them incentives of 10 JD per day but once the training was over the farmers offered them only an average salary in the floriculture sector – 6-8 JD per day.
4. Farms appreciated working experience with women considering them more diligent and careful with flowers.

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

The project achieved its gender-related goals by exceeding the target set by 4% - Output 01.03 - 1000 Syrian refugees and vulnerable Jordanians (of which 70% women and 200 PwD) successfully completed the training and certified. Women constituted 74% of the total persons trained.

116 beneficiaries (70% women, 81% Jordanians, 2% of PwD) of the project were hired within the participating farms (93% as part-time daily workers), whereas 6 beneficiaries were hired as full-time employees. The project also targeted men through its interventions and given the fact that Jordan has the participation rate of women in the labour force, the focus of the Project on attaining the target of 70% was correct.

In terms of advancing employment opportunities for women, the Project provided WASH facilities for 22 farms through the provision of caravans with toilets and rest rooms adapted for women’s needs. This created better working conditions for women and allowed women working longer hours making them more lucrative workers for farmers. It is worth noting that before women worked for couple hours a day as they had to leave due to the lack of WASH infrastructure at the farms.

This evaluation didn’t reveal major obstacles faced by the Project in achieving these goals.

The tools developed by the project integrate gender and nondiscrimination issues to a various extent – high extent at the Value chain analysis in the floriculture sector, high to medium extent for the Compliance check-list and no integration for training materials.

Table 4. Analysis of the tools developed by the Project on integrating gender aspects and non-discrimination issues

Tools	Gender aspect	Non-discrimination
Value chain analysis in the floriculture sector	High extent - gender issues mainstreamed through methodology, findings and recommendations	Not addressed
Occupational Standards for Planting and Picking of Flowers & Ornamental Plant	Not addressed	To some extent – mentioned in the overall approach but didn’t specify on specific types of disability and the adaptive tools to perform the work
Training manual on post harvesting process of cut flowers industry	Not addressed, consuming patters of men and women are not identified	Not addressed
Training on OSH	Not addressed	Not addressed
Floriculture Compliance Check List	High extent – gender-sensitive questions regarding labour statistics, work permits, work contracts, wages	Medium extent for disability inclusion –specific questions related to the work of PwDs were addressed but mainly on compliance of the farms in general. Specific questions aimed to identify the discrimination of PwDs are not mainstreamed through the questionnaire. High extent for Child and Juvenile Labor – specific questions included aimed to identify child labour, working conditions, just pay and facilities for children

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

The Project benefitted from the needs assessment and vulnerability analysis to learn more about needs and priorities for men, women, persons with disabilities, refugees, and vulnerable groups. The vulnerability assessment tool was operationalized to ensure that vulnerable groups of population represented by Syrians and Jordanians are included in the Project.

During the selection process the preference was given to the literate men and women²³ yet this practice may lead to the discrimination of the most disadvantaged groups – men and women. The type of work to be performed in the farms requires mainly on job training and could be performed by illiterate persons.

The project provided transportation, food and incentives of 10 JD per day to address the needs of vulnerable groups of population. WASH facilities adapted to the needs of women for established at 22 farms. It was reported by many actors that Jordanian men are not interested in taking agriculture jobs and this is why the farmers rely on male migrant workers from Egypt. The Project included Egyptian men working in the farms into OSH training addressing their needs for safety at work place.

In terms of adapting to the needs of persons with disabilities, the Project lacked resources to enhance the accessibility of the farms to the needs of persons with disabilities. It was also noted that in-depth research is required to understand which jobs in the floriculture sector could be occupied by persons with various types of disabilities.

Overall, the Project has identified and integrated into its actions the operational and strategic needs and priorities for women to a high extent and for persons with disabilities – to a medium extent.

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

The COVID-19 pandemic caused the great delay of the training activities of the Project due to the closure period for public gathering in March 2020. The training started on 10 October 2021 directly at the farms in groups not exceeding 20 people. The Project delivered information concerning general OSH in the agriculture sector and used the opportunity to inform the trainees on health risks associated with the COVID-19. The Project also distributed personal COVID-19 kits (gloves, masks, etc.) in addition to the safety kit related to OSH in agriculture sector.

²³ JCFA report

This evaluation has not found innovative approaches to mitigate the immediate effects of the pandemic on the world of work. Yet the Project used effectively the traditional training approach to address the employability challenges faced by the vulnerable groups of population Syrian refugees, poor Jordanians, persons with disabilities. Paying the daily incentives to the trainees allowed leveraging the consequences of the pandemic and support vulnerable trainees while they acquire new skills and knowledge.

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

The Project fostered ILO constituents' active involvement through social dialogue in developing the unified contract on a tripartite basis for Jordanian and non-Jordanian workers. This work was crucial to establish the ground for decent work of vulnerable groups of population working in the agriculture sector mostly in informal way which in addition made these groups of population extremely vulnerable in the situation of pandemic. The Project supported the establishment of Labour Management Committees at the General Federation of Jordanian Trade Unions (GFJTU) and cooperated with the Ministry of labour, Ministry of agriculture, the VTC and The Jordanian Association for Cut Flowers & Ornamental Plants (JCFA) to improve the regulatory framework in the floriculture sector at the policy, institutional and individual level.

The Project cooperated with the Institute for Family Health - Noor Al Hussein Foundation (IFH-NHF) to outreach vulnerable communities in the target regions through the awareness raising campaigns on the importance of economic participation of women, benefits of decent work and harm of child labour. The IFH-NHF being the oldest NGO in Jordan working on the development challenges enjoys wide access to local communities – men and women, girls and boys who were also informed about the benefits of decent work. This cooperation allowed strengthen knowledge of the farmers, workers and communities at large on the operational measures that can be taken in line the “National Framework on Reducing Child Labor” including through the government actions/programs around referrals and how to best approach marginalized communities such as Syrian refugees.

KEY FINDING ON EFFECTIVENESS:

The Projects provided technical support and resources to support the employability of vulnerable groups of population through expansion of employment opportunities for women and persons with disabilities. Social dialogue fostered by the Project set the ground for improvement of the regulatory framework in the agriculture sector with the high share of informal economy. The unified contract for Jordanian and non-Jordanian workers, training on OSH for workers and the employers, training of labour inspections in the agriculture

sectors are the major results contributing to decent work in floriculture sector. The Project didn't achieve its targets on employability of persons with disabilities due to the lack of resources.

4.4. Efficiency

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

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

The project achieved its major results yet the utilization of the allocated resources was challenged by the following factors:

1. The project was delayed almost for one year due to the challenges in hiring the Project's team – the CTA. The National Coordinator and the Financial and Admin officer were hired months after the Project start.²⁴ Time resources for achieving Outcome 3 related to export could have been used more strategically to allow more time for analytical work of the whole value chain of the floriculture sector aimed to prepare farmers for exporting their products
2. The financial resources were not budgeted enough to support active employment of persons with disabilities versus planned outputs
3. Communication costs were not budgeted in a sufficient way to support the communication strategy of the Project
4. The electronic platform developed by the project to facilitate the employment of the trainees has not been utilized by the JFCA yet.

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

1. Gender-sensitive budgeting demonstrated by the Project through allocation of resources to support WASH facilities for women resulted in the successful achievement of gender-focused goals of the Project contributing to gender-equality;

²⁴ The Project Coordinator was hired on 16 June 2020, the Admin & Finance was hired on 1 September 2020

2. Allocation of resources for supporting farmers in maintaining water irrigation system and solar panel installation contribute to environmentally friendly practises and better utilization of resources which is crucial for Jordan and create the opportunities for expansion of green jobs in floriculture sector.
3. In the absence of the CTA from December to May 2020 the ILO allocated internal human resources to cover the CTA functions.

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

Project's activities were delayed for one year and the Project was granted one year no-cost extension. Later the project was extended for another four months to ensure smooth closure of all activities.

The budget was revised after one of the delay due to the changes of the priorities in the part of the farmers. The Project also added new location Al Baqaa as it was learnt that 85% of the farms are located in that region.

4.4.3. To what extent did the project leverage on resources to promote gender equality and non-discrimination; and inclusion of people with disability/differently abled? How much resources were spent on male and on female beneficiaries? How does this compare to the results achieved for men and for women?

The Project leveraged resources to a medium extent by obtaining the expertise of the ILO Gender specialist and allocated resources for disability inclusion expert. The organizations assisting to the Persons with Disabilities (state and non-governmental structures) were not engaged in the implementation of the Project.

The specific targets set regarding the participation of women – not less than 70% and the persons with disabilities – not less than 20% were supported by the budget of 60 000 USD through the provision of the WASH facilities to be installed at the farms. Yet the observation of the installed caravans didn't find the installed facilities adapted to the needs of women with disabilities. No WASH facilities adapted to the needs of men with disabilities were observed.

The planned outputs and budget lines, including the budget reporting doesn't allow recognizing the costs spent to support the inclusivity for persons with disabilities alone (ex. Supporting the farms with the WASH facilities for disabled men and women, especially for persons using wheel chairs). Similarly the structure of the budget and reporting forms of the ILO and the implementing partners don't allow recognizing the costs spent for men and women separately. For this evaluation the Project Staff prepared the table on the expenditures spent on men and women (see Table 5).

The expenditures for women exceed the expenditures on men in line with the project's targets to train and employ more female beneficiaries.

Overall costs spent on women 486 516 USD (73% of the total cost spent on training activities) resulted in employment of 81 women (70% of the total number employed, 116 persons), out of them 70 Jordanian women (86% out of total number of women employed) and 11 Syrian women (14% out of total number of women employed).

No women with disabilities were employed as a result of this Project.

Overall costs spent on men 181 516 USD (27% of the total cost spent on training activities) resulted in employment of 35 men (30% of the total number employed, 116 persons), out of them 24 Jordanian men (69% out of total number of men employed) and 11 Syrian men (31% out of total number of men employed).

Two Syrian men with disabilities were employed as a result of this Project.

Table 5. Project expenditures split for men and women beneficiaries, USD

Benefits	Cost for men, USD	Cost for women, USD	Total, USD
Training supplies ²⁵	38,196	89,124	127,321
WASH facilities	-	75,042	75,042
OSH Kits	20,898	37,064	57,962
Training incentives, transportation allowance, and provision of transportation	107, 629	251,133	358,761
Training refreshments (meal, beverages and water)	13,098	30,563	43,661
Injury insurance	1,695	3,995	5,650
Total	181,516	486,516	688,397

Out of the 116 persons employed 86 workers (61 men (29%) and 25 (71%) women), 2% persons with disabilities (2 Syrian men) beneficiaries of the Project were supplied with injury insurance. It was learnt during this evaluation that some beneficiaries (Jordanian and Syrian men and women) refused from registering at the insurance fund in order to prevent themselves from loosing other benefits – either from the government or from the UNHCR (in case of refugees);

The analysis of the overall performance and cost-efficiency of the training activities versus obtained employment shows that career counseling resulted in more jobs obtained for the trainees in comparison with the technical training in the floriculture sector. The costs to support activities included the actual costs for developing the curriculum and the delivery costs excluding the daily allowances paid to the trainees.

²⁵ Farming tools include scissors, pickers, shovels, seeding machine, pliers, flower sleeve bags, seedlings, bitmos soil, PH parameter and others as well as miscellaneous stationary, cleaning & hygiene products, & others

Table 6. Analysis of the overall performance and cost-efficiency of the training activities vs obtained employment

Technical training on floriculture	Cost to support the activity, USD	Resulted Jobs in	Performance rate, training vs employment	Cost efficiency rate – cost of person employed, USD
1056 trained (74% women, 12% PwDs)	287 182	116 placed (70% women, 2% PwDs)	11%	2 475, 366
Career counseling sessions	Cost to support the activity, USD	Resulted Jobs in	Performance rate, training vs employment	Cost efficiency rate – cost of person employed, USD
121 trained (81% women, 4% PwDs)	188 450	61 placed (no sex disaggregated data available)	50%	3 089, 344

4.4.4. To what extent has the project leveraged new or repurposed existing financial resources to mitigate COVID-19 effects in a balanced manner? Does the leveraging of resources take into account the sustainability of results?

The Project repurposed the existing resources to procure safety kits for the trainees associated with the COVID-19 health risks by allocating the sum of 60, 000 USD from 02.04.02 - Equip workers and their employers with necessary safety and health equipment budget line.

Leveraging resources included cooperation with the PROSPECT project – conducting joint analysis of needs assessment with inclusion of Floriculture sector, cooperation with the state service provider Vocational Training Corporation (VTC) on delivering the training on OSH aimed at future sustainability, cooperation with the Jordanian Association for Cut Flowers & Ornamental Plants (JCFA) on development e-platform with the trained beneficiaries to be further sustained by the JCFA.

KEY FINDINGS ON EFFICIENCY:

The project demonstrated efficiency in strategic use of resources through gender-sensitive budgeting and environmental sustainability approach through allocation of specific funds to support farmers in creating green jobs. The project lacked sufficient financial resources to support the employability of persons with disabilities in a broader way. The time resources allocated for the outcome 3 were not enough to manage for results in a more strategic way.

4.5. Sustainability and Impact orientation

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

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

4.5.1. To what extent is there evidence of positive changes in the life of the ultimate project beneficiaries and on policies and practices at national and county levels? To what extent are the results of the intervention likely to have a long term, sustainable positive contribution to the relevant SDGs and targets (explicitly or implicitly)? Is the project contributing to expansion of the knowledge base and building evidence regarding the project outcomes and impacts at county and national levels?

Individual Level. The interviews and focus group discussion conducted with the ultimate project beneficiaries, men and women, confirmed the following **positive** changes in lives of Syrian and vulnerable Jordanian workers:

- The skills acquired by Syrian and Jordanian women in floriculture sector confirmed by the state certification contributed to their self-esteem and commitment for professional development in the floriculture sector. It was also noted by women that the obtained certificates would probably help them in the labour market – to find employment in other floriculture farms and negotiate better salary;
- Provision of a special place for women with a bathroom and a place to rest and take a meal allowed women to feel comfortable and spend more working hours at the farms;
- Persons with disabilities enjoyed the training and opportunity to work in the field jointly with other workers yet faced certain difficulties with the accessibility to the work places at farms;
- Networking and the ability to meet women workers from different villages allowed making connections and exchange knowledge, information, and opportunities;
- Young women admitted that they could use new skills and knowledge gained in establishing their own business.

The following effects may have negative impact on lives of workers which was not projected by the Project as the working conditions and the reality at the work place do not correspond to the principles of decent work:

- The project beneficiaries represented by Jordanian and Syrian women shared that the farmers could not offer them full-time substantial employment to allow them earn for living.
- The project paid the incentives of 10 JD per day to the workers during the training. Once the training was over, the farmers paid to the workers average daily salary of 6-8 JD which is practiced in floriculture sector. The daily wage of 6-8 JD is not feasible for Jordanian and Syrian men who are the breadwinners in the families. That's why many men went back to non-agricultural jobs like in Construction or a

Bakery. Thus, the project could put women at risk of taking low-paid jobs neglected by men due to low pay.

- While verbal contracts are valid according to Jordan Labor law, most participating workers (men and women) didn't have a written contract signed with their employer, thus the unified contract which was developed by the Project was not used by the farmers and the workers who have had no knowledge about it.
- Many workers approached the Farmers after the project who told them that they have sufficient workers (mainly Egyptian Men) and that there is no demand for the worker services except for few days during high seasons (during February, April, June, and July).
- Some FGD participants (mainly Syrian Men) said that the Farmers ask them to do extra work or work type that is not agreed in advance (like Grass removing).
- Very few workers mentioned that they received an insurance card. Almost all participants didn't recognize that the provided insurance is only "Against Injuries).

The farmers who benefitted from the Project underlined the following positive impact:

- Learnt how decent work environment should look like
- Reduced costs for energy and water due to the installation of the solar systems and water filtering systems;
- Improved gender-sensitive infrastructure at the farms due to the installation of the WASH facilities for women;
- Some farmers viewed the training was not enough to prepare workers with advanced skills while others found it beneficial to have semi-skilled and skilled workers employed;
- Project Management knowledge gained through implementing the project helped to improve organizational skills, training and managing large number of workers
- Better understanding of the importance of implementing OSH (previously farmers didn't implement OSH measures);
- The development of the Unified Contract could be used by the farmers.

The following effects may have negative impact on lives of the farmers, the employers, which were not projected by the Project:

- Transportation provisioned by the Project facilitated access to the trainees to the farms but after the project is over not all Farmers are willing to provide transportation or compensate workers to pay for transportation. Workers who live far from the farm cannot afford transportation costs that could reach JD2 per day.
- Though the project increased understanding of the farmers on decent work some farmers don't pay workers regularly and hold payments of workers for more than a week which is not tolerated by workers.

- The current daily wage-after the training amounts to JD 6-8 for a full work day while during the training the participants received 10 JD per day. Thus, the farmers who hosted the trainees were not able to meet the salary expectations of the workers after the training was over and many workers left.

Policy Level. The interviews with the stakeholders represented by the Jordanian government, employers (JFCA), workers (General Federation of Jordanian Trade Unions (GFJTU) and the ILO underlined the importance of the **achievement** of the following key result at the policy level with high potential for sustainability:

- The unified contract was developed on tripartite basis to be used by employers and workers in a floriculture sector in accordance with the national legislation (Jordanian by-law) and international labour standards. The unified contract was developed for Jordanian and non-Jordanian workers as a model to be implemented in the agriculture sector at large.

Institutional Level. This evaluation allowed witnessing the following results at the institutional level with high potential for sustainability:

- The JFCA created the e-recruitment platform with the opportunities for the farmers to find skilled workers and the latter – find the employment;
- The Ministry of Labour with the assistance of the Project trained labour inspectors to conduct inspections in the agriculture sector and developed the compliance check-list to be used in future;
- The VTC generated strong interest in delivering training on OSH in agriculture nation-wide as the result of delivering the training to more than 1000 people in cooperation with the Project and using the developed curriculum on OSH based on occupation analysis in floriculture sector;
- Strengthened infrastructure of the local farms to use clean energy and utilize water resources in a more efficient way.

The labour management committee established at the General Federation of Jordanian Trade Unions (GFJTU) requires further support and raising awareness on the importance of the unified contract in order to sustain the achieved results measures.

These results contribute to the achievement of the SDG #8 and particular to the targets in an explicit way:

Target 8.2. Diversify, innovate and upgrade for economic productivity;

Target 8.3. Promote policies to support job creation and growing enterprises;

Target 8.5. Full employment and decent work with equal pay

Target 8.8. Protect labour rights and promote safe working environment

The Project contributed to the knowledge building and sharing at the county and national level through the creation of the following knowledge products:

- Value chain analysis of Jordan’s floriculture sector, ILO, 2022 (ISBN: 978-92-2-037248-7 (web PDF));
- Occupational Analysis of Standards for Planting and Picking of Flowers & Ornamental Plants;
- Training manual “Post Harvesting Process of Cut Flowers Industry”;
- USA & Qatar Market Factsheet;
- Trade Overview and Desk research

Picture 1. Value chain analysis of Jordan’s floriculture sector



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

The Project conducted risks analysis and formulated the sustainability approach at the design phase which was further dully implemented during the course of the Project. In particular cooperation with the wide range of stakeholders including the cooperation with the state structures and NGOs which have wide access to the target groups – Syrian refugees and vulnerable Jordanians allowed reaching the **IO 01 - Improved employability of 1000 Syrian refugees and vulnerable Jordanians in Madaba, Irbid, and Balqaa governorates.**

The certification of the trainees in cooperation with the VTCs and the creation of the e-recruitment platform to be further run by the JFCA allow concluding on the high likelihood of the sustainability of the outcome 1.

The sustainability of the **IO 02 - Improved working conditions and enhanced compliance with national legislation and International Labour Standards on target farms** is currently assessed by the evaluators at the medium extent.

Though the project achieved the results with high potential (eg. developing the unified contract, raising awareness of the farmers on compliance and decent work, training labour inspectors on conducting the inspections in the agriculture sector), it may have fallen short on introducing **active labour market measures** to motivate the farmers creating decent work opportunities for the skilled workers (Syrian refugees and vulnerable Jordanians) putting unified contract in practice.

The project successfully achieved the **IO 03 - Increased local capacity (knowledge and expertise) in multiple levels of the floriculture value chain**, by opening the opportunities for the local farmers to export their production. The value chain analysis and the knowledge products of the Project related to the export potential of the floriculture sector in Jordan revealed the necessity to increase productivity of the local farms in order to supply the sufficient number of flowers to the foreign markets. In achieving so, it is important to have knowledge about the demand in the foreign markets, thus the Project's strategy to achieve the outcome 3 proved to be sustainable to ensure further development of the floriculture sector. The increased productivity will require more labour supply, thus investing in outcome 3 the project ensures the sustainability of the outcome 1.

The sustainability approach of the project has proved to be strong in the context of the Covid-19 and national responses as it involved wide range of stakeholders to decrease the vulnerability of the vulnerable groups of population including close cooperation with the government. Learning from the COVID-19 crisis it is crucial to address the issues of informality in order to ensure decent work for men and women and provide social guarantees for workers affected by the crisis.

4.5.3. Did the project develop and implement any exit strategy?

The project didn't develop and implement any exit strategy and the majority of the interviewed stakeholders believe that the Project should continue in order to maximize the impact built on the achieved results.

4.5.4. What are the possible long-term effects on gender equality?

The project emancipated women who consider more substantial employment in the floriculture sector, about six hours per day.

Also, it was noticed that farmers appreciated working experience with women. The installed infrastructure sensitive to women's needs allowed creating better working conditions for women.

If women are provided with a conducive and dignified working environment, and if they earn decent wages than the possible long-term effect of the project is increased participation of women in the labour force of Jordan and thus enhanced gender equality.

4.5.5. To what extent has the project contributed to strengthening capacities of governments, workers and employers' organizations' representatives so they can better serve the needs of their members and participate in social partnership for COVID-19 response and recovery?

The project strengthened capacities of the governments, workers and employers' organizations' representatives to hold social dialogue in addressing the needs of the most vulnerable groups of the population in the labour market through enhancing the decent work opportunities in the floriculture sector.

In particular, it was noted by the Ministry of Labour that the project provided the opportunity to implement the bylaw which extends the social protection to the workers in the agriculture sector.

The Ministry of Agriculture noted that the project allowed piloting innovative solutions to create added value in the floriculture sector.

The General Federation of Jordanian Trade Unions (GFJTU) noted the importance of the Project to engage the workers in the floriculture sector through the establishment of the Labour Management committees. For these already capacitated stakeholders the Project provided opportunities to address closely the needs of the vulnerable population as envisaged by their mandate.

The Jordanian Association for Cut Flowers & Ornamental Plants (JCFA) representing currently more than 40 cut flowers farms (75 before the COVID-19) admitted that their participation in the Project resulted in the boost of their services to the members and opened opportunities for cooperation with other stakeholders, including the development agencies (the donors), government and GFJTU.

KEY FINDINGS ON SUSTAINABILITY AND IMPACT ORIENTATION:

The project impacted the floriculture sector of Jordan by creating the pool of skilled workers represented by Syrian refugees and vulnerable Jordanians, including men, women, and persons with disabilities. The Project achieved the results with high sustainability and impact orientation to decent work – training workers on OSH in the floriculture sector, developing unified contract for Jordanian and non-Jordanian workers, enhancing compliance practices in the sector. The knowledge generated by the Project opens export opportunities for local farms with future potential to the creation of new green jobs. The Project demonstrated strong impact orientation towards gender equality, environmental sustainability and disability inclusion.

5. CONCLUSIONS AND LESSONS LEARNT

5.1. Conclusions

The project set the foundation for creating decent work opportunities for Syrian refugees and vulnerable Jordanians (men and women), including men and women with disabilities in the floriculture sector of Jordan.

Though this market is considered to be one of the fastest growing markets in Jordan with high potential for export trade, the market size shrank significantly due to the COVID-19 pandemic. The ban for public gatherings in Jordan led to the decreased demand for cut flowers and at the time of the project implementation in 2020, the number of floriculture farms decreased almost twice. This of course resulted in the reduced number of jobs in the sector.

This intervention supported vulnerable groups of population through the technical and OSH training in the floriculture sector in cooperation with the VTC, the Ministry of Labour and Ministry of agriculture. 1056 persons successfully completed the training out of them 74% women vs 70% planned and 12% of Persons with Disabilities vs 20% planned. All the trainees were provided with transportation, daily allowances and food which supported them during the post COVID-19 pandemic crisis. The project trained Syrian refugees and Jordanians in equal share which promoted among the communities mutual cooperation and established professional networks.

Yet the attaining decent work for the trained participants was a challenge. It was learnt through this evaluation that farmers appreciated women as workers. Though in general farmers were satisfied with the skills acquired by workers they still could not provide full time jobs for workers and called trainees occasionally on daily basis during the season peak. The unified contract developed by the Project was not still adopted by the farmers who needed to get registered themselves first. It is important to note that the majority of the farmers in agriculture sector present economic units working informally, thus the project embarked on a hard path.

Given the fact that Jordan has the lowest participation rate of women in the labour force in the world, we could say that the Project paved the path for women into economic participation. WASH facilities installed by the Project allowed women to spend more working hours at the farms and motivate women for further professional development in the farms. Hence the farmers could only provide the daily payments of 6 to 8 JDs, Syrian and Jordanian men who are the bread winners in the families had to consider jobs in other sectors. This put the project at risk of shaping the floriculture sector with low paid jobs for women. Better utilization of skills gained by women and men is needed.

As for increasing the employability of persons with disabilities, the Project could not meet the targets set on the trained number of persons with disabilities and the number of employed persons with disabilities. It was observed during this evaluation, though the

project availed the expertise of disability inclusion expert, it has fallen short on the budget to provide specific inclusion measures for persons with disabilities. It was learnt during this evaluation that farmers lacked knowledge how integrate the persons with disabilities into work place, especially given the fact that farms are not adapted to the persons with limited abilities. Yet, this experience was appreciated by the farmers, persons with disabilities and the other participants who generated this knowledge and gained experience of interacting with persons with disabilities.

The knowledge tools developed by the project, address disability inclusion to a medium extent. The value chain analysis conducted for the floriculture sector included gender equality dimension to a high extent which could be used by the development actors including the ILO to address the decent work challenges through the whole value chain – low technical capacity of the sector, lack of innovations, high operational costs and gender inequality.

Despite of these challenges, strategic relevance of the project has been rated as high by all key stakeholders and constituents who confirmed great importance of the project to the overall importance of creating decent work opportunities for vulnerable groups of population including women, youth and persons with disabilities. The projects are well-aligned with countries' national priorities, strategies and plans such as Jordan Vision 2025, ILO Decent Work Country Programme (DWCP), National Strategy for women in Jordan 2020-2025, National Framework on Child Labor, United Nations Sustainable Development Framework (UNSDF).

Social dialogue fostered by the Project set the ground for improvement of the regulatory framework in the agriculture sector with the high share of informal economy. The unified contract for Jordanian and non-Jordanian workers, training on OSH for workers and the employers, training of labour inspections in the agriculture sectors are the major results contributing to decent work prospects in floriculture sector. The Labour Management Committee established by the Project is not likely to be sustainable without future support given the fact that their members, the farmers, need time to gain knowledge and raise their commitment to social work beyond the business.

The project has undertaken the activities to increase the trade and export opportunities for the floriculture sector which has opened the other perspective for the farmers to grow and explore new markets. The capacity-building seminar conducted for the farmers bridged the gap in knowledge how to produce the flowers in demand at the world markets. The following publications produced by the Project – “Trade Overview and Desk research”, “USA & Qatar Market Factsheet” could be used by the farmers and the government stakeholders to support the export and trade opportunities for the sector.

The Project supported the farmers reducing operational costs through the installation of the solar panels and water irrigation systems. These measures are not only of extreme importance to Jordan where water and energy are in great demand, but of great importance to the efficient and sustainable use of natural resources and environmental sustainability. Investing further in these innovative solutions expands the creation of green jobs in the floriculture sector.

Overall, this intervention impacted the floriculture sector of Jordan by creating the pool of skilled workers represented by Syrian refugees and vulnerable Jordanians, including men, women, and persons with disabilities. The Project demonstrated strong impact orientation towards gender equality, environmental sustainability and disability inclusion and contributing to the achievement of the SDGs 1, 4, 5, 6, 7 and 8.

5.2. Lessons Learnt

This End-Term Evaluation allowed formulating the following lessons learnt:

Lesson learnt 1. Increasing employability of persons with disabilities in the agriculture sector requires careful analysis of risks and hazards at the workplace, analysis of suitability of certain occupations for persons with disabilities with certain abilities and analysis of the accessibility of the work place.

Lesson learnt 2. Enhancing employability of persons with disability requires supporting the employers in enhancing the accessibility of the workplace, in training supervisors of persons with disabilities on possible risks and hazards for PwDs at the work place and in finding the operations which could be performed by PwDs at certain work place.

Lesson learnt 3. Establishing WASH facilities for women at the farms increases willingness of women to invest more hours in work.

Lesson learnt 4. Women in Jordan do not mind working with men at the same work place, provided that they have gender-sensitive working environment.

5.3. Good Practices

This evaluation exercise collected several emerging good practices with potential for replication on the part of the ILO and other donors including governments:

Best practice 1. Provision of the farms with environmentally friendly facilities aimed at better utilization of natural resources leads to saving operation costs which could be invested by the farmers into creation of green jobs.

Best practice 2. Holding floriculture trainings in the farms accompanied by the daily student scholarships, transportation and food allowed representatives of the vulnerable groups to concentrate on learning and develop good theoretical and practical skills.

6. RECOMMENDATIONS

When analysing data collected during the desk review and primary sources of information and formulating recommendations, the evaluators applied a utilization-focused

approach.²⁶This is aimed at developing recommendations which will be realistic, feasible and support the ILO team to make informed decisions about similar interventions, increase sustainability of the results as well as produce evidence on emerging good practices and lessons learnt for future interventions.

RECOMMENDATIONS /PRIORITY/ADDRESSED TO	TIMEFRAME ANDRESOURCE IMPLICATIONS
<p>1 To the Project Team. To consult with the ACTEMP at DWT/Beirut on current opportunities for JCFA members to undergo the ILO In Business Programme and other trainings developed by the ILO ITC Training Centre for employers' organizations to be undertaken by JCFA management on design and promoting new services for its members</p>	<p>Within two months. No extra resources needed</p>
<p>2 To the DWT/Beirut.To conduct consultations with the tripartite constituents and the potential donors on the development of the second phase intervention aimed at scaling up current activities through engaging other farms in the floriculture sector to promote decent work and create green jobs for Syrian refugees, vulnerable Jordanians (women in vulnerable situation, youth in NEET), persons with disabilities (men and women) and migrant workers (men from Egypt).</p> <p>Some aspects on future design of the intervention to be considered:</p> <p>Budget. It is important to budget communication costs and sufficient budget to support the creation of decent jobs for persons with disabilities (men and women).</p> <p>Floriculture training. It is recommended to introduce second level of training (more advanced) for already trained workers. The first level training should be at least 30 days. In the absence of occupational standards and institutional training in floriculture training in Jordan, establishing an excellence training center in floriculture sector could be recommended</p>	<p>Three months.</p> <p>Resources needed</p>

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

	OSH training. It is recommended to consult VTC prior designing the OSH training. New topics on OSH and practical sessions are suggested. ToT on OSH is recommended to ensure sustainability and scalability of results.	
3	To the JCFA. To build on achieved results and support their members in delivering new services through trainings, outreach campaigns and dissemination of the developed materials to promote growth of the floriculture sector and decent work opportunities for men and women, including persons with disabilities.	Three months, Additional resources needed
4	To the DWT/Beirut. To continue advocacy efforts in Jordan in promoting ratification of the governance convention C129, explaining the importance for tackling challenges of informality along with the adherence to the fundamental conventions already ratified by Jordan enhancing better understanding of the Recommendation No. 204 on Transition from the Informal to the Formal Economy	Within three months. No additional resources needed
5	To the farmers (employers) in the floriculture sector. To create the career development opportunities for men and women working in the floriculture sector to allow their personal and professional growth and increase of income (strong recommendation from workers - 15 JD per day.	Within three months. Technical expertise to develop career paths is needed. Allocating a special budget for increase of salaries/cash bonuses is needed
6	To the GFJTU. To build on achieved results to continue work with the Labour Management Committees on expanding and strengthening the unionization of workers within the floriculture sector giving special attention to women working in the sector and persons with disabilities (men and women)	Within three months. Additional funds are needed
7	To the government, Ministry of Labour and/or the donors. To introduce wage-subsidies and micro-grants to the employers in the agriculture sector aimed at widening accessibility of the farms for persons with disabilities (men and women) and creating decent jobs for PwDs (men and women)	Within three months. No additional resources needed
8	To the government, Ministry of Agriculture and/or the donors. To introduce micro-credits and micro-grants for farmers in the agriculture sector to pilot environmentally friendly technologies – hydroponic,	Within three months. No additional resources needed

solar energy, better water management and green recycling

Annex

ANNEX A List of Documents Analyzed

1. ProDoc
2. M&E Plan (Annex B)
3. MEAL Floriculture sector
4. Revised Work Plan, Feb 2021
5. Presentation on the progress achieved, Aug 2022
6. Annual Progress Report, 2021
7. Floriculture Compliance Check List
8. Inception report
9. Vulnerability Assessment Framework in Jordan Desk Review
10. Focus Group Discussions (FGDs) Results Report
11. Communication Plan
12. General Framework of the Curriculum
13. Occupational Standards for Planting and Picking of Flowers & Ornamental Plants
14. Risk Analysis Log
15. Appendix (A) Updated Work/ Implementation Plan
16. Floriculture Q2 FY2020-2021 Progress Report - Up to June 2021
17. Floriculture Q3 FY2020-2021 Progress Report - Up to September 2021
18. Floriculture Q4 FY2020-2021 Progress Report - Up to December 2021
19. IFH 2022 Narrative Report
20. JCFA - ILO - Final Progress Report - Full Implementation Period
21. JCFA Final Report on Budget Execution
22. Institute for Family Health - Noor Al Hussein Foundation (IFH-NHF) Final Report on Budget Execution
23. ILO Project Financial Status Report by Project Outcome, Output and Activity, as of 17 Oct 2022
24. VTC Final Technical Report_30 April 2022
25. Value chain analysis of Jordan's floriculture sector, ILO, 2022 (ISBN: 978-92-2-037248-7 (web PDF))
26. Occupational Analysis of Standards for Planting and Picking of Flowers & Ornamental Plants
27. Training manual "Post Harvesting Process of Cut Flowers Industry"
28. USA & Qatar Market Factsheet
29. Trade Overview and Desk research
30. ILO Programme and Budget for the Biennium 2022-2023
31. ILO Programme and Budget for the Biennium 2020-2021
32. ILO Programme and Budget for the Biennium 2018-2019
33. ILO Decent Work Country Programme (DWCP), 2018-202
34. Jordan Vision 2025: a National Vision and Strategy
35. National Strategy for the Deinstitutionalisation of Persons with Disabilities in Jordan
36. Law on the Rights of Persons with Disabilities Act 2017
37. National Strategy for women in Jordan, 2020 – 2025
38. Jordan Voluntary National Review 2022
39. The National Strategy for Social Protection 2019-2025
40. National Strategy for Human Resources Development 2016- 2025
41. Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)

42. National Framework of Jordan on Child Labour
43. National Child Labour Survey in Jordan, 2016
44. Jordan's Green Growth National Action Plan 2021-2025
45. United Nations Sustainable Development Framework in Jordan (UNSDF), 2018-2022
46. Jordan Response Plan (JRP) for the Syria Crisis 2020-2022
47. C182 - Worst Forms of Child Labour Convention, 1999 (No. 182)
48. WFP Jordan Country Brief | United Nations in Jordan
49. Jordan (europa.eu)
50. Jordan Overview: Development news, research, data | World Bank
51. Infographics: Urbanisation and Urban Development in Jordan - Urbanet
52. Agriculture-Sector-Profile-24-4.pdf (moin.gov.jo)
53. General Population and Housing Census of 2015
54. C138 - Minimum Age Convention, 1973 (No. 138)
55. News about the project in You tube, Graduation Ceremony of beneficiaries, in Arabic, link: <https://m.youtube.com/watch?v=vH0sBGR-wQY&feature=youtu.be>:
56. ILO web-page in Arabic, facts about the Project, link: https://www.ilo.org/beirut/projects/WCMS_763847/lang--ar/index.htm
57. ILO web-page in English, facts about the Project, link: https://www.ilo.org/beirut/projects/WCMS_763772/lang--en/index.htm:
58. Project news in Arabic, link: https://petra.gov.jo/Include/InnerPage.jsp?ID=219801&lang=ar&name=news&fbclid=IwAR0BapJA8CpoejCHuQiW8A5LcwoVUpixB3e8auLLb9NdKvXdKjYyJ0OdCR0#.Yvk9_CmhMqx.whatsapp:
59. Project news in Arabic, link: <https://petra.gov.jo/Include/InnerPage.jsp?ID=219801&lang=ar&name=news&fbclid=IwAR0BapJA8CpoejCHuQiW8A5LcwoVUpixB3e8auLLb9NdKvXdKjYyJ0OdCR0#.YuaWE9H-cEw.twitter>:
60. Project news in Facebook, ILO and Australia sign agreement to advance decent work in the floriculture sector in Jordan, link: <https://www.facebook.com/654770334942134/posts/pfbid0mtZp8avHRLYAHU2hJYzsgHxYPnioXS4z7FGn54LmG25ntWBbJTIEthAddq2qDil/?d=n>:
61. Project news in Facebook, ILO and Australia sign agreement to advance decent work in the floriculture sector in Jordan, link: <https://www.facebook.com/654770334942134/posts/pfbid02wcJphXxkEMxT96S2iDCqQeaUj2qPEhSscWg4XDbJT2GgmiPPh7GBGrkK1E5LkqELI/?d=n>:
62. Project news in Facebook on OSH training, in Arabic, link: <https://www.facebook.com/445431328851495/posts/pfbid02GUV6VHYtzyg2euFdQWiziLwczDWLJHk9CRirZKXJSHnMk9jVuHZJvZTV4NS3Uw48l/?d=n>:
63. Project news in Facebook, in Arabic, on the workshop in Dead Sea on the Unified Contract, link: <https://www.facebook.com/654770334942134/posts/pfbid02Ky4z9zjwHRKq7EDrpS2vwLWqU5Hd6QWgNuUt21g1b3qqY3B8hamp9hRyEppLguttI/?d=n>:
64. Maqar news, in Arabic, IFH Raise Awareness on Child Labour, link: <https://maqar.com/archives/546656>
65. Khaberni news, in Arabic, IFH Raise Awareness on Child Labour, link: <https://www.khaberni.com/news/516756>
66. AlRai news, in Arabic, IFH Raise Awareness on Child Labour, link: <https://alrai.com/article/10734126/>
67. Addustour news, in Arabic, IFH Raise Awareness on Child Labour, link: <https://www.addustour.com/articles/>
68. Facebook page of the IFH, post on Decent Work for farmers and workers, in Arabic, link:

<https://www.facebook.com/445431328851495/posts/pfbid0o42Xwfees2AoEEiArbgGgeiFcpvNNLPjhNboKhageLdUk3Uydij2EkQ1gy6pmQxB/>

69. Al Rai News, on Decent Work for farmers and workers, in Arabic, link: <https://alrai.com/article/10734127/>
70. Enjaz News, on Decent Work for farmers and workers, in Arabic, link: <https://enzaznews.com/202717-2/>
71. Al Haqyaalou news, on Decent Work for farmers and workers, in Arabic, link: <http://alhaqyaalou.com/>
72. Nabd news, on Decent Work for farmers and workers, in Arabic, link: <http://nabdapp.com/t/105393652>
73. Al Ramtha news, on Decent Work for farmers and workers, in Arabic, link: <https://www.alramtha.net/?p=41231>
74. Al sawsana News, on Decent Work for farmers and workers, in Arabic, link: <https://www.assawsana.com/portal/pages.php?newsid=556843>
75. Khaberni news, on Decent Work for farmers and workers, in Arabic, link: <https://www.khaberni.com/news/>

ANNEX B List of Persons Interviewed and engaged in focus group discussions

SUMMARY STATISTICS

INTERVIEWS

Total Number of interviews conducted: 28 (out of them 22 individual interviews and 6 group interviews)

Persons participated: 36 (19 men and 17 women)

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

List of interviews with ILO officials, constituents and partners

TIME	DATE
6 October 2022	
Online Group Interview	Ms. Asma Nashawati , Admin and Finance Officer, ILO, CO-Jordan Ms. Maysoon Al-Remawi , National Project Coordinator, ILO, CO-Jordan
11 October 2022	
In-person, Individual Interview	Mr. Mazen Ghalayini , Chair of JCFA
In-person, Group Interview	Mr. Eihab Maaya , Secretary general of the JCFA Ms. Aseel Mustafa , Manager of the JCFA
12 October 2022	
In-person, Group Interview	Mr. Eng Ebraheem Tarawneh , Deputy Director General, VTC Ms. Zein Syouf , Training coordinator, VTC
In-person, Individual Interview	Ms. Sagita Tohalba , Agriculture Engineer, floriculture farm, Madaba
In-person, Individual Interview	Mr. *** ** , young Egyptian worker, floriculture farm, Madaba
13 October 2022	
In-person, Group Interview	Mr. Abdelwali Mansour , Secretary general assistant, Ministry of Agriculture Mr. Mohammed Al-Jamal , Plant Wealth Manager, Ministry of Agriculture Mr. Mahmoud Rabi'e (Dr) , DCU, Director, Ministry of Agriculture

In-person, Group Interview	Mr. Muhammed Abu Nadi , ***, Ministry of Labour Mr. M. Mahasni , Coordinator of Better Work Programme, Ministry of Labour Mr. Haitham Najdawi , Director of Inspectorate, Ministry of Labour
Online, Individual Interview	Mr. Mohammed Maaita , Workers Expert, General Federation of Jordanian Trade Unions (GFJTU)
16 October 2022	
Online, Group Interview	Ms. Ruwa Jaber , CEO, PalTrade Ms. Anagheem Zghebe , ***, PalTrade
20 October 2022	
Online, Individual Interview	Mr. Toni Ayrouth , Programme Officer, ILO
Online, Individual Interview	Ms. Frida Khan , Senior Specialist, Gender Equality and Coordinator of Jordan DWCP, ILO
Online, Individual Interview	Ms. Lina Alkrimeen , Monitoring and Reporting Officer, ILO
21 October 2022	
Online, Individual Interview	Ms. Maha Katta , Technical backstopping by DWT/Beirut, ILO
23 October 2022	
Online, Individual Interview	Mr. Qais Qatamin , Chief Technical Advisor (CTA), Programme of Support, ILO
27 October 2022	
Individual Interview	Ms. Maysa Sabbagh , Labour Committee, Independent

List of individual and group interviews with Project beneficiaries (workers)

26 - 27 October 2022	
Phone, Individual Interview	Mr. AbdelKarim Mousa , Syrian, PwD, Baqaa
Phone, Individual Interview	Ms. Fatmeh Sabha , Syrian, Baqaa
Phone, Individual Interview	Ms. Hanan Jawabreh , Jordanian, Baqaa
Phone, Individual Interview	Ms. Nisrin Masri , Jordanian, Baqaa
Phone, Individual Interview	Ms. Suha Basam , Jordanian, Baqaa
Phone, Individual Interview	Ms. Manal Sunbol , Jordanian, Baqaa
Phone, Individual Interview	Ms. Fatmeh Haj , Syrian, Baqaa

Phone, Individual Interview	Mr. Ahmad Mazrou, Syrian, Baqaa
Phone, Individual Interview	Mr. Ahmad Haj Ali, Syrian, Baqaa
Phone, Individual Interview	Mr. Ghazi Elewi, Syrian, Baqaa
Phone, Individual Interview	Mr. Abdel Razzak Jarba, Syrian, PwD, Baqaa
Phone, Individual Interview	Mr. Jamal Shomar, Syrian, PwD, Baqaa

List of group interviews with Project beneficiaries (farmers)

9 October 2022

In-person, Group interview	Mr. Ghaith Ghsous: Baqaa
	Mr. Maher Sider: Baqaa
	Mr. Qasem Houmsi: Baqaa
	Mr. Yousef Al-Khatib: Baqaa
	Mr. Ibrahim Edwan: Baqaa

FOCUS GROUP DISCUSSIONS

Total Number of FGDs conducted: 8

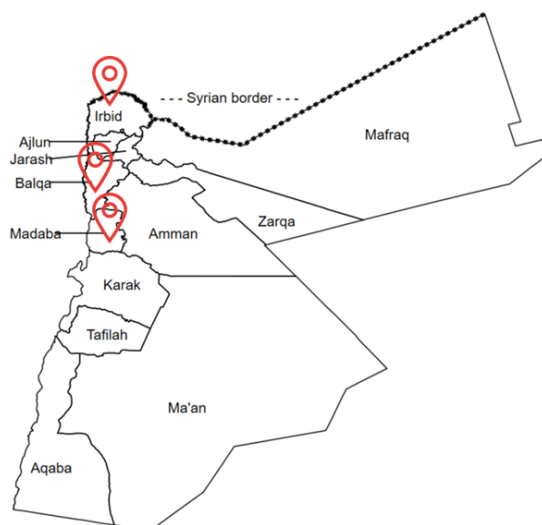
Persons participated: 47 (18 men and 29 women)

8 focus group discussions were held with 47 project beneficiaries (workers) - 18 men (38%) and 29 women (62%), Syrian refugees (40%), vulnerable Jordanians (60%) and persons with disabilities (men and women).

The focus group discussion were held in Baqaa (4 FGDs, out of them 2 FGDs with men and 2 FGDs with women), in Irbid (2 FGDs with women²⁷) and in Madaba (2 FGDs, out of them 1 FGDs with men and 1 FGDs with women).

²⁷ No male participants were in Irbid

Chart 3. Regions targeted by the Project



Location: BAQAA Date: 08/10/2022

#	Name	Age	Nationality
Focus Group Discussion 1: Female Mixed Nationality (including PwD)			
1.	Fathieh Masaeed	59	Jordanian
2.	Diana Hamidi	33	Syrian
3.	Noura Ahmad	59	Jordanian
4.	Amneh Abdullah	59	Jordanian
5.	Eflaha Mifleh	54	Jordanian
6.	Hala Shihadeh	38	Jordanian
7.	Siham Driaat	48	Jordanian

Location: BAQAA Date: 08/10/2022

Focus Group Discussion 2: Male Mixed Nationality (including PwD)			
8.	Mohammad Husain Driaat	38	Jordanian
9.	Amjad Salameh	22	Jordanian
10.	Younes Salameh	50	Jordanian
11.	Qasem Salamat	21	Jordanian

12.	Nawwaf Eid	48	Jordanian
13.	Abdelkarim Mousa	26	Syrian

Location: BAQAA Date: 08/10/2022

Focus Group Discussion 3: Female Mixed Nationality (including PwD)

14.	Fatima Sabha	40	Syrian
15.	Nisreen Masri	40	Jordanian
16.	Hanan Jawabreh	29	Jordanian
17.	Suha Basam	34	Jordanian
18.	Manal Sunbol	48	Syrian
19.	Fatmeh Haj	29	Syrian

Location: BAQAA Date: 08/10/2022

Focus Group Discussion 4: Male Syrian Nationality (including PwD)

20.	Ahmad Mizrei	22	Syrian
21.	Ahmad Haj Ali	48	Syrian
22.	Ghazi Elewi	60	Syrian
23.	Abdel Razzak Jarba	46	Syrian
24.	Jamal Shomar	28	Syrian
25.	Ali Tou'ies	31	Syrian

Location: Irbid (Jordan Valley) Date: 10/10/2022

#	Name	Age	Nationality
Focus Group Discussion 5: Female Mixed Nationality (including PwD)			
26.	Yasmin Soued	42	Syrian
27.	Muna Obidat	42	Jordanian
28.	Lama Obidat	46	Jordanian
29.	Reem Obidat	36	Jordanian

30.	Reem Jahani	36	Syrian
31.	Yosra Basiri	46	Syrian

Location: Irbid (Jordan Valley) Date: 10/10/2022

#	Name	Age	Nationality
Focus Group Discussion 6: Female Mixed Nationality (including PwD)			
32.	Nour Souied	42	Syrian
33.	Amal Obidat	42	Jordanian
34.	Noura Ibrahim	22	Jordanian
35.	Wafa Zeneh	40	Jordanian
36.	Aisha Ghawnmeh	29	Jordanian
37.	Manal Obidat	29	Jordanian

Location: Madaba Date: 12/10/2022

#	Name	Age	Nationality
Focus Group Discussion 7: Female Mixed Nationality (including PwD)			
38.	Dalida Bartikian	42	Jordanian
39.	Shirin Azaydeh	42	Jordanian
40.	Alia Assaf	41	Syrian
41.	Karimeh Ahmad	49	Syrian

Location: Madaba Date: 27/10/2022

#	Name	Age	Nationality
Focus Group Discussion 8: Male Mixed Nationality (including PwD)			
42.	Ahmad Azroun	49	Syrian
43.	Ahmad Zurikat	46	Syrian
44.	Qusai Jamaien	21	Jordanian
45.	Bilal Fuqaha	20	Jordanian
46.	Mahmoud Balawneh	52	Jordanian

47.	Akef Abu Ghaith	46	Jordanian
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ANNEX C Terms of Reference



International
Labour
Organization

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

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

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

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

Please submit the following:

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

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

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

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



Title

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

1. Key facts

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

	<p>recruitment and use of child soldiers, and by 2025 end child labour</p> <p>in all its forms) and (8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium- sized enterprises, including through access to financial</p> <p>Services)</p>
Budget	US\$ 2,394,539

2. Background information

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

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

Jordan is classified by the World Bank as an upper-middle income country with a population over 10 million.²⁸ It's relative political and socio-economic stability make it a valued asset in a region otherwise marked by conflict. As a result of its relative stability, Jordan has been a main destination for over 1 million displaced Syrians since the outbreak of conflict in 2011. While the inflow did not create new economic and labour market challenges, it did exacerbate the effects of existing weaknesses. These include job poor growth, a weak investment climate and resource scarcity. At the same time, infrastructure, basic services and natural resources were further strained. These factors compounded to heighten tensions across different segments of society, with focus on rising unemployment.

While Jordan was left with the immediate impacts of a sudden and large refugee inflow, international actors came together in 2016 to pledge support for main host countries in the region. What became known as the Jordan Compact, provided Jordan with a stream of concessional trade and finance, made contingent on the employment of Syrian refugees inside Jordan's

²⁸ World Bank Country and Lending Groups (2019) <https://datahelpdesk.worldbank.org/knowledgebase/articles/906519-world-bank-country-and-lending-groups>

Department of Statistics (2019) Population <http://dosweb.dos.gov.jo/population/population-2/>

borders. With the reality of decades of job poor growth and rampant skills mismatches, the Government invested heavily in policy reform and programs to generate jobs for Jordanians, as well as Syrian refugees.

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

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

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

Background of the project to be evaluated

The International Labour Organization (ILO) with support from The Government of Australia represented by the Department of Foreign Affairs and Trade (DFAT), is implementing the “Decent Work in Jordan’s Floriculture Sector” project. This project adapts and pilots a compliance model²⁹ to the floriculture subsector, addressing decent work deficits. At the same time, it launched skills training and worked closely with international sectoral and export specialists to enhanced firm-level productivity and access to new market opportunities. In doing so it has taken a sector-specific approach to advance the ILO and the Government of Jordan’s common commitment to promote Decent Work, social justice and equity. Under the DWCP 2018-2022, it has supported the export readiness of flower producers (DWCP output 1.2.3), increased job matching through employment services (DWCP output 1.2.1) and contributed to enhanced Occupational Safety and Health at the firm-level (DWCP Pillar II). At the global level the project had a planned contributions directly to Outcome 3: Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all

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

²⁹ Under the Dutch funded project, “Advancing Decent Work in Jordan’s Agriculture Sector: A compliance model,” the ILO drafted and validated a compliance model for the agriculture sector, based on national legislation and international labour standards. Under the four-year Dutch funded PROSPECTs partnership, the ILO has begun to apply the model and methodology at the farm level.

In particular, it has worked through cooperatives, which provide an organizing block for workers and employers in the sector.

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

The 3 main outcomes of the project are:

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

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

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

Project strategy

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

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

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

Stakeholders and target groups/beneficiaries

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

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

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

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

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

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

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

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

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

The DWCP priorities are fully in-line with national development strategies, including the National Human Resources Development Strategy (NHRD), the National Employment Strategy and the UN Sustainable Development Framework. By contributing to demand driven skills development programming, the project directly contributed to the 2016-2025 NHRD priority to increase the number of youth and adults who have relevant technical and vocational skills. It also supported the three outcomes of the UNSDF 2018-2022. In particular, it supported male and female workers and workers with disabilities to participate in the economic sphere (Enhanced Opportunities).³⁰

At the national level, this also included the national response to the crisis in Syria, entitled the Jordan Response Plan, to which the ILO directly contributes to nationally determined needs under the Livelihoods Sector. This project directly contributed to the Jordan Response Plan priority for “assistance for individuals to transition from short-term income generation to more sustainable employment through skills development and employment services.”³¹

Project governance and management arrangements

³⁰ United Nations Sustainable Development Framework 2018-2022. <https://jo.one.un.org/en/united-nations-sustainable-development-framework-2018-2022/>

³¹ This project will directly contribute to “assistance for individuals to transition from short-term income generation to more sustainable employment through skills development and employment services” <https://static1.squarespace.com/static/522c2552e4b0d3c39ccd1e00/t/5c9211e6e79c7001701ba9b3/1553076715901/Final+2019+JRP.pdf>

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

3. Purpose, objectives, and scope of the evaluation

Evaluation background

ILO considers project evaluations as an integral part of the implementation of technical cooperation activities. As per ILO evaluation policy and procedures all programmes and projects with a budget of USD 5 million + must have to go through two independent evaluations. Both evaluations are managed by an ILO certified evaluation manager and implemented by independent evaluators.

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

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

This evaluation will follow the ILO policy guidelines for results-based evaluations; and the ILO EVAL Policy Guidelines Checklist 4.4 "Preparing the inception report"; Checklist 4.1 "Validating methodologies"; and Checklist 4.2 "Preparing the evaluation report"³². The evaluation will follow the OECD-DAC criteria framework and principles for evaluation. For all practical purposes, this ToR and ILO Evaluation policies and guidelines define the overall scope of this evaluation. Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to stakeholders on how they can address them.

Purpose and objectives of the independent final evaluation

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

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

³²

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

7. Identify lessons and potential good practices for the tripartite constituents, stakeholders and partners; and
8. Provide strategic recommendations for the different tripartite constituents, stakeholders and partners to improve implementation of the project activities and attainment of project objectives.

Scope of the evaluation

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

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

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

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

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

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

a) Review criteria

The evaluation should address the overall standard evaluation criteria: Relevance, effectiveness, efficiency, sustainability and impact as defined in the ILO Policy Guidelines for results-based evaluation, 2020:³³ Relevant data should be sex-disaggregated and different needs of women and men should be considered throughout the evaluation process.

- Relevance, coherence, and strategic fit of the project
- Validity of the project design
- Project effectiveness
- Efficiency of resource use
- Sustainability of project outcomes
- Impact orientation; and
- Gender equality and non-discrimination³⁴

³³ https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm

³⁴ EVAL's Guidance Note 3.1: Integrating gender equality in monitoring and evaluation

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

b) Key Evaluation Questions

The evaluator shall examine the following key issues:

a) Relevance, coherence and strategic fit,

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

b) Validity of intervention design

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

c) Effectiveness:

- What progress has been made towards achieving the overall project objectives/outcomes? Have unintended results of the project been identified? Which have been the main contributing and challenging factors towards project's success in attaining its targets?
- Did the project achieve its gender-related objectives? What kind of progress was made, and what were the obstacles? Did the tools developed by the project integrate gender and non-discrimination issues?
- To what extent has the project identified and integrated into its actions the operational and strategic needs and priorities for men, women, persons with disabilities, refugees, and vulnerable groups?

- To what extent did the Covid-19 pandemic influence project results and effectiveness and how did the project address this influence? To what extent has the ILO intervention applied innovative approaches for an effective and timely ILO action to mitigate the immediate effects of the pandemic on the world of work?
- Has the project fostered ILO constituents' active involvement through social dialogue in articulating, implementing and sustaining coherent response strategies to mitigate the effects of the pandemic on the world of work? To what extent has the project engaged with stakeholders other than ILO constituents for sustainable results?

d) Efficiency of resource use

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

e) Impact orientation and sustainability

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

5. Methodology

The independent final evaluation will comply with evaluation norms and standards and follow ethical safeguards, all as specified in ILO's evaluation procedures. The ILO adheres to the United Nations Evaluation Group (UNEG) evaluation norms and standards as well as to the OECD/DAC

Evaluation Quality Standards. The evaluation is an independent final evaluation, and the final methodology and evaluation questions will be determined by the consultant in consultation with the Evaluation Manager.

The evaluation will apply a mix methods approach, including triangulation to increase the validity and rigor of the evaluation findings, engaging with tripartite constituents, stakeholders and partners of the project, as much as feasible, at all levels during the data collection and reporting phases. The evaluation methodology ought to take gender into consideration, sex disaggregated data and focus group discussions with either equal male to female participants or separate groups if appropriate. Further, it is critical to capture the extent of disability inclusion across the work of the UN. Strengthening disability inclusion in evaluations, for both mainstreamed and targeted interventions, will help the UN system to promote institutional accountability and learning, thereby contributing to the implementation of the United Nations Convention on the Rights of Persons with Disabilities (CRPD) and the achievement of the Sustainable Development Goals (SDGs), including the core commitment to leave no one behind. The data collection, analysis and presentation should be responsive to diversity and non-discrimination, including disability inclusion issues. The evaluation therefore should be designed so that it factors in for reasonable accommodations: e.g., longer time for focus group discussions/ key informant interviews (FGDs/KII), additional support to sign participation, accessibility considerations³⁵.

Due to the impact of the Covid-19 pandemic and its impact on the world of work, this evaluation will be conducted in the context of criteria and approaches outlined in the ILO internal guide: “Implications of Covid-19 on evaluations in the ILO: An internal Guide on adapting to the situation” (version March 25, 2020) and Protocol on collecting evaluative evidence on the ILO's COVID-19 response measures through project and programme evaluations³⁶.

Desk review, including the following information sources:

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

³⁵ Guidance on Integrating Disability Inclusion in Evaluations and Reporting on the UNDIS Entity Accountability Framework Evaluation Indicator- <http://unevaluation.org/document/download/3818>

³⁶ Operating procedures No. 2 **Protocol on collecting evaluative evidence on the ILO's COVID-19 response measures through project and programme evaluations, 9 October 2020**

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

The evaluation will involve field visits and face-to-face engagements e.g. key informant interviews and focus group discussions with project staff, tripartite constituents, stakeholders and partners in the project sites, considering the pandemic situation (if not advisable, interviews should be done only virtually). Interviews will be conducted in English and Arabic, as appropriate.

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

This list will include:

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

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

6. Main deliverables

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

- Describe the conceptual framework that will be used to undertake the evaluation.
- Elaborate the methodology proposed in the TOR with changes as required.
- Set out in some detail the data required to answer the evaluation questions, data sources by specific evaluation questions, (emphasizing triangulation as much as possible) data collection methods, and purposive sampling
- Selection criteria for individuals for interviews (as much as possible should include men youth and women).
- Detail the work plan for the evaluation, indicating the phases in the evaluation, their key deliverables and milestones.
- Set out the list of key stakeholders to be interviewed and the tools to be used for interviews and discussions.
- Set out the agenda for the stakeholder’s workshop.
- Set out outline for the final evaluation report.
- Interview guides and other data collection tools

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

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

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

1. Cover page with key project and evaluation data
2. Executive Summary
3. Acronyms and abbreviations
4. Context and description of the project including reported key reported results
5. Methodology and limitations
6. Findings (this section’s content should be organized around evaluation criterion and questions), including a table showing output and outcome level results through indicators and targets planned and achieved and comments on each one.
7. Conclusions

8. Recommendations (i.e., for the different key stakeholders and project partners), indicating per each one priority, timeframe and level of resources required. Suggested: maximum 8-10 recommendations in total).
9. Lessons learned and good practices
10. Annexes:
 - TOR
 - List of persons consulted
 - Schedule of work (briefings, data collection, interviews, field visits, workshop/s)
 - Documents consulted
 - Evaluation matrix
 - Data collection tools
 - Logical framework analysis matrix
 - Lessons learned using standard template (Template 4.1)
 - Emerging good practices using standard template (Template 4.2)

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

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

7. Management arrangements and work plan (including timeframe)

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

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

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

Role of the project team:

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

Role of the Evaluator

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

Role of the national consultant (In case needed)

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

Evaluation Timetable and Schedule

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

All logistics costs will be covered by the project.

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

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

Resources

Estimated resource requirements at this point:

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

8. Profile of the evaluation team

Qualifications for Lead Evaluator

- University Degree with minimum 7 years of experience in project /program evaluation.

- Evaluation expertise in market analysis field and previous proven skills and experience in undertaking evaluations of similar projects, preferably in the Arab States region. Experience in evaluating projects of the UN system
- Strong background in local economic and enterprise development as well as Human Rights Based Approach programming and Results Based Management.
- In-depth knowledge of the local context, national policies in terms of development and existing national and international support programs,
- Extensive knowledge of, and experience in applying, qualitative and quantitative research methodologies.
- Knowledge of ILO's roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable.
- Excellent analytical skills and communication skills.
- Demonstrated excellent report writing and oral skills in English
- Oral and reading skills in Arabic language will be an asset.

Team member (national consultant in case needed)

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

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

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

The consultants are encouraged to familiarize themselves with the ILO Self-Induction Module for Evaluation Consultants³⁷.

9. Legal and ethical matters

a) Confidentiality and non-disclosure

All data and information received from the ILO or other stakeholders for the purposes of this assignment shall be treated as confidential and shall be used only for the purpose of executing this mandate. All intellectual property rights arising from the execution of this mandate are attributed to the ILO. The contents of the written documents obtained and used in connection with this assignment may not be disclosed to third parties without the prior written consent of the ILO or the relevant stakeholders.

ANNEX 1: Relevant Policies and Guidelines

1. ILO Policy Guidelines for evaluation: Principles, rationale, planning and managing for evaluations, 3rd ed. http://www.ilo.ch/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm
2. Code of conduct form (To be signed by the evaluation teams) http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm
3. Checklist No. 4.8: Writing the inception report http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm
4. Checklist 4.2: preparing the evaluation report http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm
5. Checklist 4.9: rating the quality of evaluation report http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm
6. Template for lessons learnt and Emerging Good Practices http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm
http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm
7. Guidance note 4.5: Stakeholders participation in the ILO evaluation https://www.ilo.org/global/docs/WCMS_165982/lang--en/index.htm
8. Guidance note 3.1: Integrating gender equality in the monitoring and evaluation of Projects http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm26
9. Template 4.4 for evaluation title page http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm
10. Template 4.3 for evaluation summary <http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>
11. UNEG Ethical Guidelines for Evaluation <http://www.unevaluation.org/document/download/548>

³⁷ [ILO Self-induction Module for Evaluation Consultants-Part-I \(itcilo.org\)](http://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm)

ANNEX D Evaluability of Human Rights and Gender Equality

EVALUABILITY OF HUMAN RIGHTS AND GENDER EQUALITY

Mid-term evaluation exercise adopted Human Rights and Gender Sensitive Approach. To ensure this, UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation³⁸ was followed in conducting the exercise and reporting. Summary of the evaluability assessment is presented below.

Evaluability	Characteristics of the intervention	Evaluators' comments
	<p>The intervention theory has clearly considered HR & GE issues (e.g. the intervention identified, from the beginning, problems and challenges that affect particular groups, inequalities and discrimination patterns in the area where it occurs, contextual or systematic violations of rights, etc.)</p>	<p>HR & GE issues were addressed in the intervention theory, needs assessment and vulnerability assessment were conducted (Source: ProDoc, Inception report):</p> <p><i>Though women work in this sector, employer preference remains towards males and not females due to their ability to work for longer hours and flexibility to sleep in the farm. Majority of male workers are Egyptians (65.1%), while female workers are Jordanians (77%).</i></p>
	<p>HR & GE are clearly reflected in the intervention design (logframe, indicators, activities, M&E systems, reporting mechanisms)</p>	<p>Project design mentions cross-cutting drivers aimed at advancing human rights and gender equality including the ILS, social dialogue, gender equality and</p>

³⁸ United Nations Evaluation Group, Integrating Human Rights and Gender Equality in Evaluation, (UNEG, 2014)

High		<p>inclusion of persons with disabilities. Human Rights are addressed at the overall objective and at one main outcomes:</p> <p>Results chain:</p> <p><i>Overall Objective: Advance decent work in the floriculture sub-sector through a compliance model that enhances employability, productivity and adheres to national and international labour standards;</i></p> <p><i>Improved employability of 1000 Syrian refugees and vulnerable Jordanians in Madaba, Irbid, and Balqaa governorates;</i></p> <p><i>Output 02.01 - All children identified to be working on participating farms are referred to appropriate services through operationalization of the referral mechanism.</i></p> <p>Specific activities included (some examples):</p> <p><i>01.02.03. Assess the accessibility of occupations for women and persons with disabilities , and propose recommendations to advance inclusivity;</i></p> <p><i>01.02.04. Develop and validate training materials, taking into consideration recommendations for inclusivity (women and persons with disabilities (PwD));</i></p> <p><i>01.02.05. Conduct outreach to identify a pool of male and female, Syrian and Jordanian applicants with diverse abilities;</i> (Source: ProDocs)</p> <p>Gender Sensitive indicators:</p> <p><i>01.03.01. Conduct practical and theoretic trainings of 1,000 Syrian refugees and vulnerable Jordanians (of which 70% women, and 200 PwD); (Source: ProDocs)</i></p> <p>Progress report templates foresee regular</p>
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	reporting on HR&GE
The intervention design benefited from a strong and inclusive stakeholder analysis	To some extent. Approach to including women, including persons with disabilities and approach to child protection was outlined. Target groups and collaborating institutions were identified.
The intervention design benefited from specific human rights and gender analyses	Yes
Records of implementation and activity reports contain information on how HR & GE issues were addressed	Yes
Stakeholders (both women and men) have participated in the various activities of the intervention in an active, meaningful and free manner	Yes
Monitoring systems have captured HR & GE information (e.g. the situation of different groups of people, specific indicators, etc.)	Yes
Data has been collected in a disaggregated manner (e.g. by sex, ethnicity, age, etc.) reflecting the diversity of stakeholders	Yes
Progress and results reports for the intervention include HR & GE information	Yes
Context (political, institutional, cultural, etc.) where the intervention is inserted is conducive to the advancement of HR & GE	To some extent. Economic participation and opportunity index Though Jordan is placed on 131 place out 156 according to Global Gender Gap report (2021), it has made a significant progress as this country managed to close its Economic Participation and Opportunity gap by at least 1 full percentage point in one year Source: Global Gender Gap Report, 2021, World Economic Forum.

UNEG recommendations to address evaluability challenges:

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

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

1. Gender Equality and Human Rights dimension were included in the Project Intervention Logic and Design to a significant extent.
2. Specific objectives were formulated to achieve a meaningful results in upholding HR&GE in Jordan including formulation of gender-sensitive and inclusive indicators.
3. Vulnerable groups were outlined and their interests and needs were not embedded in the Project Design.
4. There is a *Performance Evaluation Framework* developed which allows collecting data in sex disaggregating manner
5. Progress reports provide progress on HR&GE including provision of the data in a sex disaggregated and inclusive manner.

ANNEX E Lessons learnt

Lesson Learnt 1

Project Title: Independent Final Evaluation for the ‘Decent Work in Jordan’s Floriculture Sector project’

Project TC/SYMBOL: JOR/19/02/AUS

Name of Evaluator: Svetlana Bronyuk

Date: 27.11.2022

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)	Increasing employability of persons with disabilities in the floriculture sector requires careful analysis of risks and hazards at the workplace, analysis of suitability of certain occupations for persons with disabilities with certain abilities and analysis of the accessibility of the work place
Context and any related preconditions	The project “The Decent Work in Jordan’s Floriculture Sector project” aimed to increase the employability of persons with disabilities through the technical training in floriculture sector and OSH. The project conducted the analysis of the occupations and developed the training based on occupational standards for men and women, including the PwDs. The training included theoretical part and a practical part – directly in the farms
Targeted users / Beneficiaries	Development actors, farmers
Challenges /negative lessons - Causal factors	It was learnt from this experience that farms are not accessible to men and women using the wheel chairs as the lanes between the flower beds are too narrow and flowers in most farms are planted to the soil thus it is difficult to bend for persons using wheel chairs. Being at the farms unattended could be dangerous for persons with mental challenges (risks of falling down to water basins, machines and equipment).
Success / Positive Issues - Causal factors	It was learnt as a result of this project that persons with disabilities could perform packaging of flowers regardless of their type of disability. If due training is provided, the persons with challenged vision could perform this work as well. Persons with disabilities enjoyed working at the farms noting good attitude to them and equal pay. Investing in creating inclusive green jobs could contribute to the rehabilitation of persons of disabilities, their better social integration and promotion of their human rights for economic participation
ILO Administrative Issues (staff, resources, design, implementation)	To the Programme Department – to build on the knowledge gained and design future interventions with solid analysis of risks and hazards at the workplace, analysis of suitability of certain occupations for persons with disabilities with certain abilities and analysis of the accessibility of the work place; to motivate employers in creation of inclusive jobs through the design and pilot of the active labour market measures

Lesson Learnt 2

Project Title: Independent Final Evaluation for the ‘Decent Work in Jordan’s Floriculture Sector project’

Project TC/SYMBOL: JOR/19/02/AUS

Name of Evaluator: Svetlana Bronyuk

Date: 27.11.2022

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)	Enhancing employability of persons with disability requires supporting the employers in enhancing the accessibility of the workplace, in training supervisors of persons with disabilities on possible risks and hazards for PwDs at the work place and in finding the operations which could be performed by PwDs at certain work place.
Context and any related preconditions	The project “The Decent Work in Jordan’s Floriculture Sector project” aimed to increase the employability of persons with disabilities through the technical training in floriculture sector and OSH. The project conducted the analysis of the occupations and developed the training based on occupational standards for men and women, including the PwDs. The training included theoretical part and a practical part – directly in the farms. Farmers were also trained on OSH yet this training didn’t include the sessions on integrating persons with disabilities at work places
Targeted users / Beneficiaries	Development actors, farmers
Challenges /negative lessons - Causal factors	It was learnt from this experience that farms are not accessible to men and women using the wheel chairs as the lanes between the flower beds are too narrow and flowers in most farms are planted to the soil thus it is difficult to bend for persons using wheel chairs. These barriers could be removed if the lanes are widened and paved with solid material to allow persons using wheel chairs to pass through the lanes. If flower beds are constructed at higher length they could be served easily by the persons on wheel chairs and by the persons without disability
Success / Positive Issues - Causal factors	If farmers are introduced to the challenges of the persons with disabilities and the ways to adapt to their need, they could feel more confident in adapting the infrastructure of the farms to the various abilities of the PwDs
ILO Administrative Issues (staff, resources, design, implementation)	To the Programme Department – to build on the knowledge gained and design future interventions with allocated budget to support the accessibility of the work place to the persons with disabilities; to develop a training for employers how to adapt the work places and specific types of jobs to the needs of persons with various abilities.

Lesson Learnt 3

Project Title: Independent Final Evaluation for the ‘Decent Work in Jordan’s Floriculture Sector project’

Project TC/SYMBOL: JOR/19/02/AUS

Name of Evaluator: Svetlana Bronyuk

Date: 27.11.2022

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)	Establishing WASH facilities for women at the farms increases willingness of women to invest more hours in work
Context and any related preconditions	The project “The Decent Work in Jordan’s Floriculture Sector project” aimed to increase the employability of women through the technical training in floriculture sector and OSH. It was learnt during the inception phases that the farms do not have wash rooms for women. Thus women usually spent 2-3 hours at work and had to leave as there was no a wash room. The project installed caravans equipped with toilets where women could change their clothes, rest and take meals
Targeted users / Beneficiaries	Development actors, farmers
Challenges /negative lessons - Causal factors	Not observed
Success / Positive Issues - Causal factors	Women appreciated new gender-sensitive facilities and start working around 4-6 hours a day. They also considered farms a good place for personal and professional development
ILO Administrative Issues (staff, resources, design, implementation)	To the Programme Department – to continue this practice of allocating specific budget to support the needs of men and women

Lesson Learnt 4

Project Title: Independent Final Evaluation for the ‘Decent Work in Jordan’s Floriculture Sector project’

Project TC/SYMBOL: JOR/19/02/AUS

Name of Evaluator: Svetlana Bronyuk

Date: 27.11.2022

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)	Women in Jordan do not mind working with men at the same work place, provided that they have gender-sensitive working environment.
Context and any related preconditions	The project “The Decent Work in Jordan’s Floriculture Sector project” aimed to increase the employability of women through the technical training in floriculture sector and OSH. The majority workers in floriculture farms currently are men. Hence Jordan has the lowest participation rate of women in the labor force (14%) it could be assumed that women may not consider working side by side with men, given also the cultural sensitivity of such issues in Jordan
Targeted users / Beneficiaries	Development actors, farmers, women
Challenges /negative lessons - Causal factors	Not observed
Success / Positive Issues - Causal factors	This evaluation learnt that the supervisors tend to distribute labour tasks between women and men dividing them in teams of female and the teams of male workers. However this evaluation observed that women and men work side by side voluntarily if they have to perform the same tasks. Some times more experienced male workers teach women how to perform certain tasks and this is not objected by women
ILO Administrative Issues (staff, resources, design, implementation)	To the Programme Department – to continue collect sex/disaggregated data to manage gender balance and gender equality at work

ANNEX F Emerging Good Practices

Emerging Good Practice 1

Project Title: Independent Final Evaluation for the 'Decent Work in Jordan's Floriculture Sector project'

Project TC/SYMBOL: JOR/19/02/AUS

Name of Evaluator: Svetlana Bronyuk

Date: 27.11.2022

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.)	Provision of the farms with environmentally friendly facilities aimed at better utilization of natural resources leads to saving operation costs which could be invested by the farmers into creation of green jobs
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The Project "Decent Work in Jordan's Floriculture Sector project" aimed to improve employability of 1000 Syrian refugees and vulnerable Jordanians in Madaba, Irbid, and Balqaa governorates. During the value chain analysis exercise the interviewed farmers reported a lack of government support for the floriculture sector, particularly in terms of support to the sector to offset the high costs of water, fuel and electricity. In order to support farmers in cutting production costs and enhancing competitiveness and green jobs, the project provisioned 22 farms with the solar panels and water irrigation system
Establish a clear cause-effect relationship	<p>The rationale of this was that saving costs on water and electricity which are extremely costly in Jordan farmers would invest in creation of green jobs. The baseline assessment for the Decent Work in Jordan's</p> <p>Electricity. Floriculture Sector project found that roughly one-quarter of the farms it surveyed paid high prices of over 400 dinars per month for electricity. The farmers interviewed for value chain analysis reported paying between 300 (for small farms) and 1,200 dinars (for medium-sized farms) for electricity.</p> <p>Water. High costs of water incurred by floriculture producers. Since farmland is usually rented and lacks wells, producers rely on commercial water providers (usually, pumped waters from wells owned by others). Costs are reported at 0.8 dinars per cubic metre (m³), which is the highest charge that can be incurred by commercial water providers. The producers surveyed spend at least 5,000 dinars on water per year (417 JD per month), with some farms spending as much as 50,000 dinars every year. Installation of irrigation systems could save water for famers as it is used more efficiently in comparison with hand watering.</p>

Indicate measurable impact and targeted beneficiaries	<p>If the lowest rate of 300 dinars is paid on monthly basis for the electricity than the Project saved the farmers funds to pay 37,5 days of work (300/8 JD per day) which is almost two jobs. The project assisted in employment of 116 workers (70% women, 2% PwDs) at 22 farms – around 5 jobs per farm. There are no data and calculations on how much the farmers save water due to the installation of the irrigation systems.</p>
Potential for replication and by whom	<p>JCFA, Farmers, ILO</p>
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	<p>DWCP of Jordan 2018-2022: Priority I: Employment creation contributes to economic and social stability</p>
Other documents or relevant comments	

Emerging Good Practice 2

Project Title: Independent Final Evaluation for the ‘Decent Work in Jordan’s Floriculture Sector project’

Project TC/SYMBOL: JOR/19/02/AUS

Name of Evaluator: Svetlana Bronyuk

Date: 27.11.2022

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.)	Floriculture trainings in the farms accompanied by the daily student scholarships, transportation and food allowed representatives of the vulnerable groups concentrate on learning and develop good theoretical and practical skills
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The Project “Decent Work in Jordan’s Floriculture Sector project” aimed to improve employability of 1000 Syrian refugees and vulnerable Jordanians in Madaba, Irbid, and Balqaa governorates. The Project developed the curricular based on occupation analysis in floriculture sector and conducted 18-days training including theory and practice at the farms.
Establish a clear cause-effect relationship	The participants were representatives of vulnerable groups of population (Syrian refugees and vulnerable Jordanians, men and women, including persons with the disabilities). The project provided daily student scholarships, transportation and food. These measures allowed representatives of the vulnerable groups concentrate on learning and develop good theoretical and practical skills.
Indicate measurable impact and targeted beneficiaries	The participants were satisfied with the skills they gained including the employers. The interviewed trainees reported that new skills could help them to find a job and negotiate a better pay
Potential for replication and by whom	Farmers, ILO, donors
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)	DWCP of Jordan 2018-2022: Priority I: Employment creation contributes to economic and social stability
Other documents or relevant comments	

