

Evaluability Assessment

Better Work Jordan

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Table of Contents

Executive Summary	6
Background on the Programme	10
BWJ M&E Framework and Related Documents	11
Purpose and Scope of the Assessment	12
Methods	13
A Note on Terminology.....	13
Limitations.....	14
Organization of Report	14
Findings	15
A. Stakeholder Expectations for M&E.....	15
B. Preparation for Evaluation	17
<i>Analysis of BWJ M&E Alignment with other Frameworks.....</i>	<i>17</i>
<i>Analysis of BWJ M&E Products.....</i>	<i>18</i>
<i>Analysis of Logic Flow within the BWJ Logframe: Observations and Suggestions.....</i>	<i>19</i>
<i>Stakeholder Participation.....</i>	<i>21</i>
<i>Data Management and Access.....</i>	<i>21</i>
<i>Development of Data Collection Protocols</i>	<i>23</i>
C. Supporting Evaluation Use.....	23
<i>Enhancing evaluation use among BWJ partners and stakeholders.....</i>	<i>23</i>
<i>Use of data and evaluation findings.....</i>	<i>24</i>
Recommendations	25
Conclusion	30
Annex 1: Better Work Jordan Stage III Logframe and Performance Plan (2017-2022) .	32
Annex 2: EA TORs	50
Annex 3: Inception Report	56
Annex 4: Stakeholders interviewed	66
Annex 5: Summary Table of Findings and Recommendations by Programme Outcome Area	67
Annex 6: Summary Response and Recommendations According to Area of Task	69
Annex 7: Description of BWJ and BWG M&E Documents	72
Annex 8: Observations on the Development Impact Statement (PMP)	74
Annex 9: Suggested revisions Development impact statement (draft)	76
Annex 10: Observations on Outcome 1 Area.....	77
Annex 11: Suggested revisions for Outcome 1 area (draft)	82
Annex 12: Observations on Outcome 2 Area.....	86
Annex 13: Suggested revisions for Outcome 2 area (draft)	90

Annex 15: Suggested revisions for Outcome 3 area (draft)	96
Annex 16: A Draft TOC for the BWJ Programme	98
Annex 17: A Draft Logic Model for the BWJ programme.....	99
Annex 18: Draft Plan for M&E Based on Analysis	100
Annex 19: Sample Monitoring Plan Design Format.....	102
Annex 20: Sample Evaluation Plan Design Format.....	103

Acronyms

BWG	Better Work Global
BWJ	Better Work Jordan
CBA	Collective Bargaining Agreement
CLA	Collaborating, Learning and Adapting
DE	Developmental Evaluation
DWCP	Decent Work Country Program
EU	European Union
EVAL	ILO Evaluation Office
GTU	General Trade Union of Workers in Textile, Garment and Clothing Industries
HICD	Human and Institutional Capacity Development
IFC	International Finance Corporation
ILO	International Labour Organization
J-GATE	Jordan Garments, Accessories and Textiles Exporters Association
KPI	Key Performance Indicator
M&E	Monitoring and Evaluation
MOL	Ministry of Labour
MOU	Memorandum of Understanding
OECD-DAC	Organization for Economic Cooperation and Development – Development Assistance Committee
OSH	Occupational safety and health
PICC	Performance Improvement Consultative Committee
PMP	Performance Monitoring Plan
SH	Safety and health
SME	Small and Medium Enterprises
STAR	Supply Chain Tracking and Remediation Tool
TOC	Theory of Change
TORs	Terms of Reference
USDOL	United States Department of Labor
ZT	Zero Tolerance

List of Tables, Figures, & Graphics

Table 1:	BWJ Phase 3 development objective and outcome areas
Table 2:	Definition of M&E terms
Table 3:	Stakeholders' articulation of challenges with M&E
Graphic 1:	Stakeholder expectations for BWJ M&E system
Figure 1:	Entry points for stakeholder engagement in development of Monitoring and Evaluation Frameworks
Figure 2:	Three evaluation approaches

Executive Summary

The Better Work Jordan (BWJ) programme is one of eight Better Work programmes that form Better Work Global (BWG) based in ILO headquarters in Geneva and in Bangkok. Ten years after it began, the BWJ programme has now begun its third phase (2017-2022), which is designed as three interlinked components focused at two levels, the factory level and institutional and policy level. As part of its first component, the programme aims to further build capacity of its partners and gradually transfer assessment and training services it has provided to the industry partially or in full to the MoL inspectorate by the end of Phase 3. Also, as part of the first component, BWJ will expand services to several other industries as part of the European Union's (EU) agreement with the Jordanian Government, including chemicals, plastics and engineering.

The second component is interlinked with the first in its focus on building capacity at the individual and institutional level on the implementation of inspection and training services to factories. The third component aims to influence the tripartite partners within the garment sector in developing sustainable means for cooperation and coordination, as well as to address several challenges to the industry, including representation and influencing the Small and Medium Enterprises (SMEs).

BWG maintains a centralized M&E and reporting system, with country programmes inputting the required data into a shared online system for monitoring at the global level. The M&E framework for the programme is produced by BWG, called "M&E Framework for Strategic Use of Evaluation (2017-2022)," which outlines an M&E approach and evaluation questions, and the BWJ programme has developed thus far a performance monitoring plan and logframe for M&E use.

The purpose of this assessment, as outlined in the TORs found in Annex 2, is to assess the extent to which the third phase of BWJ can be evaluated in a reliable and credible fashion. Related to this line of inquiry is whether the programme's M&E capacity is capable, as currently designed, to monitor and evaluate its work.

Methods

The assessment made use of Joseph Wholey's conception of Evaluability Assessment (EA), as it aligned with the TORs purpose and scope. Michael Quinn Patton's 17-step process of preparing for and enabling evaluation use was used as a guiding framework in formulating the findings for the EA. Data was collected from interviews with 20 people via Skype, including officials and staff from the BWG and BWJ programmes, as well as a representative from the MOL, the General Trade Union of Workers in Textile, Garment and Clothing Industries (GTU), and a board member of Jordan Garments, Accessories and Textiles Exporters Association (J-GATE). Documents reviewed include programme documents and country strategy, M&E products for both BWG and BWJ programmes, ILO Jordan's Decent Work Country Programme (DWCP) document, past BWJ evaluations, and Phase 3 MOUs with tripartite partners.

Key findings

BWG and BWJ expectations for M&E: Stakeholders spoke to an interest in understanding capacity building outcomes in particular for Phase 3, influencing agenda outcomes, and for evaluations to undertake a thorough and deep level of analysis on non-compliance in industries. BW stakeholders spoke broadly to specific challenges with M&E, including how best to learn from it as a process and outcome; how to maintain accurate data; what data would be of use to exchange among partners; and accessing the analysis of data on a timely basis for purposes of advocacy.

Evaluation readiness: The BWJ logframe and performance plan represents a sound start to developing an M&E framework, with the detailing of interventions under each of the 3 programme components or outcome areas; identification of indicators, baseline and targets; and articulation of risks and assumptions. The logframe is aligned with other relevant country program and donor frameworks yet it does not represent a comprehensive M&E approach for the programme. Definitions and common understanding are needed, greater definition around roles, and better use of language and hierarchy within the logframe. Further, while some assumptions are identified they are not made use of in developing and distinguishing between a monitoring focus and an evaluation focus for the programme, nor are evaluation questions articulated. Readiness for evaluation is not yet in place for the programme due to the need for sharper analysis, further development of strategy, and development of a monitoring plan and an evaluation plan to enable its implementation. Further, stakeholder engagement in the M&E process is not well defined, and further development of BWJ's capacity to capture and manage data beyond its service area within the BWG system is needed, as well as additional M&E staffing to implement the M&E strategy for Phase 3.

Evaluation use: Evaluation methods and approaches have lacked planning and shared understanding among stakeholders. Planning for evaluation use has been minimal in the past, with discussion of findings and adoption of recommendations taking place only within the BW programme. Use of evaluation findings and monitoring data can be better and more strategically defined as part of developing an M&E framework for the BWJ programme.

Recommendations

1. Develop a comprehensive M&E framework for the BWJ programme, building upon the M&E tools offered in the annexes along with further development of existing tools.
2. Develop evaluation questions as a means to focus the monitoring and evaluation approaches.
3. Engage tripartite partners in all aspects of M&E, including planning and development of approaches and tools/frameworks, their implementation, reflection and use.
4. Engage donors in the development of M&E at the start of each phase.
5. Adopt the research protocol used in BWG's research unit widely throughout the programme, including for M&E.
6. Incorporate reflection on capacity development into the M&E framework.

7. Develop and institutionalize the Kirkpatrick method in capturing data on training outcomes, particularly for national partner training and capacity building.
8. Consider developing an organizational capacity building tool specific to each programme partner that would assist with both implementation of capacity building and M&E.
9. Consider a developmental approach to M&E for the influencing work to be carried out in Phase 3.
10. Consider resourcing M&E to a much greater level to implement the recommendations provided.

Conclusions

Several areas of learning have emerged from this assessment, notably the need for a comprehensive M&E framework developed at the country programme level, the need for stakeholder engagement, and for cultivating greater evaluation readiness and use. Effectively using programme theory analysis to identify assumptions, articulate questions, and develop approaches to both monitoring and evaluation enables greater evaluation readiness and a more evaluable programme. Such evaluative and critical thinking facilitates further refinement of programme strategy and approach, as well as helps to maintain an impact focus.

Participation and understanding of process leads to increased readiness and more useful evaluation. While it is a challenge to facilitate the participation of partners, particularly on very detailed work such as M&E, when presented and facilitated properly the end result can have significant benefit for the programme. Through engaging in discussions on M&E, greater understanding about the programme's goal and objectives surface, and greater clarity around strategy and areas of intervention. Further refinement may happen as a result, adding greater clarity to the programme framework, as well as greater support and ownership over the programme that comes through participation and shared understanding. And ultimately, the collaboration should lead to increased evaluation readiness and more useful evaluation for the programme.

Further, going beyond the indicators to develop an approach to capacity building at the institutional level that helps to guide the capacity building as a programme activity, helps both the institution whose capacity is being built to take a proactive role in the capacity building process instead of a passive one. The use of a rating system with partner agency's reflection on their organizational development in the relevant areas targeted helps with cultivating buy-in and ownership as well as supporting what may be called a "learning organization". Further, such an approach supports the generation of data for both monitoring and evaluation, as well as supports and guides learning and implementation of capacity building activities for BWJ staff.

Finally, data that's better identified for a particular purpose would lead to greater and more timely use. Identification of data for M&E and planning for how it may be used should better enable more effective advocacy and influencing by the programme and the ILO Jordan office.

Background on the Programme

The Better Work Jordan (BWJ) programme began in 2008, at a time when there was a significant lack of capacity among tripartite partners within the garment industry. The employers' associations were not able to articulate a viable strategy for the industry and were challenged with poor labour standards within their factories, the union was not able to effectively engage its workforce, and the Jordanian Ministry of Labour's (MoL) inspectorate office did not have the capacity or human resources to effectively monitor the industry's factories. The industry had experienced human rights abuses in its supply chain, which was exposed by the media. With funding from the International Finance Corporation (IFC) of the World Bank and the U.S. Department of Labour (USDOL), the BWJ programme focused its work on those exporting factories to the U.S. and to Israel to improve labour conditions within the supply chain and to support the industry's growth.

Independent evaluation reports of previous phases point to significant areas of achievement to include the support to the union in building a strong partnership with the sector. Partners effectively negotiated several Collective Bargaining Agreements (CBA), and the union set up a system to collect dues from its members. BWJ has worked with its partners to lower the non-compliance rates in the factories on labour standards, and it has supported the industry in developing a more cohesive strategy, building relationships with its buyers and enabling further growth in the industry. Significant achievements in Phase 2 included a unified contract for workers and public reporting.

While specific gains have been made since the start of the BWJ programme, there are challenges with regard to a "plateau effect". The last independent final evaluation completed on the programme's Phase 2 (2014-2017) questioned whether a plateau in the non-compliance rate has occurred. Evidence points to rates of increased non-compliance over the years 2010-2017 in 13 of the 21 working condition sub-areas of the programme (62% of total number of areas of focus) and 6 of the 19 Core Labor Standard sub-areas (32% of total number of areas).¹ These persistent areas of non-compliance are in the areas of discrimination, due to wage difference between local and migrant workers; freedom of association, due to the GOJ's delay in ratifying ILO Convention 87 and the lack of such freedom in the Jordanian labour law; occupational safety and health (OSH), reportedly due to the Jordanian labour law's stringent treatment on SH and medical staff; and human resources/contracts. Finally, the lack of genuine representation of migrant workers in the trade union in particular, who make up the majority of the workforce in the industry, was addressed.²

Ten years after it began, the programme has now begun its third phase (2017-2022), which is designed as three interlinked components focused at two levels, the factory level and institutional and policy level. As part of its first component, the programme aims to further build capacity of its partners and gradually transfer assessment and

¹ BWJ Phase 2 Independent Final Evaluation (2018), page 26. Based on analysis of BWJ programme data, as discussed in the final evaluation report.

² BWJ Phase 2 Independent Final Evaluation (2018), page 9.

training services it has provided to the industry partially or in full to the MoL inspectorate by the end of Phase 3. These services formed the core of the programme’s work for the past 10 years, and it will continue to implement them while preparing its transfer to the MoL. Also, as part of the first component, BWJ will expand services to several other industries as part of the European Union’s (EU) agreement with the Jordanian Government, including chemicals, plastics and engineering.

The second component is interlinked with the first in its focus on building capacity at the individual and institutional level on the implementation of inspection and training services to factories. A strategy of capacity building involving secondment of MoL inspectors to work with BWJ to implement the services has been underway and will continue as part of Phase 3. A training of trainers’ model will also be implemented under this component. This second component aims for union and employers’ organizations to take on the advisory and training services implemented by the BWJ programme.

The third component aims to influence the tripartite partners within the garment sector in developing sustainable means for cooperation and coordination, as well as to address several challenges to the industry, including representation and influencing the Small and Medium Enterprises (SMEs). The SMEs are part of the garment sector in Jordan but have not been part of the programme focus on exporting factories so far. An additional aspect to this component focuses on research for advocacy.

The BWJ Phase 3 Logframe and Performance Plan (2017-2022)³ articulates the development objective and three outcome areas as follows:

Table 1:
BWJ Phase 3 development objective and outcome areas

Development impact	By 2022, Better Work Jordan strives to accelerate improvements in working conditions and business competitiveness in Jordan’s garment industry as well as the exporting industrial sector at large. It will also boost scalability and sustainability of impact by strengthening the capacity of national stakeholders, aligning new strategic and operational partnerships, and shaping national policies. Accordingly, the programme’s intervention in the country is two-tiered: the factory-level and the institutional and policy level.
Outcome 1	By 2022, Better Work Jordan’s core service delivery will be expanded and optimized.
Outcome 2	By 2022, at the national level, ILO, IFC and WBG will have built the capacity of national stakeholders to allow for full or partial transfer of responsibility for core service delivery.
Outcome 3	By 2022, sustainable mechanisms for policy and labour market reform in the garment sector and beyond have been established in Jordan.

BWJ M&E Framework and Related Documents

The BWJ programme is one of eight Better Work programmes that form Better Work Global (BWG) based in ILO headquarters in Geneva and in Bangkok. BWG maintains a centralized M&E and reporting system, with country programmes inputting the

³ Found in Annex 1.

required data into a shared online system for monitoring at the global level. The M&E framework for the programme is produced by BWG, called “M&E Framework for Strategic Use of Evaluation (2017-2022),” which outlines an M&E approach and evaluation questions.

There are 42 BWG indicators that have been adopted by all eight country programs, including BWJ, to ensure a consistent approach across all programmes and to reflect the commonality of all country programmes falling within the global framework. The 42 indicators are classified into eight categories: programme reach, assessment, advisory, stage 2 service differentiation, learning, enabling environment, finance and buyer relations.

The BWJ programme has thus far developed a performance monitoring plan and logframe, called “Better Work Jordan Stage III Logframe and Performance Plan”, with some of the 42 BWG indicators included. BWJ staff members have added additional indicators appropriate to its country context and objectives for Phase 3. This logframe is the sole M&E product developed by programme staff for Phase 3 thus far. Arranged in 7 columns, they are labeled strategy of intervention, key performance indicators, baseline, midline and endline, means of verification, and assumptions/risks.

Several other frameworks of relevance for the BWJ programme is the USDOL’s Performance Monitoring Plan (PMP), which is more limited and quantitative in nature. A second relevant framework is the ILO Jordan country program framework. The results of BWJ’s M&E activities are intended to feed into BWG programme monitoring, and ILO country programming.

The BWJ program engages in both an independent mid-term and final evaluation for each phase, in accordance with ILO evaluation policy. An independent, seven-year longitudinal impact assessment was undertaken by Tufts University, and was published in 2016.

Purpose and Scope of the Assessment

The purpose of this assessment, as outlined in the TORs found in Annex 2 and Inception Report in Annex 3, is to assess the extent to which the third phase of BWJ can be evaluated in a reliable and credible fashion. Related to this line of inquiry is whether the programme’s M&E capacity is capable, as currently designed, to monitor and evaluate its work. The Evaluability Assessment (EA) focuses on the following areas:

- Internal logic and assumptions;
- Quality of indicators;
- Baselines;
- Targets;
- Milestones;

- Feasibility of means of verification/measurement and methods;
- Human and financial resources;
- Partners' participation;

Methods

The assessment made use of Joseph Wholey's conception of Evaluability Assessment (EA), as it aligned with the TORs purpose and scope. Credited with developing EA, Wholey defined the term as a process "used to evaluate program designs, explore program reality, and help ensure that programs and program evaluations meet three criteria: (1) program goals, objectives, important side effects, and priority information uses are well defined; (2) program goals and objectives are plausible; (3) evaluators and clients agree on intended uses of evaluation information."⁴

The assessment also made use of another theorist's work, that of Michael Quinn Patton. His 17-step process (found in Annex 3) of preparing for and enabling evaluation use was used as a guiding framework in formulating the findings for the EA. His 17 steps characterize the preparation for evaluation (Steps 1-10), the implementation of evaluation (Steps 11-15) and the follow-up to evaluation (Steps 16 and 17).

Data was collected from interviews with 20 people via Skype. Officials and staff from the BWG and BWJ programmes participated, as well as a representative from the MOL, the General Trade Union of Workers in Textile, Garment and Clothing Industries (GTU), and a board member of Jordan Garments, Accessories and Textiles Exporters Association (J-GATE). In addition, one of the three secondees from the MOL inspectorate department working with the BWJ programme during Phase 2 participated in the assessment. A list of those interviewed is found in Annex 4.

Documents reviewed include programme documents and country strategy, M&E products for both BWG and BWJ programmes, ILO Jordan's Decent Work Country Programme (DWCP) document, past BWJ evaluations, and Phase 3 MOUs with tripartite partners. It should also be noted that the evaluator has previous knowledge of the BWJ programme, having completed the final evaluation of Phase 2 in early 2018.

A Note on Terminology

There is a significant amount of jargon in the evaluation field with terminology that is often not immediately familiar or having a shared meaning. In many circumstances terms need to be defined. For this assessment, the following terms are defined:

⁴ Wholey, J. S. (1994). Assessing the feasibility and likely usefulness of evaluation. In J. Wholey et al. (Eds.), *Handbook of Practical Program Evaluation* (p. 12). San Francisco, CA: Jossey-Bass.

Table 2:
Definition of M&E terms

Monitoring	The ongoing checking of progress toward reaching programme objectives.
Evaluation	Deeper, periodic assessment of results, often in the form of formative (mid-term) and summative (final). ⁵
TOC	A causal model of a programme, conceptualized around “if...then” statements that outlines how change is believed to happen.
Logic model or logical framework	A conceptual way of representing a programme logic, which often details the operational aspect of the programme and the linkages between inputs, outputs, outcomes and impact. ⁶
Risks	The possibility of external negative events occurring that could jeopardize the success of the program.
Assumptions	The condition that should be in place for the program to succeed; the condition that is believed to be true. ⁷

Limitations

Due to the evaluator’s inability to speak and read Arabic, several Skype calls were conducted with the assistance of an interpreter. Further, the Action Plan developed by BWJ staff and the GTU, based on the MOU, was in Arabic only and yet to be finalized and translated into English. The evaluator was unable to review this document but did have the opportunity to talk about it with stakeholders during interviews. Finally, due to completing the assessment through engaging with stakeholders in Jordan via Skype, the evaluator was limited in collecting more nuanced data specifically around baselines, targets and milestones as determined by the programme and found in the Logframe and Performance Plan.

Organization of Report

The findings are organized around a situational analysis of BWJ’s current M&E preparations, an analysis of its current M&E products presented, as well as discussion on M&E framework development and participation. Findings for each section are articulated at the beginning with discussion following. A discussion of concrete recommendations for the programme going forward concludes the report. Annexes include a summary of findings by the three programme outcome areas (Annex 5); and

⁵ There are numerous definitions of monitoring and evaluation. The ones I use here outline M&E from an operational and applied perspective. They are adapted from Markiewicz, Anne and P. Ian (2016). *Developing Monitoring and Evaluation Frameworks*, page xii. The terms, formative and summative, were developed by the evaluation theorist, Michael Scriven, and are found in many of his writings.

⁶ Definitions of logic model and Theory of Change are from Rogers, Patricia and S. Funnell (2011). *Purposeful Program Theory: Effective Use of Theories of Change and Logic Models*.

⁷ Rogers and Funnell (2011) uses the terms “program factors” and “non-program factors”, with the former defined as “those that are largely within the control of or can be largely influenced by program funders, program management, and staff” and the latter as “those that lie beyond the direct control of program management and staff but nonetheless have a significant impact on outcomes. (Page 217-219).

a summary response for each of the ten tasks completed, as outlined in the TORs (Annex 6).

Findings

A. Stakeholder Expectations for M&E

Findings on stakeholder expectations and concerns are articulated below in two areas specific to Phase 3 implementation and for M&E more broadly:

- *Stakeholders spoke to an interest in understanding capacity building outcomes in particular for Phase 3, influencing agenda outcomes, and for evaluations to undertake a thorough and deep level of analysis on non-compliance in industries.*
- *BW stakeholders spoke broadly to specific challenges with M&E, including how best to learn from it as a process and outcome; how to maintain accurate data; what data would be of use to exchange among partners; and accessing the analysis of data on a timely basis for purposes of advocacy.*

BWJ and BWG stakeholders spoke to certain challenges they have experienced with M&E. These are categorized in Table 3 in relation to learning, data accuracy and management, timely access and use, and data exchange and use.

Table 3:
Stakeholder articulation of challenges with M&E

Learning from evaluation	<p>"How do we hire the right evaluators? We've had a lot of evaluators tell us what we already know."</p> <p>"How can we better use all the data we generate to inform programming and not just research?"</p>
Data accuracy and management	<p>"We need to improve how we record and communicate information. We have discrepancy in numbers. We spend a lot of time investing in our M&E yet we end up with inaccurate data. And then we compare apples and oranges across country programmes."</p>
Access and use	<p>"How can we follow the trends on what is happening so that we can respond in real time and follow up quickly? Sometimes I would like to have access to quantified information in a timely manner."</p> <p>"I wish that the complete report of the IFC programme on satellite factories could be produced more quickly. Obvious demand from the government. We need numbers here and now. So far I don't have this. This is a risk for a missed opportunity."</p>
Exchange of data	<p>"Keeping regular communication with MOL in particular and exchanging information."</p>

The discussions around BW's M&E system reflect an interest on the part of stakeholders in BW becoming more than what it has been in the past, that of moving beyond simply auditing factories in a given sector to be a model for change. How can the programme mobilize and move in this direction toward greater impact, and how

can this effectively be captured was a question posed by many BW officials. Finally, multiple stakeholders spoke to a certain level of disinterest in M&E over previous years by programme staff due to what may be characterized as evaluation anxiety, and a renewed interest in “doing” it better going forward. Several programme officials noted that the programme historically has demonstrated greater interest in the use of data for research over evaluation. In reality, however, a significant part of BW’s research strategy involves impact evaluation, as noted above, in examining causal effects of the BW programme on a wide range of working conditions in the garment factories, as well as on factory productivity and profitability.⁸ Thus the two areas of work are not clearly distinct for the programme.

Specific to Phase 3, stakeholder concerns and expectations for the BWJ Logframe and Performance Plan reflected the newer aspects of the programme, and the more challenging areas of work that lie ahead, that of capacity strengthening and influencing decision-making. Some stakeholders spoke to specific questions they hope the Logframe could answer and some referred to areas of knowledge and understanding. These include:

Level of analysis: A donor appreciated the level of analysis in the Phase 2 final report and expressed an interest in continued focus beyond the cluster level to actual compliance points as a means to identify trends. Understanding any developments on the MOL’s Zero Tolerance (ZT) policy and its application was also of interest, as well as understanding the merit of applying the BWJ model in other sectors and what outcomes have been realized.

Capacity building: A significant area of interest for most stakeholders was the Phase 3 focus on the building of capacity of the MOL and the transfer of BWJ functions by 2022. Many stakeholders expressed interest in data that would help support decision-making on whether partial or full responsibilities will be transferred by the end of the programme. How individual training impacts at the institutional level was also discussed, as was the need for documenting well the secondment programme specifically as a unique initiative to build MOL capacity and from which to learn.

Influencing agenda: Stakeholders expressed an interest in the programme’s ability to influence a range of actors, including the MOL, GTU, the buyers, the USDOL, and the employers. How can the BWJ programme know how successful it was with its influencing agenda? Specific areas of interest were also expressed, including mental health of the workers and dormitory inspections now implemented by the MOL.

Graphic 1 below illustrates the degree of prevalence to which certain expectations or questions were articulated. Understanding the programme’s level of success in building MOL capacity was mentioned the most, reflecting a primary objective for the Phase 3 programme and a concern by BW staff overall as to whether a thorough approach has been sufficiently detailed and whether the new capacity building role will be a challenge for BWJ staff to assume. Further, “understanding” was a clear interest, reflecting an expectation for M&E to serve not only as a means for accountability but also for programme and organizational learning and development.

⁸ <https://betterwork.org/blog/portfolio/impact-assessment/>

BWJ alignment with BWG documents: The BWJ logframe appears to align well overall with the Global M&E document. There are three outcomes detailed in the BWJ logframe that align with services, social debates, and influence detailed in the BWG graphic found on the back page. A significant number of the 42 BWG indicators are incorporated into the logframe, particularly in Outcome 1 area, which is the main core service area of BW. Fewer are identified for Outcome 2 and 3, as they are considered to be more country-specific. Indicator identification has been the primary method for approaching M&E.

BWJ alignment with ILO Jordan DWCP: The BWJ Phase 3 programme aligns well with the ILO Jordan DWCP, contributing to all three of its priority areas: (1) Employment creation contributes to economic and social stability; (2) Decent working conditions for all create a level playing field for Jordanians, refugees and migrant women and men; and (3) Social partners increase their contribution to decent work.⁹ Each of BWJ's three outcome areas contributing to these overarching country programme areas.

BWJ alignment with USDOL PMP: The BWJ Phase 3 programme aligns well with the USDOL PMP, and there is clear sourcing of data to respond to each of the indicators outlined.

Analysis of BWJ M&E Products

While there is overall alignment with the relevant frameworks, the Logframe and corresponding BWJ Phase 3 strategy document and BWG M&E Framework are problematic in that they do not fully represent an M&E approach for the programme.

The absence of a TOC in both BWG and BWJ documents: The BWJ Phase 3 project document effectively outlines a strategy in its project document, but not a TOC with an analysis of causal relationships and assumptions for the programme. Similarly, the BWG M&E plan outlines a logic model, detailing outputs, outcomes and overall impact for the programme. While this offers a glimpse into the programme's causal logic, the logic model provides a more operational focused program logic instead of the more high-level conceptual background a TOC normally provides, which should precede or accompany it in development. Use of these tools enables analysis of the programme and helps to unearth underlying assumptions to the programme logic. Further, such analysis helps to plan for both monitoring and evaluation activities, enabling insight into how each area of work might be focused.

A focus on indicator development before understanding the causal relationships that characterize the programme and articulation of evaluation questions: The logframe and performance plan represents a significant piece of work that has components of what should be part of a larger five-year plan or framework for M&E that corresponds with the BWJ project document. The development of a comprehensive M&E framework for the programme, which takes place in the early stages of programme planning and implementation should ideally, given available

⁹ Jordan DWCP (2018-2022), page 6.

resources, comprise of multiple steps and documents that result in a document for use and adaptation (a “living document”) during the whole of the programme. The focus thus far in developing the logframe has been the development of performance indicators from the BWG list according to each output identified, and relying on the BWG M&E framework as guidance for the entire programme. While some of the indicators developed, e.g., for social dialogue and behavioral change, take into consideration an interest to monitor broader programme outcomes, indicator development appears to have been done before undertaking the core task of identifying the sequence of causal analysis that characterizes the programme, and articulation of draft evaluation questions that can be used as a basis for development of a monitoring plan and evaluation plan. Articulation of these questions is crucial in determining what it is we want to know about the programme, and this then helps to focus the M&E framework’s development.

Distinguishing between monitoring and evaluation: The logical framework does not give any indication of what data may be collected as part of a monitoring effort and what may be collected as part of an evaluation exercise. Planning for this enables greater understanding as to what is to happen when, whose responsibility is the data collection to be, and how do monitoring activities relate to evaluation activities within the programme. Given the high expectations on the framework (discussed above) understanding what BWJ staff are responsible for and what an independent evaluator is to do alleviates stress on reporting and fosters greater learning for the programme. Undergoing such an exercise also helps to plan for the development of formative and summative evaluation TORs, providing clarity as to what monitoring data is available for the evaluator and how it may contribute toward the evaluation, as well as a logical focus for the evaluation.

Assumptions and risks are similar but not the same: The seventh column of the Logframe and Performance Plan details assumptions and risks, which is certainly positive, yet there is not indication as to how they are used. Further, they are treated as the same, yet there is an important and distinct difference that holds implications for M&E and the development of a sound M&E framework for the programme. Assumptions refer to a belief that something is true in order for a programme to succeed, while a risk refers to the probability of something bad occurring that could jeopardize the success of the programme. Assumptions are an integral aspect to a framework’s analysis that supports M&E, while risks are an integral part of a management plan, which are to be managed and mitigated. While they are related, it is important to distinguish between them for the purposes of M&E.

Analysis of Logic Flow within the BWJ Logframe: Observations and Suggestions

The following overall observations of the BWJ logframe are offered below, with further discussion for each section of the framework found in Annexes 8-15. Observations discussed in Annexes 8, 10, 12 and 14 focus specifically on the logic of the logframe, given how central a piece it currently is for the programme, and for the purpose of evaluation readiness. Annexes 9, 11, 13 and 15 offer a revised draft framework based on these analyses.

Comments detailed in the annexes by section are summarized below in the broad areas of use of language, hierarchy, strategy development, and articulation of roles.

- **Use of language:** Wording of the impact and outcome statements are formulated as objectives or, in the case of the development impact statement, a strategy, instead of desired outcomes and impact. Further, definition of terms is needed in multiple instances, including “sustainable mechanisms”, and developing common understanding as to what “performing means in a given context, or “effectively guides”.
- **Hierarchy:** The three outcome areas contribute toward the meaning expressed in the development impact statement, yet there is a lack of clarity in the first component on the contribution of outputs to its corresponding outcome, as currently articulated, and under Outcome 3 what is the change achieved that contributes toward the “shaping of national policies” articulated in the impact statement. Further, there is discrepancy within the document on pitching at a uniform level, e.g., the output/outcome of BWJ’s work and the output/outcome of that of its partners.
- **Need for further defined strategy development:** There is reference to multiple strategies in the logframe (capacity building strategy, gender strategy and an influencing strategy) that are to be developed, with an output identified as their having been developed. While there are some ideas developed that involve training and shadowing BW staff, and signed Memorandums of Understanding (MOU) and action plans to guide the development of interventions, there is still work to do to further develop these interventions, particularly as they are contextualized within their respective outcome areas and contribute toward the overall development objective for the programme. Assumptions identified may assist in further thinking through these interventions. How these then develop should be shared knowledge among all partners, which will assist in identifying knowledge/data exchange opportunities and the roles and responsibilities of all parties in the intervention.
- **Outlining of roles:** There are references to those who “do” capacity and those who “receive” capacity; those who “influence” and those who are “influenced”. Yet outcomes are focused on those in the subordinate role, which may not adequately reflect a more positive strategy of mutual learning between all parties and the cultivation of responsibility, particularly among those whose capacity is built. Additional outputs are advised related to maintaining the capacity of those actors engaged in building capacity and advocacy work.

A draft TOC is offered in Annex 16 and a draft logic model in Annex 17 for discussion among BW staff and other stakeholders.¹⁰ Several of the assumptions identified in the

¹⁰ A more complex model may be drafted, and each of the components may have their own TOC contributing toward a higher-level TOC. Similarly, a more complex logic model further illustrating the operational level of the programme can be developed to further detail the programme theory model. The objective is to unearth assumptions and to think through how the programme might be better defined or even further developed, as well as to determine what evaluation questions are of relevance for the programme and how monitoring and evaluation plans should be developed.

annexed TOC and the logic model is similar to those identified in the BWJ logframe, and some are new. Assumptions include whether the amount of programme inputs are sufficient for the garment sector to achieve the overall desired impact while BWJ lessens its involvement. Related to this is another assumption regarding BWJ staff members' taking on a new role in Phase 3, that of building capacity of their tripartite partners, and whether there is ability to embrace their capacity building role, alongside their traditional duties. Will BWJ staff be able to effectively analyze the political dynamics in the sector and entry points for influence. A related assumption is effective engagement of the ILO and donors, with priority, time and resources to influence.

The beginning of a monitoring and evaluation plan is found in Annex 18, with identified assumptions, articulation of evaluation questions, what a monitoring approach might look like (what can we monitor to answer the question?) and where data may be sourced; how the evaluation may be focused (what can we evaluate to answer the question?) and source of evaluation data to be collected.

The evaluation questions in the global M&E document are well articulated overall, yet are broad in scope. The articulation of questions based on an analysis of the programme logic at the country level at the start of each phase should yield more specific lines of inquiry that provide more pertinent and relevant answers for the programme.

Stakeholder Participation

The development of the logical framework was done internal to BW, in cooperation between BWG and BWJ senior staff. Team Leaders provided input to targets (midline and endline), and seconded MOL staff working with BWJ for several years during Phase 2 also gave inputs to Outcome 2 outcome area indicators specific to capacity building and engagement with partner agencies. It was acknowledged that there is interest on the part of BWJ staff to engage the MOL and social partners, that indeed there is an interest to share and receive input. Yet it was also acknowledged the difficulty in engaging on very detailed work and the limitations of time.

Indicators of progress for the BWJ programme and how an evaluation question may be answered was a particularly sensitive issue in the Phase 2 final evaluation. The sensitivity stemmed from how the BWJ programme as an entity to be examined is understood by stakeholders and how indicators of BWJ performance may be defined and data sourced. Greater understanding and engagement on M&E and more advance planning would enable these discussions to take place before the evaluation is conducted.

The logframe was shared with donors for comment but feedback has yet to be received. As discussed above, the USDOL seeks inputs to their own PMP, and given that this is satisfied, reviewing the full BWJ Logframe may not be a high priority.

Data Management and Access

The collection of data thus far has been fully centered on the core service function of BWJ and other BW country programmes. There has not been significant data collection as part of the monitoring process separate to the auditing work of the programme.

In the BWJ office, like other BW country programmes, a data focal point on M&E was identified, provided training, and is responsible for all data-related inquiries and responsibilities within each country including reporting on the bi-annual BWG matrix and the USDOL quarterly TPR. It appears that such an approach to data management has been done with limited resources and has been based overall on BWG's need to retrieve data specific to each country programme on an ad hoc basis.

The data management system, Supply Chain Tracking and Remediation Tool (STAR), has for the most part served the programme well, yet as with any system, there are complaints about accuracy, timeliness and access. Data collected through interviews with BW officials and staff members indicated an overall sense that challenges faced on data collection and management are both human and system-related. The challenge appears to be timely entry of data so that analysis may be taken in real time. The evaluation was not able to determine whether the challenge with regard to data entry for each of the EAs returning from their factory assessments is the extent of data accumulated and time requirements for entry into the system. If this is the case, then additional staff to support this process may be needed. Or is there simply lack of incentive to enter the data on a timely basis, and EA's are prioritizing other work over data entry. It may be a combination of both issues.

A related issue with regard to the data management system is BW's ability to capture information in a structured manner all of the relevant service areas that are performed beyond assessment of factories. The programme is in the process of implanting systems to effectively track supply chain connections and track basic training data, yet data on such outcomes such as social dialogue is yet to be captured. The programme is still far from capturing the totality of its service delivery comprehensively, and in one location.

A recommendation from the Phase 2 final evaluation to better understand training outcomes is to go beyond assessing at the end of training to identify whether the trainee has applied any new learning and skills in their workplace. There was interest expressed in adopting this approach, yet the programme has yet to develop it in a systematic way. One recent development reportedly is following up on female Supervisory Skills Training to identify participants who received promotions, which is one indicator to look at. A more full monitoring of a sample of trainees, however, to understand application of new knowledge and skills would point to greater understanding of training effectiveness.

Further, specific to the MOL secondment project, which USDOL has expressed a particular interest in understanding, a thorough approach should be implemented to collect data and monitor and evaluate its effectiveness. Currently the programme does not have a process in place. The system Qualtrics is being designed by BWG staff, which, when adopted by the BWJ programme, may offer an effective means by which to store monitoring data on training outcomes. Particularly important is the identification of data to collect that is contextualized within an analysis of the program

logic, with clear understanding as to what will be monitored and what will be evaluated.

Development of Data Collection Protocols

An awareness about the political realities of collecting data in a factory setting and engaging with workers specifically in an evaluation process should contribute toward the development of a protocol for data collection that is widely known throughout the programme at the country level. The evaluator's experience was that there was no protocol on this at the time of the Phase 2 final evaluation, and it was left to her to develop an approach. As there is significant risk involved, both for the factory workers and particularly migrant workers, as well as for the BWJ programme itself and its partnerships, a protocol in place for M&E activities, as well as impact research, is necessary. A relaunch of a protocol previously applied in the impact research will reportedly take place in 2019 when worker surveys will occur.

C.Supporting Evaluation Use

Findings that correspond loosely with Steps 11-17 of Patton's 17-step model are outlined below, followed by discussion.

- *Planning for evaluation use has been minimal in the past, with discussion of findings and adoption of recommendations taking place only within the BW programme.*
- *Use of evaluation findings and monitoring data can be better and more strategically defined as part of developing an M&E framework for the BWJ programme.*

Enhancing evaluation use among BWJ partners and stakeholders

There were specific examples of evaluation use demonstrated by the BWJ programme team following the Phase 2 final evaluation, such as inviting civil society groups to programme meetings and an intent to monitor training outcomes. Yet the evaluation findings themselves and the use of those findings were not apparent to programme partners. The three participants in the evaluability exercise representing the three partner agencies did not have access to the final report in English or Arabic.

"We've done a lot of evaluations for BWJ. I don't remember really because results were not shared. I don't see a report stating these are the findings. It's probably shared with BW but it's not shared with us. We should share results."

"I haven't seen the last evaluation (report). I don't know if it was translated into Arabic."

--Tripartite partners comment on BWJ evaluations

While the ILO shares final evaluation reports publicly (in English), it should not be assumed that this is a sufficient means for sharing evaluation findings with stakeholders as part of an evaluation exercise. Rather findings are to be discussed, learning from, and their use planned among stakeholders. A BWJ staff member also noted how difficult it is to obtain feedback on draft reports from national stakeholders, illustrating a lack of engagement both during the evaluation exercise and following.

One of the donors did not have the final Phase 2 report either, although they commented on a draft. It should be noted that USDOL manages formative (mid-term) evaluations, while ILO manages summative (final) evaluations. The donor noted a difference in the two reports, indicating that the final reports are more specific to ILO interests, while the mid-term reports better reflect donor interests. While the donor participates in each evaluation, there is greater donor interest in the mid-term. There is a need to bridge these different interests and find common ground on the value of each exercise. Their engagement in the evaluability assessment was positive and indicative of the possibility of greater involvement in discussions on M&E.

While validation workshops are held for both mid-term and final evaluations prior to the evaluator's departure from Jordan, the preliminary findings presented do not represent the depth of the findings in the final report. Further, involving other parties across thematic areas would support greater learning from evaluation.

"It's one thing to share a report -- it's something we try to do more usually -- but to have a debriefing by the evaluators on the finalized report and a discussion would be very welcomed. This discussion should include not only BW but other ILO programmes and tripartite partners."

---ILO official

Use of data and evaluation findings

Use of monitoring and evaluation data or findings from evaluation reports in other formats would enable advocacy efforts by the BWJ programme, the donors, the Jordan country programme, BWG, and perhaps the ILO regional office. One-page infographics have the possibility of conveying both qualitative and quantitative results in powerful and effective ways. Planning for this as part of the M&E framework for the program is essential.

"We have moved from 2 companies in the green category to 21 out of 72, which is quite remarkable. This would gain to be documented in a 1-pager, something I can share. I don't know if this fits into the M&E framework, but documents that can be used in a user-friendly way (are needed)."

---ILO official

An issue on reporting and timeliness was mentioned by one of the tripartite interviewees. Currently large BWJ reports are issued quarterly, with reportedly little review by the industry because of their size. As a result there is the sense that the programme is reviewing the sector as a whole and not the “trouble-makers”. Highlighting quickly the non-compliances by those factories may enable the industry to focus on where the problem is and would serve as an incentive to address areas of non-compliance.

Recommendations

- 1. Develop a comprehensive M&E framework for the BWJ programme, building upon the M&E tools offered in the annexes along with further development of existing tools.** The BWG M&E framework provides an outline and overall guidance for country programmes, which is useful for overall coherence, yet an M&E framework is needed at the country level as well, going beyond the development of a performance plan only and the reporting against chosen indicators. The plan may be considered a living document to help guide, explain the overall M&E approach for the BWJ programme, the tools developed for purpose of data collection and facilitation of partner involvement. This document may be shared with partners so that they are clear on the overall M&E process and can participate fully in both monitoring and evaluation, thereby helping to strengthen quality for the programme. Typically an outline would include:
 - (1) Programme profile: history, context, programme theory and program logic;
 - (2) Approach to M&E and key stakeholder strategy;
 - (3) Evaluation questions;
 - (4) Monitoring Plan;
 - (5) Evaluation Plan;
 - (6) Data collection and analysis strategy;
 - (7) Reporting strategy;
 - (8) Implementation strategy;
 - (9) Strategy for learning and reflection; and,
 - (10) Data collection formats.

Formats to guide the development of a monitoring plan can be found in Annex 19 and evaluation plan in Annex 20. This may be used together with further development of analysis in Annex 18.¹¹

- 2. Development of evaluation questions as a means to focus the monitoring and evaluation approaches.** Focusing the framework around those questions at the beginning of the programme would help to ensure thinking among programme staff as to what needs to be monitored and what could then be evaluated. This differentiation then helps staff to understand the parameters of their own responsibilities in monitoring their work, and how their monitoring data

¹¹ These tools and analyses are offered based on a defined engagement with the programme as outlined in the TORs for the purpose of carrying out the Evaluability Assessment. Further work should be done among programme staff in Amman and Geneva to discuss and further develop the analysis, and to effectively assemble the parts of what would form a BWJ M&E framework, as described above.

contributes toward the evaluation. Further, they would be more vested in the evaluation itself, as they would understand the relationship between the two processes.

The evaluator took several approaches to determine what might be viable questions that are most pertinent for the M&E plan to answer, as found in Annex 14. This relates to expectations on the framework that staff members have, e.g., what questions they would like to see answered by the framework; and secondly, an analysis of the underlying assumptions of the BWJ TOC and programme logic. Linking monitoring work to evaluation work will lead to increased readiness, facilitate a more holistic approach, and result in a more usable evaluation.

- 3. Engage donors in the development of M&E at the start of each phase.** To the extent to which it is possible, given busy schedules, the attempt to engage at the start of each phase with the donor on strategy, how the current phase differs from the previous one, and what the monitoring focus for the programme will be, as well as the evaluation focus, is advised. Greater communication on M&E at the start of a phase will assist in planning for the mid-term evaluations managed by the donor, and the final evaluation managed by the ILO. Cultivating greater donor interest in the final report should assist with making M&E more meaningful and useful.
- 4. Engage tripartite partners in all aspects of M&E, including planning and development of approaches and tools/frameworks, implementation, and reflection and use.** With greater involvement in the overall process, partners will be more knowledgeable about the programme, develop a more nuanced understanding of their role and the BWJ team's situation/context. The BWJ team will be in a stronger position *vis-à-vis* its partners with such involvement, as they will be forced to take a higher level of accountability in the process when they are engaged in its development. Further, their engagement will enable greater insight into what kind of information could be exchanged between actors, and help to facilitate its collection and sharing.

Consider preparing summary reports on draft mid-term and evaluation reports in Arabic to facilitate inputs from stakeholders. Final reports should also be available in English and Arabic (or a complete summary in Arabic), and engagement with stakeholders on the findings and their implications going forward should be discussed.

Figure 2 below illustrates a process for M&E framework development and the entry points through which stakeholders can participate.

Figure 1:
Entry Points for Stakeholder Engagement in Development
of Monitoring and Evaluation Frameworks¹²



5. Develop a protocol on how to engage with the garment sector workforce within an M&E context to include in the M&E framework. Engaging factory workers in an evaluation is complex yet an important part of any evaluation of BW. It is particularly complex with migrant workers, as is a feature of the BWJ programme, given their greater levels of vulnerability. While the BWJ staff engage in dialogue with workers as part of their assessments, it was the evaluator's experience that such a protocol was not in place during the Phase 2 evaluation, and the approach was fully left to the evaluator. If not done well, this may be a liability to the programme, given it might adversely impact the evaluation process and partnerships. As noted above, a protocol was in place for the impact research done, yet this was not widely known or applied to performance evaluations at the country level, as was the case in Jordan. A relaunch of the protocol, as planned, should acknowledge the political context within the factories and the politics inherent in the evaluation process, and formulate an approach whereby the stakes are lowest for the migrant worker. The programme may consider engaging workers who are about to return to their home countries in interviews as part of the regular monitoring process and engagement with factories. In engaging with workers during an evaluation, consideration should be given to the choosing of workers to participate and retaining anonymity within factories, as well as location of interviews as part of an effort to lower the stakes.

¹² Markiewicz, Anne and Ian Patrick (2016). *Developing Monitoring and Evaluation Frameworks*. Sage: Los Angeles, page 114.

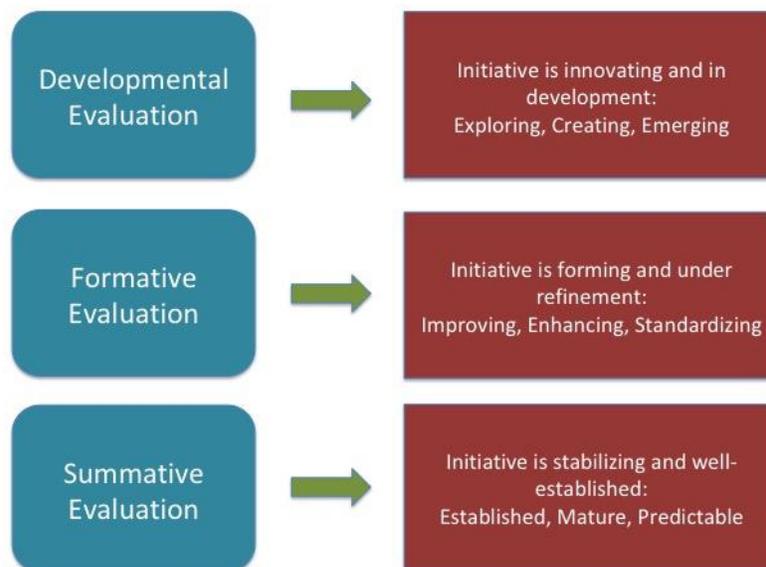
- 6. Incorporate reflection on capacity development into the M&E framework: BWJ staff.** Adding an additional outcome to the logframe related to BWJ staff taking on advisory and capacity building functions *vis-à-vis* tripartite partners, in addition to their “regular” core service work, was discussed above and addressed in the annexed suggestions. One approach to supporting staff in this new role is to have staff hold regular reflection sessions. The team leaders or someone else on staff who is well versed in capacity building and has facilitation skills may lead such meetings. Incorporating the internal capacity building of BWJ staff in this area into the M&E framework will foster organizational learning and enable the programme manager to monitor his staff’s work in this area. Further, it will assist in the evaluation of the programme in understanding the dynamic by which capacity building played out and where learning may occur.
- 7. Develop and institutionalize the Kirkpatrick method in capturing data on training outcomes, particularly for national partner training and capacity building.** To systematically engage in understanding the relevance of training and its outcomes, capturing more data beyond a pre and post test before and after a given training would be ideal. Understanding the relevance of what was learned, whether new knowledge, new skills or new attitudes, and to identify how it may have been applied within the workplace and supported by senior management within the agency will help in determining how the training contributed to change. Given that many other factors may impact its application, as well as the passing of time, such a relationship may not be considered as attribution, but rather contribution.
- 8. Consider developing an organizational capacity building tool specific to each programme partner.** This tool would serve multiple purposes of guiding the implementation of capacity building interventions, of supporting partner engagement in the process, as well as enabling partners to take ownership over the process. Finally, such a tool would facilitate the generating of data for M&E purposes and contribute toward the evaluability of the programme. There are multiple sources to research to find inspiration for the development of such a tool. These include the many organizational assessment tools developed by international NGOs in their work with local NGOs across the developing world since the 1990s. Reflecting donor interest in the development of civil society as part of their work on governance, these tools were developed as a rubric outlining various aspects of organizational performance (programming, management, finances, governance, etc) with a determination of what performance looks like in each for a range of capacity levels (often identified as nascent, emerging, developing and developed). The actual work of implementing the tool involves sophisticated facilitation skills in supporting partner agencies to self assess their performance throughout the program in a reflective and meaningful way. Other resources of interest for such a tool are USAID’s Collaborative, Learning and Adapting (CLA) approach and Human and Institutional Capacity Development (HIPD). The capacity building tool could be based on the MOU and Action Plan developed with partners in the BWJ programme.
- 9. Consider a “developmental” approach to M&E for the influencing work to be carried out in Phase 3.** While programme evaluation has traditionally offered a formative and summative approach, there has been the development of an

alternative approach in recent decades known as “developmental evaluation” (DE). While there is not yet a significant amount published in the evaluation literature on DE, given that it is a growing area, there is increasing interest in its use, particularly in the international development field. It is typically known to be effective in complex environments, and where identifying a causal link between an intervention and a result is more tenuous, and where a clear course of action is not always clear.

The influencing work as part of Phase 3 would benefit from an approach that involves collecting data in real time as an approach to informed and ongoing decision making. With the purpose to understand the complexity of one’s environment and support decision-making, the approach is embedded in the design, development and implementation process for the programme. Aligning this approach with plans to relaunch data collection from workers in 2019 and beyond would be advised.

Such an approach challenges the assumption that a series of activities, if implemented correctly, will produce a predictable chain of outcomes over time, and instead is based on the theory that dynamic conditions and multiple factors require adaptation along the way, so both the pathway to change and the outcomes themselves may change over time. Figure 2 below distinguishes DE from formative and summative:

Figure 2:
Three Evaluation Approaches



Such work is effectively done by an internal or external evaluator or team that works with the programme on an ongoing basis, facilitating the development of questions, data collection, and learning with and for the programme.

10. Resourcing M&E. The M&E tasks outlined in this report involve consistent monitoring, research, facilitation of processes, and implementation of varied M&E approaches. The pros and cons for two human resource options, with budget implications, are discussed below:

- *Internal staffing for monitoring and DE plus independent evaluations:* Internal staffing of monitoring activities with external independent mid-term and final evaluations: Facilitation of DE approach is implemented internally, should resources be available, which would involve ongoing work with the programme team. The advantages would likely be cost, as compared to the second scenario below, as well as ongoing inputs from programme experience in other BW countries based on the DE evaluation team composition. The disadvantage would be the likely lack of internal evaluation expertise in undertaking the DE process.
- *Internal monitoring and external evaluations and DE:* The use of independent evaluators or teams of independent evaluators to carry out both mid-term and final evaluations as well as the ongoing collaboration on DE working closely with the programme staff. The evaluators working on DE should be different from those working on the mid-term and final evaluations in accordance with EVAL policy. While likely the more costly of the two scenarios, the advantage is to have experienced and trained evaluators working closely on DE with the programme team on a regular basis. The expertise and independence of the evaluator/evaluation team should yield a higher quality process for the programme.

Development of new approaches to collaboration and the M&E of those approaches – including applying the Kirkpatrick methods and understanding application of new knowledge; and facilitating the OD assessment tool to support tripartite partners in developing their capacities at the institutional level -- requires staffing, either internal or sourced externally, and with a knowledge of facilitation, training and organizational development, and evaluation.

Conclusion

Several areas of learning have emerged from this EA, notably the need for an M&E framework developed at the country programme level, the need for stakeholder engagement, and for cultivating greater evaluation readiness. Reflections on each are shared below:

A need for a more holistic and comprehensive approach to M&E, beyond indicator development. Effectively using programme theory analysis to identify assumptions, articulate questions, and develop approaches to both monitoring and evaluation enables greater evaluation readiness and a more evaluable programme. Such evaluative and critical thinking facilitates further refinement of programme strategy and approach, as well as helps to maintain an impact focus.

Participation and understanding of process leads to increased readiness and more useful evaluation. While it is a challenge to facilitate the participation of partners, particularly on very detailed work such as M&E, when presented and

facilitated properly the end result can have significant benefit for the programme. Through engaging in discussions on M&E, greater understanding about the programme's goal and objectives surface, and greater clarity around strategy and areas of intervention. Further refinement may happen as a result, adding greater clarity to the programme framework, as well as greater support and ownership over the programme that comes through participation and shared understanding. And ultimately, the collaboration can lead to increased evaluation readiness and more useful evaluation for the programme.

Further, going beyond the indicators to develop an approach to capacity building at the institutional level that helps to guide the capacity building as a programme activity, helps both the institution whose capacity is being built to take a proactive role in the capacity building process instead of a passive one, eg, whose capacity is being built by the programme implementers/capacity builder. The use of a rating system with partner agency's reflection on their organizational development in the relevant areas targeted helps with cultivating buy-in and ownership as well as supporting what may be called a "learning organization".

Data that's better identified for a particular purpose would lead to greater and more timely use. Identification of data for M&E and planning for how it may be used should better enable more effective advocacy and influencing by the programme and the ILO Jordan office.

Finally, awareness about power inequities, representation and voice is also particularly relevant in the context of the BWJ programme. Evaluation should be particularly concerned about who represents whom, and the structures and agenda associated with this. Of particular concern is the representation of a workforce comprised of migrant workers, especially women, their context and needs, and how they may best participate in an evaluative process.

Annex 1: Better Work Jordan Stage III Logframe and Performance Plan (2017-2022)

Strategy of Intervention	Key Performance Indicators	Baseline ⁱ	Mid-line	Target 2022	Guidance Notes/ Means of Verification	Assumptions/Risks
<p>Development impact: By 2022, Better Work Jordan strives to accelerate improvements in working conditions and business competitiveness in Jordan's garment industry as well as the exporting industrial sector at large. It will also boost scalability and sustainability of impact by strengthening the capacity of national stakeholders, aligning new strategic and operational partnerships, and shaping national policies. Accordingly, the programme's intervention in the country is two-tiered: the factory-level and the institutional and policy level.</p>	Number of factories impacted directly by BWJ ⁱⁱ	72	115	175	Factory membership data	<ul style="list-style-type: none"> - Ongoing and sufficient donor support for the Better Work Programme. - Political will and support for the Better Work programme and mission by national constituents in Jordan, including willingness and stated commitment to deepen ownership over elements of programme delivery. - High level support and collaboration from global brands, vendors and intermediaries,
	Percentage of factories that have improved overall compliance	tbc ⁱⁱⁱ	70	80	Obtain the number by comparing year on year compliance. Factory assessment reports	

Strategy of Intervention	Key Performance Indicators	Baseline ⁱ	Mid-line	Target 2022	Guidance Notes/ Means of Verification	Assumptions/Risks
						including a willingness to align and improve supply chain practices with those promoted by the programme.
Outcome 1. By 2022, Better Work Jordan's core service delivery will be expanded and optimized.	Total number of active factories in the programme	72	85	95	Use the "Organizational Report" available on STAR. For more specific guidance, see the "Star Guidance Notes." Factory membership data.	<ul style="list-style-type: none"> - Ongoing and sufficient donor support for Better Work Jordan. - Continued expansion of the garment (and manufacturing) industry in Jordan. The industry has seen a recent boost in orders after the TPP was cancelled. - Non-garment factories are interested in participating in the Programme. - Ongoing and sufficient donor support for Better Work Jordan. - Continued expansion of the
	Total number of workers in the programme	54,338	60,000	65,000	Total number of workers in Better Work Jordan factories as found on STAR.	
	Average non-compliance rate on publicly reported issues	0.33 ^{iv}	0.15	0.10	The indicator is calculated by taking the mean non-compliance for each factory. Consequently, each factory's mean non-compliance will be averaged to obtain an aggregate	

Strategy of Intervention	Key Performance Indicators	Baseline ⁱ	Mid-line	Target 2022	Guidance Notes/ Means of Verification	Assumptions/Risks
					<p>number. The intent is to get a rough measure of the percent of the 29 public reporting non-compliances that an average factory has.</p> <p>BWJ internal records.</p>	<p>garment (and manufacturing) industry in Jordan.</p> <ul style="list-style-type: none"> - Participating factories exhibit strong commitment to improving compliance. - Non-garment factories are willing to receive services from Better Work Jordan. - The GOJ makes the Programme mandatory for factories exporting to the EU under the relaxed rules of origin scheme. - Better Work Global gender strategy is finalized and implemented.

Strategy of Intervention	Key Performance Indicators	Baseline ⁱ	Mid-line	Target 2022	Guidance Notes/ Means of Verification	Assumptions/Risks
<p>Output 1.1. The delivery of assessments is streamlined and optimized.</p> <ul style="list-style-type: none"> - Adapt the BWJ Compliance Assessment Tool to the new sectors; - Develop a governance structure that will guide the expansion to the new sectors; - Adapt the assessment methodology to the new sectors; - Conduct a review of advisory and training services; - Pilot the services in new sectors; - Identify options of collaboration with other ILO programmes such as Score to offer complementary services to non-garment factories; - Provide technical advice to GoJ regarding the introduction of mandatory status for non-garment exporters to the EU. 	<p>Number of factories in other sectors receiving Better Work services</p>	<p>0</p>	<p>30</p>	<p>80</p>	<p>BWJ internal records and</p>	<ul style="list-style-type: none"> - BWJ is made mandatory for factories exporting to the EU under the relaxed RoOs. - Jordanian manufacturers are utilizing the updated agreement.
	<p>Number of non-garment factories exporting to the EU (under relaxed RoOs)</p>	<p>2</p>	<p>30</p>	<p>80</p>	<p>External records – EU and Jordan’s Ministry of Industry and Trade</p>	
	<p>BWJ CAT for other sectors is adapted</p>	<p>No</p>	<p>Yes</p>	<p>Yes</p>	<p>BWJ internal records</p>	

Strategy of Intervention	Key Performance Indicators	Baseline ⁱ	Mid-line	Target 2022	Guidance Notes/ Means of Verification	Assumptions/Risks
Output 1.2. The delivery of assessments is streamlined and optimized. - Increase the efficiency of conducting assessments and writing reports including using hand-held devices; - Look into options of reducing the CAT or align it with the SAC convergence tool; - Make sure all assessment related tools are available in Arabic and English.	Number of assessment reports completed in the reporting period (CUMULATIVE? Or delete))	28 ^v	tbd	tbd	STAR	
	The CAT is available in Arabic	No	Yes	Yes	BWJ internal records and project monitoring reports	
	Average number of days between an assessment visits and the factory's receipt of the final report	20.875	20	20	Use the "Synthesis Report" available on STAR. For more specific guidance, see the "STAR Guidance notes." This is the difference between Assessment Start Date and Assessment Approval Date. The calculation should include business days only.	
Output 1.3. Better Work Jordan advisory services are strengthened. - Continue to articulate stakeholder discussions on working conditions;	Number of advisory visits per factory	5.29 ^{vi}	6	6	[Number of Advisory visits] / [Number of factories] BWJ internal records.	- Better Work continues to empower PICCs to promote social dialogue. - BWJ approach to

Strategy of Intervention	Key Performance Indicators	Baseline ⁱ	Mid-line	Target 2022	Guidance Notes/ Means of Verification	Assumptions/Risks
<ul style="list-style-type: none"> - Assess the feasibility of adding a productivity element to advisory services; - Analyse the advisory process and the feasibility of strengthening the focus on Management Systems; - Analyse the feasibility of breaking down the advisory service delivery into fragments in order to allow for a clearer split of responsibilities of different institutions; <p>Based on the Golden List, define an appropriate differentiation framework for Jordan</p>	Percentage of factories that have established a PICC	62	75	85	[Number of factories with a PICC] / [Number of factories] BWJ internal records.	SMEs may differ from its regular approach to building social dialogue at the factory-level.
	Percentage of factories with that have put sound management systems in place for Human Resource Management and OSH	72	80	85	Sound management systems in OSH an HR will be determined by Assessment questions, which can either be fact gathering or non-compliance questions. A factory will have to have explicit, written policies in HR and OSH in order to be classified as having sound policies. BWJ internal records.	
<p>Output 1.4. The delivery of training services is strengthened and adapted to achieve greater impact.</p> <ul style="list-style-type: none"> - Explore and pilot new 	Percentage of participants in trainings that report contents of the activity useful to their job	tbc ^{vii}	75	85	This information will be gathered and analysed by the Qualtrics system based on post-training surveys	<ul style="list-style-type: none"> - An electronic evaluation system is developed and implemented. - Low literary rate among workers is

Strategy of Intervention	Key Performance Indicators	Baseline ⁱ	Mid-line	Target 2022	Guidance Notes/ Means of Verification	Assumptions/Risks
training innovations including e-learning on specific topics; <ul style="list-style-type: none"> - In order to scale-up training delivery, BWJ will pilot using technology to deliver some training services; - Increased effectiveness of training services. 					administered by EAs on tablet computers.	taken into account.
	Percentage of participants in industry seminars that report contents of the activity useful to their job	tbc	75	85	This information will be gathered and analysed by the Qualtrics system based on post-training surveys administered by EAs on tablet computers.	
	Delivery of training services using technology is piloted/implemented	No	Yes	Yes	BWJ and BWG internal records	
Output 1.5. Regular transparent reporting of compliance data is ensured. <ul style="list-style-type: none"> - Keep updating the public reporting database; - Maintain the website; - Support the government in addressing and curbing identified chronic low compliances based on international best practices. 	Percentage of factories on the Transparency Portal (Cycle 2 and beyond)	45.8 ^{viii}	100	100	STAR and Better Work Transparency Portal	- Factories are committed to improving compliance.
	Percentage of factories with no non-compliance with publicly reported issues	3.03 ^{ix}	20	40	STAR and Better Work Transparency Portal	

Strategy of Intervention	Key Performance Indicators	Baseline ⁱ	Mid-line	Target 2022	Guidance Notes/ Means of Verification	Assumptions/Risks
Output 1.6. Gender equality and migrant issues are embedded into core service delivery. <ul style="list-style-type: none"> - Develop BWJ specific gender strategy; - Expand initiatives to build women's confidence, leadership and career opportunities; - Scale up BW sexual harassment prevention training programme; - Ensure concerns of migrant workers are addressed during core service delivery including translation services. 	Percentage of EAs and trainers delivering core services that are female	75	75	75	[Total number of female EAs and trainers] / [Total number of EAs and trainers]	<ul style="list-style-type: none"> - International consultants/ interpreters are available in Jordan to deliver core services
	Percentage of Advisory and Training tools that are gender-sensitive or gender-responsive	tbd ^x	tbd	tbd	[Number of training and tools classified as gender-sensitive] / [Total number of trainings and tools] The Global team will make a determination on what trainings have substantive gender-components included in the tools.	
	Percentage of workers' languages covered in the delivery of core services	60 ^{xi}	70	80	BWJ internal records	
Output 1.7. IFC complementary productivity enhancement project is implemented and potentially expanded in view of supporting the Government of Jordan's efforts to increase Jordanian employment. <ul style="list-style-type: none"> - Conduct productivity 	Percentage of factories where the productivity project has been implemented	5.55	40	60	BWJ internal records and IFC reports	<ul style="list-style-type: none"> - The IFC-funded productivity project is expanded and implemented in more factories. - The IFC-funded productivity project is
	Percentage of satellite units where the productivity project/lessons from the project have been	33	100	100	[Number of satellite units where the project is implemented] / [Total number of	

Strategy of Intervention	Key Performance Indicators	Baseline ⁱ	Mid-line	Target 2022	Guidance Notes/ Means of Verification	Assumptions/Risks
<p>enhancement activities in the satellite factories that employ Jordanian workers;</p> <ul style="list-style-type: none"> - Based on the lessons learned and the result of this product, consider expansion to other sectors or subcontracting factories. 	implemented				satellite factories] BWJ and IFC records	<ul style="list-style-type: none"> - expanded and implemented in all satellite factories. - GOJ's initiatives to encourage Jordanians in the apparel industry is effective. - The apparel industry continues to expand.
	Percentage of the apparel industry workforce who are Jordanian	25 ^{xii}	40 ^{xiii}	50	BWJ Assessment Reports and data from the Ministry of Labour and the Union	
<p>Output 1.8. Brands and factories are brought together for increased leverage to address root-causes of non-compliance and reduced audit duplication</p> <ul style="list-style-type: none"> - Induct more factories into the program, particularly those sourcing to European brands for garment and non-garment products; - Collaborate with other organizations such as FWF, BSCI, ETI; - Bring brands sourcing from the same factory together in order to tackle endemic non-compliances in a strategic and systematic way; - Build relationship between 	Number of buyers affiliated with the Programme	23	25	30	Information calculated based on the "STAR Report" that the Buyer Team produces on a quarterly basis.	<ul style="list-style-type: none"> - The majority of current buyers remain members of BWJ and continue to source from Jordan. - Validity of this indicators depends on factory response rate. - Buyers and national stakeholders are committed to engaging with each other.
	Percentage of participating factories reporting reduced audit duplication	tbd ^{xiv}	30	50	[Number of factories reporting reduced audits] / [Total number of factories responding to the	

Strategy of Intervention	Key Performance Indicators	Baseline ⁱ	Mid-line	Target 2022	Guidance Notes/ Means of Verification	Assumptions/Risks
brands and national stakeholders so that buyers feel confident that stakeholders could gradually replace BWJ in delivering the core services, while BWJ role will be QA/QC, and supporting the policy makers in the country; - Embed quality assurance for all activities.					survey] BWJ/BWG surveys	
	Number of activities targeted toward facilitating discussions between buyers and national stakeholders per year	1 ^{xv}	1	1	BWJ internal records and events	
Outcome 2. By 2022, at the national level, ILO, IFC and WBG will have built the capacity of national stakeholders to allow for full or partial transfer of responsibility for core service delivery.	Percentage of factories fully serviced by local stakeholders (all core services)	0	35	75	BWJ internal records	- Local stakeholders are committed and able to deliver the programme's core services. - Continued collaboration between Better Work Jordan and the Ministry of Labour. - Continued and new strategic collaboration between Better Work Jordan and other local entities.
	Percentage of factories partially services by local stakeholders (assessment and/or training and/or advisory)	0	65	25	BWJ internal records	
	Number of tools or resources from Better Work used by targeted government entities and other partners that implement or deliver important services	0	3	3	BWJ internal records. Examples of tools include guidance notes, CAT, factsheet, codes of conduct, training modules etc.	

Strategy of Intervention	Key Performance Indicators	Baseline ⁱ	Mid-line	Target 2022	Guidance Notes/ Means of Verification	Assumptions/Risks
<p>Output 2.1. The MOL's has incorporated the BW service approach in its inspection services.</p> <ul style="list-style-type: none"> - Develop a comprehensive 5-year collaboration strategy for engagement with MOL on core service delivery building on the existing MOU between BWJ and MOL; - Based on the strategy, provide comprehensive training to MOL inspectors on how to conduct assessments; - Based on the strategy, continue and expand the secondment programme for labour inspectors with BWJ and potentially establish a secondment programme for BWJ EAs within the MOL; - Conduct joint assessment visits (BWJ + MOL) to subcontracting factories followed by satellite factories and then exporters, and later non-garment factories; - Transfer assessment of factories, first in subcontracting garment factories followed by satellite factories and then exporters, and later non-garment factories; - Train Labour Inspectors on 	Average number of joint assessments conducted with Labour Inspectors per year	17 ^{xvi}	25	30	BWJ internal records	<ul style="list-style-type: none"> - Continued collaboration between Better Work Jordan and the Ministry of Labour. - Continued collaboration between Better Work Jordan and the Ministry of Labour. - Labour Inspectors are trained and selected based on Golden List responsibilities. - Implementation of 'soft skills' training is implemented with support from the World Bank Group.
	Number of Labour Inspectors who participated in MOL-Better Work Jordan joint assessments (cumulative)	19	30	50	BWJ internal records	
	Number of Labour Inspectors trained on 'soft skills' (cumulative)	0	150	200	BWJ internal training records	

Strategy of Intervention	Key Performance Indicators	Baseline ⁱ	Mid-line	Target 2022	Guidance Notes/ Means of Verification	Assumptions/Risks
<ul style="list-style-type: none"> - 'soft skills'; - Develop and implement a detailed plan for knowledge transfer including a robust quality insurance system; - Engage with buyers in the process of handing over responsibilities to national stakeholders. 						
<p>Output 2.2. Local stakeholders are able to gradually take over the advisory function of Better Work.</p> <ul style="list-style-type: none"> - Develop a strategy with MOL, the Union and employers with regard to their role in advisory service delivery; - Based on that strategy, conduct joint advisory visits between BWJ EAs/labour inspector secondees, MOL labour inspectors and Union officials; - Encourage and advice the union to build more effective communication mechanisms with migrant workers in order to strengthen their ability to take part in the advisory process; - Train and guide the union to convert factory PICCs into labour-management committees in collaboration 	Number of joint advisory visits with local stakeholders, including the MOL, Union and representatives from other agencies/organizations (cumulative)	0	50	120	BWJ internal records	<ul style="list-style-type: none"> - Local stakeholders are committed and receptive to learning from Better Work Jordan. - Local stakeholders are committed and receptive to learning from Better Work Jordan.
Number of key local stakeholders for which capacity building programmes/arrangements are operational	1 ^{xvii}	4	4	BWJ internal records, events records and collaboration agreements		

Strategy of Intervention	Key Performance Indicators	Baseline ⁱ	Mid-line	Target 2022	Guidance Notes/ Means of Verification	Assumptions/Risks
<p>with other ILO departments;</p> <ul style="list-style-type: none"> - Train and collaborate with employers' associations on advisory services so that they can eventually build the capacity of the employers to participate in the advisory process; - Engage with the Social Security Corporation (SSC) to address OSH issues; - Engage the buyers in the process of handing over responsibilities to national stakeholders. 						
<p>Output 2.3. Strengthen the trade union's capacity to offer services to factories and workers on topics related to worker wellbeing, workers' voice and social dialogue.</p> <ul style="list-style-type: none"> - Collaborate with the union in order to empower the representation of workers with a particular focus on migrant workers; - Collaborate with ACTRAV, ITUC, INDUSTRIALL to strengthen institutional capacity of the union. 	<p>Number of joint advisory visits with the Union (cumulative)</p>	<p>0</p>	<p>20</p>	<p>50</p>	<p>BWJ internal records</p>	<ul style="list-style-type: none"> - Factories are willing to improve social dialogue. - The Union is committed and able to deliver trainings to workers, especially migrant workers. - Keep track of the Union's training records.
<p>Number of factories with active and effective bipartite committee</p>	<p>tbd^{xviii}</p>	<p>60</p>	<p>80</p>	<p>Factory Progress Reports.</p> <p>Factories should be considered to have an active bipartite committee if they are on track with Social Dialogue "active and effectively functioning bipartite committee".</p>		

Strategy of Intervention	Key Performance Indicators	Baseline ⁱ	Mid-line	Target 2022	Guidance Notes/ Means of Verification	Assumptions/Risks
	Number of trainings and seminars conducted by the Union	0	5	10	BWJ internal records and the Union's monitoring records	
Output 2.4. Strengthen the employers' capacity to offer services to factories and workers on topics related to business competitiveness and social dialogue. - Conduct TOT for representatives from JCI and J-GATE on HR, productivity and Management systems - Conduct TOT on industrial relations and social dialogue.	Number of TOTs delivered to employer representatives	0	5	10	BWJ internal records	- Employers are willing to improve social dialogue and are receptive to Better Work's approach.
	Number of trainings and seminars conducted by employers and employer associations/organizations	0	10	20	BWJ internal records and communication with employers/ employer organizations	
Outcome 3. By 2022, sustainable mechanisms for policy and labour market reform in the garment sector and beyond have been established in Jordan.	Number of policy changes issues and discussions informed by BWJ	0	1	2	Official legislative documents and BWJ internal records	- An effective ILO-led policy advocacy strategy for labour law reform. - GOJ is willing and able to adopt policy/legislative changes that are desired by ILO/BWJ within the timeframe of this strategy. - Industry associations are willing to and able

Strategy of Intervention	Key Performance Indicators	Baseline ⁱ	Mid-line	Target 2022	Guidance Notes/ Means of Verification	Assumptions/Risks
						to adopt new industry guidelines within the timeframe of this strategy.
Output 3.1. A national tripartite body (self-sustaining PAC) is established. <ul style="list-style-type: none"> - Organize regular PAC meetings; - In view of the project's sustainability strategy, in collaboration with national stakeholders, identify options for creating a sustainable platform for addressing policy issues related to non-compliances and labour market governance gaps; - Empowering the social partners in the industrial sector to have regular meetings to discuss challenges in the industrial sector through the below mentioned mechanism; - Collaborate with the Garment Sector Alliance¹³ where relevant. 	Percentage of sectors covered that have established a Project Advisory Committee (PAC)	100 ^{xix}	100	100	BWJ internal records.	<ul style="list-style-type: none"> - The PAC remains functional and BWJ/stakeholders continue to hold regular PAC meetings. - The PAC has interest and capacity to lead PAC meetings.
	PAC meetings are held on a quarterly basis	Yes	Yes	Yes	BWJ internal records and events.	
	Percentage of PAC meetings led by stakeholder representatives (not BWJ)	0	30	60	[Number of PAC meetings led by stakeholders] / [Total number of PAC meetings held] BWJ internal records.	

¹³ A new garment sector-wide alliance in Jordan aims to create economic opportunities, improve the lives of refugees caught up in the Syrian crisis and help their host countries. The initiative, led by partners from the international community, was first set in motion at last year's Supporting Syria and the Region conference in London.

Strategy of Intervention	Key Performance Indicators	Baseline ⁱ	Mid-line	Target 2022	Guidance Notes/ Means of Verification	Assumptions/Risks
<p>Output 3.2. A platform for bringing together the public and private sector to discuss policy and labour market governance issues is created.</p> <ul style="list-style-type: none"> – Facilitate discussions between buyer representatives and local stakeholders; – Facilitate discussions between suppliers and the Government of Jordan where relevant; – Facilitate discussions between national stakeholders enhance Jordan’s regulatory environment; – Support organizations working on public-private partnerships when relevant, for example collaborate with the World Bank’s activities in Jordan. 	Number of joint policy activities that BWJ is involved in with other ILO project and/or the WBG/IFC	1	2	4	<p>A joint policy activity is defined as an initiative that BWJ is actively and publicly working with another ILO or WBG unit. This could mean a dissemination event, a joint intervention, or any activity explicitly meant to promote decent work.</p> <p>BWJ internal records and BWG Annual ME matrices.</p>	
	Progress in executing Country Programme influencing agenda on a 1-10 scale	tbd ^{xx}	7	9	<p>In order to obtain this number: Choose all activities in the CTA’s influencing agenda that are successfully executed and then divide that number</p>	

Backed by the World Bank Group, the Jordan Garment Sector Alliance has been formed by various partners including the International Labour Organization, Better Work Jordan, the Jordan Investment Commission, the Jordan Industrial Estates Company, the Jordan Garments, Accessories, and Textiles Exporters’ Association (J-GATE) and the Jordan Chamber of Industry and Trade. These partners have come together to design effective programmes that translate the policies contained in the Jordan Compact—the conference’s final document—into practice.

Strategy of Intervention	Key Performance Indicators	Baseline ⁱ	Mid-line	Target 2022	Guidance Notes/ Means of Verification	Assumptions/Risks
					<p>by the total number of activities classified under.</p> <p>BWJ internal records and BWG Annual ME matrices.</p>	
<p>Output 3.3. Research on the impact of Better Work Jordan is conducted to feed into the policy debate.</p> <ul style="list-style-type: none"> - Publish Annual Report; - Produce relevant policy papers, for example on productivity in satellite units; - Utilize Better Work data and case studies to advocate evidence-based policies; - Align advice with other multi-lateral institutions. 	<p>Communication materials produced and disseminated to share Better Work Jordan's activities and impact</p>	Yes	Yes	Yes	<p>Communication materials can include newsletters, features, interactive media and briefs.</p> <p>BWJ internal records.</p>	
	<p>Research activities undertaken to feed into policy debates^{xxi}</p>	Yes	Yes	Yes	<p>Research activities can include published discussion papers, research briefs, policy briefs, case studies, industry surveys and unpublished internal documents aiming to share BWJ's activities and impact. The binary indicator should be complemented with a narrative.</p>	

Strategy of Intervention	Key Performance Indicators	Baseline ⁱ	Mid-line	Target 2022	Guidance Notes/ Means of Verification	Assumptions/Risks
					BWJ internal records.	
	Annual reports published	Yes ^{xxii}	Yes	Yes	BW internal records and publications.	

Annex 2: EA TORs

**International Labour Organization (ILO)
Regional Office for Arab States (ROAS)**

TERMS OF REFERENCE

Evaluability Assessment of Better Work Jordan – Phase III

September 2018

Project Background

Since its launch in 2008, Better Work Jordan (BWJ) has been implementing a multifaceted industry improvement programme to improve working conditions and labour standards in the garment industry. Over the past eight years, this intervention has been associated with a steady improvement in working conditions in Jordan's garment sector and a significant strengthening in industrial relations through an industry-wide collective bargaining agreement (CBA). During this time, the industry has doubled the value of total exports and significantly increased the number of jobs despite a challenging operating environment in the region.

The Better Work Jordan programme is mandatory for all factories exporting to the United States and Israel. At the end of its second phase, the programme was operational in 72 factories (35 direct exporters, 25 subcontracting factories and 12 satellite units¹⁴). With support from Better Work Jordan, the garment sector has achieved several major milestones related to policies on working conditions in recent years.

The third phase of Better Work Jordan (BWJ) starts in 2017 and spans over a 5-year period. The project design and strategy was affected by recent changes including the influx of the Syrian refugees to Jordan. Furthermore, the recent trade agreement signed by the European Union (EU) and Jordan allows products made in eighteen selected economic zones throughout Jordan entry to the EU market based on relaxed rules of origin. This agreement provides an unprecedented opportunity to apply the Better Work model to other key sectors that would increase exports to the EU and create job opportunities for both Jordanians and Syrians.

Purpose, Objective and Scope of the Evaluability Assessment

The purpose of this exercise is to assess the extent to which the third phase of BWJ can be evaluated in a reliable and credible fashion. Evaluability assessments are an established means for evaluators to review the coherence and logic of a project or

¹⁴ Satellite units refer to garment factories established outside the Qualified Industrial Zones with majority Jordanian workforces, located in rural areas with high female unemployment. The Government of Jordan supported the establishment of satellite units, as of 2008, to reduce unemployment in poverty pockets.

programme, as well as to clarify data availability and its adequacy for appropriately determining progress made towards the project's or programme's results. Therefore, evaluability assessments make informed judgments on whether interventions are designed in such a way that, once they are complete, they will be able to demonstrate their effectiveness in achieving established outcomes.

The evaluability assessment should be carried out in adherence with the ILO guidance note ¹⁵ for evaluability of programmes and projects http://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_239796.pdf.

The scope and criteria of this evaluability assessment aims to establish the extent to which the third phase of BWJ can be evaluated in a reliable and credible fashion, in terms of:

- Internal logic and assumptions;
- Quality of indicators;
- Baselines;
- Targets;
- Milestones;
- Feasibility of means of verification/measurement and methods;
- Human and financial resources;
- Partners' participation;

Consequently, the consultant will:

1. Analyse the project's logical framework approach, to identify the logic between the activities, outputs, objectives and risks/assumptions.
2. Review the definitions, key questions, methodological approach, and initial preparations made, including baseline measures, by the project to assess the effectiveness and impact of the project, and determine the soundness of the approach in terms of the future evaluability of project impact.
3. Gather information on monitoring and evaluation and capacities of key partners, in addition to determining existing useful linkages, information exchanges and other collaboration in the M&E area.
4. Consider the overall institution building context for monitoring and evaluating the project ex-post, in light of BWJ's influencing agenda work and objectives
5. Consider the quality of the information, the appropriateness of the programme's Information Management System (web-based STAR and Workspace, and additional systems) for storing and safeguarding the data, and use of this information by project stakeholders and in performance reports.
6. Reflect on whether systems that Better Work intends to bring online during Phase III will add functionalities that are necessary to meet the evaluation needs for phase III.

¹⁵ Current guidance documents are being revised to combine a number of relevant guidance documents into one. The revised guidance document on evaluability will be provided to the consultant.

7. Review the causal logic and results-level linkages between Jordan Decent Work Country Programme (DWCP) and the third phase of BWJ.
8. Review the quality of the risk analysis at project design and assessment of importance and likelihood sets the framework for subsequent monitoring during implementation.
9. Review logical fit of the risk management plan and monitoring mechanisms aimed at tracking and testing assumptions.
10. Review the resources and management arrangements for implementing the M&E plan to ascertain feasibility and appropriateness and make recommendations for improvements if needed.

For all of the above, the consultant will identify good practices and also specific improvements that should be made to the Monitoring and Evaluation (M&E) system, giving specifics for acting upon these recommendations. The consultant will use the detailed understanding of the M&E system to discuss data management processes from both an accountability and technological standpoint. System improvements should take into consideration both the workflow and the technological solutions being used.

The consultant will also identify major risk areas and means of addressing these, and may recommend overall changes to ILO's design and quality control system for M&E of the third phase of BWJ.

Methodology

The assessment will comply with ILO guidelines for evaluability assessment. The study will involve four complementary data collection and review activities:

1. Document review, including project proposals, work plans, communications, minutes of stakeholder meetings, and other information sources;
2. Stakeholder consultations with several key informant interviews, either through email, telephone;
3. Review of national M&E activities of ILO constituents, UN and implementing partners; and
4. Stocktaking of existing M&E plans and systems to identify capacities and needs.

Consequently the consultant is expected to:

- Conduct interviews remotely with the assessment manager, and ILO technical specialist. The purpose of these internal meetings is to brief the consultant on ILO's evaluability guidelines and assist the consultant in updating the methodology and other components of the inception report.
- Development of inception report. Upon completion of the internal meetings and interviews and the review of relevant documents, the consultant will draft the inception report.
- Interviews. The consultant will remotely interview project staff, partners and stakeholders.

- Debriefing session (remotely). The consultant will remotely present the key findings to the relevant ILO staff. The purpose of the debriefing session is to confirm the findings and start formulating recommendations.
- Drafting the assessment report. The consultant will draft the assessment report based on the outline agreed upon in the inception report. The assessment manager will share the draft report with relevant ILO staff, partners and stakeholders and will consolidate their feedback. The consultant will thereafter, amend the assessment report and submit a final version to the assessment manager. The consultant will use the evaluability assessment tool to score the overall evaluability of the project against each criterion and will include the scoring sheet in the annex of the assessment report.

The overall level of effort is expected to be 16 person-days divided as follows:

Task	Person-day
Review of documents	5
Internal meetings and interviews	0.5
Development of inception report	1
Interviews –email/Skype	2.5
Debriefing session	1
Draft report	4
Final report	2
Total	16

Main Deliverables

The main outputs of this assignment are:

- a. Inception report.
- b. Draft assessment report.
- c. Final assessment report.

All deliverables will be submitted in the English language.

The inception report: upon the review of the relevant documents and initial discussion with the assessment manager the inception report will include:

- Background on the programme,
- Elaborate assessment methodology,
- Management arrangements and work plan,
- Proposed outline of the final report.

The draft assessment report. Below is a suggested outline of the report:

- Cover page,
- Table of contents,
- Acronyms,
- Executive summary, including key findings, conclusions and recommendations,
- Background on the programme,
- Purpose and scope of the assessment,
- Methodology,

- Summary of findings,
- A revised M&E plan, including baseline and milestone data, or a clear indication of how the project is collecting these;
- Short findings for each of the project outcomes including specific suggestions for improvements;
- A summary overview of issues, with recommendation of systemic improvements for the project and office to make.
- Annex: filled evaluability assessment tool/sheet.

The final assessment report: incorporating comments received from the ILO and other key stakeholders.

The final assessment report should not be longer than 15 pages excluding annexes. The quality of the report will be assessed against ILO evaluability assessment guidelines.

Management Arrangements and Work plan

Timeframe

The work will start in October 2018 and end in December 2018.

Proposed assessment plan (tentative)

Task	Responsibility	End by
Draft mission itinerary and list of key informants to be interviewed	Assessment manager	
Provide the consultant with all relevant documents	Assessment manager	
Brief consultant on ILO evaluability guidelines	Assessment manager	
Inception report submitted to assessment manager	Consultant	
Consultation with Better Work Information technology team and Better Work's Business Processes Analyst	Consultant	
Debriefing session (remotely)	Consultant	
Draft report and submission to assessment manager	Consultant	
Sharing the draft report for all concerned for comments	Assessment manager	
Sending consolidated comments on the draft report with the consultant	Assessment manager	
Submission of the final report	Consultant	
Approval of the final report	Assessment manager	

Consultant profile

It is expected that this assignment will be implemented by one consultant with relevant experience and qualifications. The list below include the minimum qualifications of the consultant.

- University degree in a relevant field with a minimum of 5 years of professional experience in conducting evaluations or impact assessments for projects.
- Proven experience in labour market issues labour migration and decent work in manufacturing.
- Extensive knowledge of qualitative and quantitative research methods.

- Knowledge of ILO mandate and UN evaluation methodologies and experience in conducting evaluability assessments for the ILO or other UN agencies.
- Excellent analytical and communication skills.
- Excellent report writing skills in English.
- Ability to speak and read English and Arabic.

Annex 3: Inception Report

Evaluability Assessment Inception Report for Better Work Jordan

Amy Jersild

Submitted 29 November 2018

This Inception Report describes the Better Work Jordan (BWJ) Phase 3 programme background, its current status on implementation, the purpose and methods for the Evaluability Assessment (EA) to be undertaken, and a timeframe for its implementation. The evaluator reviewed the project document and related M&E documentation, previous evaluation reports, and had 2 calls with the Chief Technical Advisor (CTA) and M&E Manager of the programme to help inform the development of this report.

Background

The BWJ programme began in 2008, at a time when there was a significant lack of capacity among tripartite partners within the garment industry. The employers' associations were not able to articulate a viable strategy for the industry and were challenged with poor labour standards within their factories, the union was not able to effectively engage its workforce, and the Jordanian Ministry of Labour's (MoL) inspectorate office did not have the capacity or human resources to effectively monitor the industry's factories. Funded by the World Bank and U.S. Department of Labour, the BWJ programme focused its work on those exporting factories to the U.S. and to Israel to improve labour conditions within the supply chain and to support the industry's growth.

Independent evaluation reports of previous phases point to significant areas of achievement to include the support to the union in building a strong partnership with the sector. Partners effectively negotiated several Collective Bargaining Agreements (CBA), and the union set up a system to collect dues from its members. BWJ has worked with its partners to lower the non-compliance rates in the factories on labour standards, and it has supported the industry in developing a more cohesive strategy, building relationships with its buyers and enabling further growth in the industry.

Ten years later the programme is now in its third phase (2017-2022), which involves three interlinked components of interventions focused at two levels, factory level and institutional and policy level. As part of its first component, the programme aims to further build capacity of its partners and transfer inspection and training services it has provided to the industry partially or in full to the MoL inspectorate. These services formed the core of the programme's work for the past 10 years, and it will continue to implement them while preparing its transfer to the MoL. Also, as part of the first component, BWJ will expand services to several other industries as part of the European Union's agreement with the Jordanian Government, including chemicals, plastics and engineering).

The second component is interlinked with the first in its focus on building capacity at the individual and institutional level on the implementation of inspection and training services to factories. A

strategy of capacity building involving secondment of MoL inspectors to work with BWJ to implement the services has been underway and will continue as part of Phase 3. A training of trainers' model will also be implemented under this component.

The third component aims to influence the tripartite partners within the garment sector in developing sustainable means for cooperation and coordination, as well as to address several challenges to the industry, including representation and influencing the Small and Medium Enterprises (SMEs). The SMEs are part of the garment sector in Jordan but have not been part of the programme focus on exporting factories so far.

The BWJ Phase 3 Logframe and Performance Plan (2017-2022) articulates the development objective and three outcome areas as follows:

Development impact	By 2022, Better Work Jordan strives to accelerate improvements in working conditions and business competitiveness in Jordan's garment industry as well as the exporting industrial sector at large. It will also boost scalability and sustainability of impact by strengthening the capacity of national stakeholders, aligning new strategic and operational partnerships, and shaping national policies. Accordingly, the programme's intervention in the country is two-tiered: the factory-level and the institutional and policy level.
Outcome 1	By 2022, Better Work Jordan's core service delivery will be expanded and optimized.
Outcome 2	By 2022, at the national level, ILO, IFC and WBG will have built the capacity of national stakeholders to allow for full or partial transfer of responsibility for core service delivery.
Outcome 3	By 2022, sustainable mechanisms for policy and labour market reform in the garment sector and beyond have been established in Jordan.

The BWJ programme is one of eight Better Work programmes that form Better Work Global (BWG) based in ILO headquarters in Geneva. BWG maintains a centralized M&E and reporting system, with country programmes inputting the required data into the shared online system for monitoring at the global level. The M&E framework for the programme is produced by BWG, and a performance monitoring plan and logframe with related indicators are the BWJ-specific M&E documents developed by the programme. Other frameworks of relevance for the BWJ programme include the ILO Jordan country program framework and the regional level framework. The results of BWJ's M&E activities feeds into not only BWG but the ILO country programme and the regional level frameworks. **Purpose**

The purpose of this exercise, as outlined in the TORs, is to assess the extent to which the third phase of BWJ can be evaluated in a reliable and credible fashion. Related to this line of inquiry is whether the programme's M&E capacity is capable, as currently designed, to monitor and evaluate its work. The EA will focus on the following areas:

- Internal logic and assumptions; [SEP]
- Quality of indicators; [SEP]
- Baselines; [SEP]
- Targets; [SEP]
- Milestones; [SEP]
- Feasibility of means of verification/measurement and methods; [SEP]
- Human and financial resources; [SEP]
- Partners' participation; [SEP]

The EA will focus on specific improvements that could be made in the programme’s M&E system, along with specific recommendations for improvement. Discussion of data management processes adopted by the programme will be addressed from both an accountability and technological standpoint. Recommendations made will take into consideration both workflow and technological solutions used.

A final area of discussion will be major risk areas for the programme and means for addressing them, as well as possible overall changes to ILO’s design and quality control M&E system for BWJ Phase 3.

Proposed Methods and Rationale

Several evaluation theorists have written on evaluability, namely Joseph Wholley—who is credited with first giving shape to the concept—and Michael Quinn Patton, who is notably concerned about evaluation use and judging evaluation on the basis of its utility. Wholley offers a definition of EA as a process “used to evaluate program designs, explore program reality, and help ensure that programs and program evaluations meet three criteria: (1) program goals, objectives, important side effects, and priority information uses are well defined; (2) program goals and objectives are plausible; (3) evaluators and clients agree on intended uses of evaluation information.”¹⁶

Patton aims to ground the evaluation process, taking into account how the evaluation process and design should be facilitated so as to ensure there is credibility and buy-in established, and ultimately evaluation is used. He has drafted a 17-step process to enable evaluation use, found in Annex 1. Patton’s emphasis on utilization will be applied in this assessment, whereby a primary objective is to support the BWJ programme in developing a useful and credible M&E system that is capable of producing evidence and results perceived as useful to multiple parties—Better Work Global (of which BWJ is a part), its donor, and BWJ tripartite partners in Jordan who collaborate on the programme.

Wholley’s definition of EA will also be applied as a guiding framework, in alignment with the TORs purpose and scope. His focus on the exploration of “program reality” will be applied in understanding varying perspectives on M&E purpose and expectations, which is an important aspect for applying Patton’s thinking around use. The rationale for this approach is particularly relevant for the BWJ programme and its stakeholders. Reports of “evaluation fatigue” among tripartite partners are real, and the evaluator’s own experience with the Phase 2 final evaluation was a clear example of that fatigue.

The 10 tasks associated with the EA—as outlined in the TORs—are found in Annex 2. Considerations for each task and the sourcing of data (both documentation and interviews) are outlined. The assessment will use the following data collection methods:

Document review

BWG programme documentation, strategy and M&E framework will be reviewed, as well as BWJ project document and M&E documents and tools. Systems in use for data collection and management will be reviewed, as well as evaluations of previous phases. ILO Jordan country programme documents will also be reviewed, specifically the Decent Work Country Programme document, and the P&B 2018-19 document for the region.

¹⁶ Wholley, J. S. (1994). Assessing the feasibility and likely usefulness of evaluation. In J. Wholley et al. (Eds.), *Handbook of Practical Program Evaluation* (p. 12). San Francisco, CA: Jossey-Bass.

Stakeholder consultations	Annex 3 outlines 18-19 interviews that will be undertaken with stakeholders, including BWG and BWJ officials, ILO Jordan, USDOL in Washington, DC, and tripartite partners (MoL, trade union and employer association). A briefing on preliminary findings will also be conducted.
Review of national M&E activities	This review will entail identifying the contribution of BWJ reporting to the ILO Jordan country program.
Stocktaking of existing M&E plans	Those tools and frameworks that have been developed by the BWJ programme will be taken into account, including their application and learning during the first year of programme implementation.

Deliverables and Timeline

There will be three main outputs for the assignment: (1) inception report, (2) draft assessment report for comment, and (3) final assessment report. The timeline is as follows:

Task	Person-days	Timeframe
Review of documents	5	12-23 November
Internal meetings and interviews	0.5	15 November
Development of inception report	1	28 November due date
Interviews – by Skype/email	2.5	30 November-4 December
Debriefing session	1	
Draft report	4	17 December due date
Review and comments by ILO	-	17-22 December
Final report	2	24 December due date
TOTAL	16	

Proposed Outline for the Final Report

The report will be approximately 20 pages in length, not including annexes. A tentative outline for the final report is as follows:

Table of contents ^[]_[SEP]

Acronyms

List of tables, figures, graphics, etc.

Executive summary, including key findings, conclusions and recommendations

Background on the programme

Purpose and scope of the assessment

Methods

Findings

Conclusion

Recommendations

Annexes: ^[]_[SEP]

- A revised M&E plan, including baseline and milestone data, or a clear indication of how the project is collecting these
- Summary of findings by outcome area with associated recommendations

- A summary table providing overview of issues (findings), with corresponding recommendations for systemic improvements
- Evaluability assessment tool/sheet

Annex 1: Michael Quinn Patton's 17 Steps to Evaluations that are Useful and Actually Used¹⁷

Step 1	Assess and build program and organizational readiness for utilization-focused evaluation.
Step 2	Assess and enhance evaluator readiness and competence to undertake a utilization- focused evaluation.
Step 3	Identify, organize, and engage primary intended users.
Step 4	Conduct situation analysis with primary intended users
Step 5	Identify primary intended uses by establishing the evaluation's priority purposes.
Step 6	Consider and build in process uses if appropriate.
Step 7	Focus priority evaluation questions.
Step 8	Check that fundamental areas for evaluation inquiry are being adequately addressed.
Step 9	Determine what intervention model or theory of change is being evaluated.
Step 10	Negotiate appropriate methods to generate credible findings and support intended use by intended users.
Step 11	Make sure intended users understand potential controversies about methods and their implications.
Step 12	Simulate use of findings.
Step 13	Gather data with ongoing attention to use.
Step 14	Organize and present the data for use by primary intended users.
Step 15	Prepare an evaluation report to facilitate use and disseminate significant findings to expand influence.
Step 16	Follow up with primary intended users to facilitate and enhance use.
Step 17	Metaevaluation of use: Be accountable, learn, and improve

¹⁷ https://wmich.edu/sites/default/files/attachments/u350/2014/UFE_checklist_2013.pdf

Annex 2: EA Matrix

No.	Task	Considerations, approaches, methods, etc.	Sourcing -- resources needed/data to collect, etc.
1	Analyse the project's logical framework approach, to identify the logic between the activities, outputs, objectives and risks/assumptions	Analysis of logframe; discussions on its formulation, context, assumptions.	Phase 3 logical framework; interviews with BWG and BWJ staff
2	Review the definitions, key questions, methodological approach, and initial preparations made, including baseline measures, by the project to assess the effectiveness and impact of the project, and determine the soundness of the approach in terms of the future evaluability of project impact.	<p>A BWG M&E framework has been developed. At the country level, BWJ has developed a performance plan and indicators. These 3 documents will be the focus of analysis.</p> <p>Considerations on what baseline measures/initial preparations should/could be taken. questions/discussion on definitions, what key questions are, what possible methods could be, etc, given what is to be measured.</p>	Interviews with project staff; review of M&E documentation
3	Gather information on monitoring and evaluation and capacities of key partners, in addition to determining existing useful linkages, information exchanges and other collaboration in the M&E area.	The extent to which collaboration is in place or can be in place to effectively carry out M&E. Extent to which capacities are in place for utilization of evaluation; regard for and attitudes toward M&E among partners. Overall capacity assessment on the part of all stakeholders, particularly BWJ staff, to participate in M&E.	Interviews; any additional partner M&E documentation available.
4	Consider the overall institution building context for monitoring and evaluating the project ex-post, in light of BWJ's influencing agenda work and objectives.	The extent to which M&E approach in place captures both the individual level and organizational level with regard to capacity development and change.	M&E documents and interviews
5	Consider the quality of the information, the appropriateness of the programme's Information Management System (web-based STAR and Workspace) and additional systems) for sharing and safeguarding the data, and use of this information by project stakeholders and in	Data that would be of significance – how it's collected, how it's entered, how accuracy is ensured. A review of the system in place and how it's used.	Review of systems in use; interviews with IT/M&E staff; online review.

performance reports.

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|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|
| 6 | Reflect on whether systems that Better Work intends to bring online during Phase 3 will add functionalities that are necessary to meet the evaluation needs for Phase 3 | Review of those systems; research on their functionality/capacity, and how they meet the needs of the programme. | Interview with IT/M&E staff; online review |
| 7 | Review the causal logic and results-level linkages between Jordan Decent Work Country Programme (DWCP) and the 3rd phase of BWJ. | Where and how the programme is/is not contextualized within the DWCP. | Jordan DWCP document and BWJ M&E documents. |
| 8 | Review the quality of the risk analysis at project design and assessment of importance and likelihood sets the framework for subsequent monitoring during implementation. | Assessment of risks, how they were formulated, context, concerns, logic and quality. How the M&E documents support/do not support effective monitoring of those risks for management use. | Logframe and project document; interviews with programme staff |
| 9 | Review logical fit of the risk management plan and monitoring mechanisms aimed at tracking and testing assumptions. | Relationship and logical fit between the risk management plan and the aspect of the M&E plan designed to test assumptions. | M&E documents, interviews. |
| 10 | Review the resources and management arrangements for implementing the M&E plan to ascertain feasibility and appropriateness and make recommendations for improvements if needed. | Expertise, time and resources required to effectively manage and carry out the M&E plan for the programme. | Interviews, relevant documentation review. |
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Annex 3: Stakeholder Interviews

No.	Name	Title	Justification and points of discussion
Better Work Global (Geneva and Bangkok)			
1	Deborah Schmidiger	Senior Programme and Partnerships Officer (GVA)	Leads all donor outreach, project development and project monitoring; Provides technical backstopping for country programmes. Can help provide the Better Work Global context and discuss ongoing processes and initiatives.
2	Inthira (Indie) Tirangkura	Programme Officer (BKK)	Programming support and technical backstopping to country programmes. Can help provide an overview of regular monitoring and reporting requirements for different donors.
3	Romula Cabeza	Monitoring & Data Analytics Officer (BKK)	Can help provide the global overview of Better Work's M&E systems and new initiatives (esp. with global reporting and technology).
4	Minna Maaskola	Senior Technical Specialist, Training and Capacity Building (BKK)	Leads all training components of Better Work. Also monitors training activities. Can have a targeted conversation on training and feedback process and new initiatives.
5	Conor Boyle	Head of Programme Development, Learning and Country Programmes (GVA)	Oversees country programmes, donor relations, learning strategies and work on 'influencing agenda'. Can provide feedback on overall strategy in country programmes and input on influencing agenda activities.
6	Arianna Rossi or Jeff Eisenbraun	Research and Policy team (GVA)	Monitoring, evaluation, impact assessment and data analysis to inform policy discussions.
7	Dan Cork	Industrial Relations and Discrimination Specialist (GVA)	In-charge of the programme's IR strategy; can provide feedback on engagement with the Union.

IFC			
8	Sabine Hertveldt	IFC Better Work Program Lead (DC)	Leads the IFC Better team based in Washington, DC. Can provide input on the IFC component and the productivity project.

Better Work Jordan			
9	Tareq AbuQaoud	Programme Manager (AMM)	Leads and oversees the country programme. Can discuss the overall strategy and the programme's M&E needs.
10	Zainab Yang	Team Leader (AMM)	Oversees all core services activities, including regular tracking and reporting. Can help provide context to reporting and gathering compliance data.
11	Samira Manzur	Consultant (M&E-AMM)	Supports programme, research and M&E activities. Can discuss regular reporting and monitoring systems and shortcomings.

ILO Jordan			
12	Patrick Daru	Country Coordinator/Skills Specialist (AMM)	Can discuss country-level reporting needs and requirements; provide inputs on project relevance in Jordan.

ILO Regional Office for Arab States (ROAS)			
13	Nathalie Bavitch	Monitoring and Evaluation Officer (REO – Beirut)	Regional M&E Officer and oversees all evaluation activities. Can provide feedback on the larger Jordan and Regional context; DWCP; P&B Outcomes.

US Department of Labor			

14	Ana Aslan	Global Coordinator, Better Work Programme, USDOL (ILAB, DC)	Global coordinator based in Washington, DC; USDOL is the primary donor for BWJ and has helped the programme a lot with their support and influence over national stakeholders. Can provide input on engagement stakeholders. Outcomes 2 and 3 feedback. Use of USG influence to encourage stakeholder addressing labor. How to quantify/monitor.
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BWJ tripartite partners/stakeholders

15	Minwar Abu Al-Ghanam	Director of Labour Affairs, Ministry of Labour (AMM)	Director of Inspectorate
16	Abed Al Jawa Alnatsha	Labour Inspector, BWJ secondee (AMM)	
17	Farhan Ifram	J-GATE (AMM)	Business owner, J-GATE member
18	Fatallah Al Omrani/Ahlam Terawi	Garment Trade Union Head (AMM)	
19	Ihab Al Oadiri	Jordan Chamber of Industry, President (AMM)	

Annex 4: Stakeholders interviewed

No.	Name	Position	Organization	Date
1	Minwar Abu Al-Ghanam	Director of Labour Inspectorate	MoL	2 December
2	Farhan Ifram	Board member	J-GATE	
3	Zainab Yang	Team Leader	BWJ, ILO Jordan	
4	Fatallah Al Omrani	Director	Garment Trade Union	3 December
5	Ana Aslan	Global Coordinator, Better Work Programme	USDOL, Washington, DC	
6	Sabine Hevtveldt	Better Work Program Lead	IFC, Washington, DC	
7	Diane Davoine		IFC, Washington, DC	
8	Inthira Tirangkura	Programme Officer	BWG, Bangkok	
9	Nathalie Bavitch	Regional Evaluation Officer	ILO Beirut	4 December
10	Patrick Daru	Country Coordinator/Skills Specialist	ILO Jordan	
11	Conor Boyle	Head of Programming	BWG, Geneva	7 December
12	Jeff Eisenbaum	Research and policy	BWG, Geneva	
13	Deborah Schmidiger	Senior Programme and Partnerships Officer	BWG, Geneva	
14	Ana Aslan	Global Coordinator, Better Work	USDOL, Washington, DC	
15	Lili-Marguerite Bacon	International Relations Officer, M&E Coordinator, US Dept of Labor, Bureau of International Labor Affairs (ILAB)	USDOL, Washington, DC	
16	Romulo Cabeza	Monitoring & Data Analytics Officer	BWG, Bangkok	11 December
17	Abed Al Jawa Alnatsha	Labour Inspector, BWJ secondee	BWJ, Amman	12 December
18	Dan Cork	Industrial Relations and Discrimination Specialist	BWG, Geneva	
19	Samira Manzur	M&E Consultant	BWJ, Amman	
20	Tareq Abu Qaoud	Chief Technical Advisor	BWJ, Amman	13 December

Annex 5: Summary Table of Findings and Recommendations by Programme Outcome Area

	Outcome area	Summary of findings	Summary of recommendations
Development impact	By 2022, Better Work Jordan strives to accelerate improvements in working conditions and business competitiveness in Jordan's garment industry as well as the exporting industrial sector at large. It will also boost scalability and sustainability of impact by strengthening the capacity of national stakeholders, aligning new strategic and operational partnerships, and shaping national policies. Accordingly, the programme's intervention in the country is two-tiered: the factory-level and the institutional and policy level.	The development impact statement reads like a goal or objective, with a summary of strategy for the programme included.	Revised impact statement suggested for further discussion and adoption, based on analysis of TOC and logic model for the programme. Involve partners in the process of developing the M&E framework for the programme.
Component 1	By 2022, Better Work Jordan's core service delivery will be expanded and optimized.	Activities in this component constitute BWJ's core service delivery. Most of the BWG indicators are incorporated in this section of the current logframe. There are several outputs that do not clearly contribute toward the outcome. Further, the development and refinement of the core service delivery rests on an assumption that a standard is informing this work. This aspect was not clearly understood.	Greater logical clarity in all the output areas as they contribute toward the outcome is needed.
Component 2	By 2022, at the national level, ILO, IFC and WBG will have built the capacity of national stakeholders to allow for full or partial transfer of responsibility for core service delivery.	Greater development of a capacity strengthening strategy based on the signed MOUs and action plans is needed in order to better determine what can and should be meaningfully monitored and evaluated. Clarity as to what "full or partial" means should be determined. An assessment should be planned to provide better definition during the course of programme implementation.	Involve partners in the process of developing the M&E framework for the programme. Involve partners in the development of an assessment framework for the agreed upon capacity building work to undertake so as to build buy-in and ownership over the process. Understanding what "full" or "partial" transfer of responsibilities looks like

Component 3	By 2022, sustainable mechanisms for policy and labour market reform in the garment sector and beyond have been established in Jordan.	<p>There is reference to an influencing strategy that needs greater definition in the logical framework.</p> <p>Clarity on the meaning of “beyond” is needed.</p>	<p>should be determined with clarity for all partners.</p> <p>Involve partners in the process of developing the M&E framework for the programme.</p> <p>Develop a developmental evaluation approach whereby data is collected on a routine basis in response to questions and to inform decision-making on influencing work.</p>
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Annex 6: Summary Response and Recommendations According to Area of Task¹⁸

No.	Task	Summary response	Summary recommendations
1	Analyse the project's logical framework approach, to identify the logic between the activities, outputs, objectives and risks/assumptions	Overall the logframe represents a good start to developing an M&E approach for the programme. There is no difference distinguished between risks and assumptions in the logframe, and therefore they are not effectively used as a basis for analysis. Development of indicators is the main driver of M&E for the programme, and there remains a lack of clarity as to how monitoring is to be done, as it relates to an effective evaluation approach.	Build on the TOC and logic model offered for the BWJ programme (annexed) and develop evaluation questions with the participation of partners that are based on assumptions identified. Develop a monitoring focus and an evaluation focus to defining approach and sourcing of data based on the questions. Develop into an M&E framework for use by BWJ at the country level.
2	Review the definitions, key questions, methodological approach, and initial preparations made, including baseline measures, by the project to assess the effectiveness and impact of the project, and determine the soundness of the approach in terms of the future evaluability of project impact.	Evaluation questions have been developed by BWG but not BWJ. Baseline measures are taken from existing data and are not part of a baseline study implemented at the start of Phase 3. Targets appear to be based on the programme's experience as to what is logical in their context. Assumptions are articulated, although confused with risks, yet they are not used in helping to focus M&E and prepare for its implementation.	While the BWG questions drafted are strong and evaluative, specific questions should be developed by BWJ based on their analysis of assumptions identified for their programme logic. Such evaluation questions will help focus M&E and support a linkage between the two, thereby helping the programme prepare for engaging in both activities.
3	Gather information on monitoring and evaluation and capacities of key partners, in addition to determining existing useful linkages, information exchanges and other collaboration in the M&E area.	Based on interviews with key partners, while limited for the EA, there was little understanding conveyed about M&E. Their participation in M&E with the BWJ programme has been limited and basically involving giving interviews for independent mid-term and final evaluations and participating in validation workshops. Their understanding of evaluation findings as an outcome of these processes is minimal.	Engagement with partners on M&E development for BWJ is the first step to understanding how they view the programme and their role in it. Their understanding of how monitoring will be done will enable more meaningful participation and use of evaluation. The further development of a collaborative approach to capacity building and the generating of data would help to foster greater awareness and ownership over achieving the desired outcomes.
4	Consider the overall institution building context for monitoring and	While there is a monitoring approach to identify training outputs, there is yet an approach in place (as	A clear approach to capacity strengthening as an M&E activity is suggested, with the use of an organizational

¹⁸ As per the TORs.

	evaluating the project ex-post, in light of BWJ's influencing agenda work and objectives.	recommended in the Phase 2 final evaluation) to monitor training outcomes. Further, there is the assumption identified that individual training outcomes will contribute toward change at the organizational level.	assessment tool as a means of identifying organizational change and capacity to take on and support the new functions, as well as supporting buy-in and ownership over the process.
5	Consider the quality of the information, the appropriateness of the programme's Information Management System (web-based STAR and Workspace) and additional systems) for sharing and safeguarding the data, and use of this information by project stakeholders and in performance reports.	The STAR system has been used for many years by the programme for the purpose of collecting data to perform the core services of the programme. Data collected on each factory participating in the programme enables the drafting and publication of auditing reports. Problems according to stakeholders relate to both technology and human capacity. Quality of data input and timeliness is a challenge, and stakeholders express desire for a more "nimble" system. Workspace is not a fully shared platform within the BWJ programme and enables management and coordination of the program among a selected number of BWJ staff. Qualtrics, a database for capturing training data, is not yet in use in Jordan.	Once a clear monitoring and evaluation plan has been developed with clarity as to what data should be collected to monitor the programme, identification of appropriate data sources should be identified. Sourcing the data may come from STAR and Workspace, as well as Qualtrics. A primary recommendation is for the analysis and plan for monitoring and evaluation at the BWJ country level should determine the data needs and sourcing. How it can then best be managed with the systems currently in place can then be addressed.
6	Reflect on whether systems that Better Work intends to bring online during Phase 3 will add functionalities that are necessary to meet the evaluation needs for Phase 3	Currently BWJ uses STAR and a management tool called Workspace. Qualtrics is another software currently being worked on by BWG but is still to be adopted by BWJ. Workspace should be considered for the data it can generate for the M&E plan when finalized.	The Qualtrics programme will be a clear source of data for programme monitoring. Greater detail on how Qualtrics can and should be used will be clear based on a defined monitoring and evaluation plan for the programme. Investment in gathering data on the application of new skills/knowledge by trainees
7	Review the causal logic and results-level linkages between Jordan Decent Work Country Programme (DWCP) and the 3rd phase of BWJ.	The BWJ programme contributes directly toward Outcome 7 on workplace compliance through labor inspection. It also contributes to the country objective JOR127 on the modernization and strengthening of the Jordanian labour inspection systems.	Once the monitoring and evaluation plans are well formulated, checking for specific data to be collected that can contribute toward achievement of country-level objectives and desired outcomes will facilitate their timely collection. Further, the need for data collection that supports an advocacy objective at the country programme level should be well defined, and capacity to present that data in an engaging and timely way identified.
8	Review the quality of the risk analysis at project design and assessment of importance and likelihood sets the framework for subsequent monitoring during implementation.	The risk analysis is combined with assumptions and should be better defined as a management tool, while assumptions are an M&E tool.	Better clarity on the two and separation in their function is advised.
9	Review logical fit of the risk management plan and monitoring	A 1-page risk monitoring plan is found in the BWJ country programme strategy document.	Risks should be differentiated from assumptions; identification of the former is for purposes of

	mechanisms aimed at tracking and testing assumptions.		management, while the latter is for purposes of M&E. The risk management plan in the strategy document looks sound overall, while the combining of assumptions and risks (inaccurately) in the logframe is not advised.
10	Review the resources and management arrangements for implementing the M&E plan to ascertain feasibility and appropriateness and make recommendations for improvements if needed.	There are no M&E full-time staff members in the BWJ programme. Rather an M&E consultant provides support on a part-time basis. This is insufficient for maintaining an overview of the monitoring process for the BWJ programme.	A team of internal M&E specialists may be considered, or an external evaluator/team of evaluators to assist with evaluating the influencing work of BWJ. See recommendations section for further discussion.

Annex 7: Description of BWJ and BWG M&E Documents

There are several relevant documents and tools produced for Phase 3, both at the BWG and BWJ level. The BWG “M&E Framework for Strategic Use of Evaluation (2017-2022)” outlines a plan at the global level for all country programs detailing types of evaluations planned, selecting appropriate evaluators, dissemination of findings, and timelines. The document outlines a four-part approach to M&E for the BW programme: (1) Continual refinement of its TOC; (2) Performance monitoring on 42 generic indicators, which are classified into eight categories (programme reach, assessment, advisory, stage 2 service differentiation, learning, enabling environment, finance and buyer relations); (3) Evaluation, in reference to a range of exercises done in accordance with ILO evaluation policy which typically carried out, including self, internal and independent evaluations, both mid-term and final; and (4) Research and impact assessment, specifically the Tufts University longitudinal independent impact assessment currently underway since 2009. The M&E Framework indicates this fourth area is addressed under a separate research and impact assessment strategy.

The BW Global M&E document offers a logic model on its back page. It is in the form of a graphic detailing (1) areas of intervention (in factory services, influencing garment supply chain actors, capacity strengthening of labour inspectorates and social dialogue; and the informing of policy debates with evidence and involvement of donors); (2) outputs; (3) outcomes (sound industrial relations; decent work and inclusive growth; and enforcement through labour inspection); and (4) impact (SDG 1, No Poverty; and SDG 8, Decent work and economic growth). Instead of a logic model, it is labeled a TOC. No assumptions are outlined as part of this graphic, and nor are they discussed in the text of the document.

The “Better Work Jordan Stage III Logframe and Performance Plan (2017-2022)” is the primary M&E document developed so far for the BWJ programme. Some of the 42 common indicators produced at the BWG level are incorporated, as well as news ones that reflect the local context, primarily related to Outcomes 2 and 3. The process undertaken for developing this document included a meeting between a BWG representative and senior members of the BWJ team over a period of several days in Amman. The three seconded MOL inspectors to the BWJ programme were also consulted on indicators for Outcome 2 on capacity development, as were the BWJ team leaders on developing baseline and targets for the plan. Tripartite partners were not involved in the process. Donors were provided a copy of the plan yet feedback is still forthcoming. The logframe’s seven columns detail the intervention areas (development impact, and each of the three outcome areas plus associated outputs), key performance indicators (KPIs), the baseline and projected midline and endline data, means of verification, and assumptions/risks.

The BWJ Phase 3 project document is a third relevant document for M&E. It includes a section called “Description of the Project Strategy” (pages 7-14), and within it the sub-heading, “Theory of Change”. Another section called “Assumptions and Risks” (page 14) outlines what is identified as six assumptions, some of which are included in the Logframe and Performance Plan (under the “assumption/risk” column). These

assumptions are treated as risks in the project document, and are identified according to level of risk, along with a corresponding mitigation strategy.

Annex 8: Observations on the Development Impact Statement (PMP)

Strategy of Intervention	Key Performance Indicators
<p>Development impact: By 2022, Better Work Jordan strives to accelerate improvements in working conditions and business competitiveness in Jordan’s garment industry as well as the exporting industrial sector at large. It will also boost scalability and sustainability of impact by strengthening the capacity of national stakeholders, aligning new strategic and operational partnerships, and shaping national policies. Accordingly, the programme’s intervention in the country is two-tiered: the factory-level and the institutional and policy level.</p>	<p>Number of factories impacted directly by BWJ^{xxiii}</p>
	<p>Percentage of factories that have improved overall compliance</p>

The development impact statement is worded as follows: *By 2022, Better Work Jordan strives to accelerate improvements in working conditions and business competitiveness in Jordan’s garment industry as well as the exporting industrial sector at large. It will also boost scalability and sustainability of impact by strengthening the capacity of national stakeholders, aligning new strategic and operational partnerships, and shaping national policies. Accordingly, the programme’s intervention in the country is two-tiered: the factory level and the institutional and policy level.*

The statement does not read as a desired outcome or impact statement but instead as a programme goal or objective. As three sentences forming a paragraph, it conveys a strategy for the programme. Suggested rewording of the overall development objective, so that it may work better from an M&E perspective, is as follows: *Working conditions and business competitiveness in Jordan’s exporting industrial sector and garment industry are improved, and the capacity of BWJ’s partners to maintain, monitor and further improve the sectors is enhanced.* The project document’s discussion of programme goals -- accelerate and deepen improvements in factories in and outside the garment industry; build the capacity of the national stakeholders in order to eventually localize core service delivery while taking a more quality assurance role in the process; and create sustainable mechanisms for policy reforms in the garment industry and beyond – is aligned with this statement.¹⁹

Should the above statement be adopted, a clear baseline on working conditions and business competitiveness should be defined and identified for the programme at the start of Phase 3. Indeed, many of the Outputs under Outcome 1 do align with the above statement with regard to working conditions, and such data would continue to be relevant. Yet “business competitiveness” is not defined and may also be part of another assumption for this level of the logframe, that of increased levels of business

¹⁹ BWJ Programme Strategy.

competitiveness is compatible (or continues to be compatible) with improved working conditions.

The first KPI, “number of factories impacted directly by BWJ” is worded unclearly. It appears to refer only to the number of factories engaged with the BWJ programme, as per the guidance notes to examine factory membership data. If this is the case, the word “impact” is confusing, and “participating in” may be more appropriate. The term “participating in” must be defined and agreed upon by all BW staff.

The second KPI refers to percentage of factories that have improved overall compliance is also listed under Outcome 1. Discussed elsewhere in this report is the need for disaggregated data detailing below the cluster area to each point of compliance or non-compliance. The detail on this is important for identifying trends and identifying where any particular movement is happening, as discussed above.

The two KPIs currently listed in the development impact section – number of factories impacted directly by BWJ; and percentage of factories that have improved overall compliance – refer only to the “accelerated improvements” aspect of the development impact statement as currently worded, and not to the “business competitiveness” aspect. Articulating more KPIs that summarize the other outcome areas of the programme would help to complete this section.

The target numbers for the first KPI should be based on an understanding of the chosen sectors and the number of known factories in each, combined with an assessment of BWJ capacity and resources in working with 175 by 2022. The percentage of factories with improved overall compliance is set at 52.7 percent, based on BWJ’s 2016 Annual Report.

Annex 9: Suggested revisions Development impact statement (draft)

Strategy of Intervention	Key Performance Indicators
<p>Development impact: Working conditions and business competitiveness in Jordan’s exporting industrial sector and garment industry are improved, and the capacity of BWJ’s partners to maintain, monitor and further improve the sectors is enhanced.</p>	Number of factories participating in the BWJ programme
	Number/percentage of factories that have improved overall compliance
	Rate of each area of non-compliance for overall sector ²⁰
	Extent to which business competitiveness is maintained and/or increased ²¹

²⁰ Assessment should be done not at the cluster level, but for each point of non-compliance.

²¹ Understanding and agreement over what constitutes “business competitiveness” is needed.

Annex 10: Observations on Outcome 1 Area

Outcome 1. By 2022, Better Work Jordan's core service delivery will be expanded and optimized.	Total number of active factories in the programme
	Total number of workers in the programme
	Average non-compliance rate on publicly reported issues
Output 1.1. The delivery of assessments is streamlined and optimized. <ul style="list-style-type: none"> - Adapt the BWJ Compliance Assessment Tool to the new sectors; - Develop a governance structure that will guide the expansion to the new sectors; - Adapt the assessment methodology to the new sectors; - Conduct a review of advisory and training services; - Pilot the services in new sectors; - Identify options of collaboration with other ILO programmes such as Score to offer complementary services to non-garment factories; - Provide technical advice to GoJ regarding the introduction of mandatory status for non-garment exporters to the EU. 	Number of factories in other sectors receiving Better Work services
	Number of non-garment factories exporting to the EU (under relaxed RoOs)
	BWJ CAT for other sectors is adapted
Output 1.2. The delivery of assessments is streamlined and optimized. <ul style="list-style-type: none"> - Increase the efficiency of conducting assessments and writing reports including using hand-held devices; - Look into options of reducing the CAT or align it with the SAC convergence tool; - Make sure all assessment related tools are available in Arabic and English. 	Number of assessment reports completed in the reporting period (CUMULATIVE? Or delete))
	The CAT is available in Arabic
	Average number of days between an assessment visits and the factory's receipt of the final report
Output 1.3. Better Work Jordan advisory services are strengthened. <ul style="list-style-type: none"> - Continue to articulate stakeholder discussions on working conditions; - Assess the feasibility of adding a productivity element to advisory services; 	Number of advisory visits per factory
	Percentage of factories that have established a PICC

<ul style="list-style-type: none"> - Analyse the advisory process and the feasibility of strengthening the focus on Management Systems; - Analyse the feasibility of breaking down the advisory service delivery into fragments in order to allow for a clearer split of responsibilities of different institutions; - Based on the Golden List, define an appropriate differentiation framework for Jordan 	<p>Percentage of factories with that have put sound management systems in place for Human Resource Management and OSH</p>
<p>Output 1.4. The delivery of training services is strengthened and adapted to achieve greater impact.</p> <ul style="list-style-type: none"> - Explore and pilot new training innovations including e-learning on specific topics; - In order to scale-up training delivery, BWJ will pilot using technology to deliver some training services; - Increased effectiveness of training services. 	<p>Percentage of participants in trainings that report contents of the activity useful to their job</p>
	<p>Percentage of participants in industry seminars that report contents of the activity useful to their job</p>
	<p>Delivery of training services using technology is piloted/implemented</p>
<p>Output 1.5. Regular transparent reporting of compliance data is ensured.</p> <ul style="list-style-type: none"> - Keep updating the public reporting database; - Maintain the website; - Support the government in addressing and curbing identified chronic low compliances based on international best practices. 	<p>Percentage of factories on the Transparency Portal (Cycle 2 and beyond)</p>
	<p>Percentage of factories with no non-compliance with publicly reported issues</p>
<p>Output 1.6. Gender equality and migrant issues are embedded into core service delivery.</p> <ul style="list-style-type: none"> - Develop BWJ specific gender strategy; - Expand initiatives to build women’s confidence, leadership and career opportunities; - Scale up BW sexual harassment prevention training programme; - Ensure concerns of migrant workers are addressed during core service delivery including translation services. 	<p>Percentage of EAs and trainers delivering core services that are female</p>
	<p>Percentage of Advisory and Training tools that are gender-sensitive or gender-responsive</p>
	<p>Percentage of workers’ languages covered in the delivery of core services</p>

<p>Output 1.7. IFC complementary productivity enhancement project is implemented and potentially expanded in view of supporting the Government of Jordan’s efforts to increase Jordanian employment.</p> <ul style="list-style-type: none"> - Conduct productivity enhancement activities in the satellite factories that employ Jordanian workers; - Based on the lessons learned and the result of this product, consider expansion to other sectors or subcontracting factories. 	Percentage of factories where the productivity project has been implemented
	Percentage of satellite units where the productivity project/lessons from the project have been implemented
	Percentage of the apparel industry workforce who are Jordanian
<p>Output 1.8. Brands and factories are brought together for increased leverage to address root-causes of non-compliance and reduced audit duplication</p> <ul style="list-style-type: none"> - Induct more factories into the program, particularly those sourcing to European brands for garment and non-garment products; - Collaborate with other organizations such as FWF, BSCI, ETI; - Bring brands sourcing from the same factory together in order to tackle endemic non-compliances in a strategic and systematic way; - Build relationship between brands and national stakeholders so that buyers feel confident that stakeholders could gradually replace BWJ in delivering the core services, while BWJ role will be QA/QC, and supporting the policy makers in the country; - Embed quality assurance for all activities. 	Number of buyers affiliated with the Programme
	Percentage of participating factories reporting reduced audit duplication
	Number of activities targeted toward facilitating discussions between buyers and national stakeholders per year

Outcome 1 is worded as follows: *By 2022, Better Work Jordan’s core service delivery will be expanded and optimized.*

The outcome area might be worded differently to give more meaning to “optimized”. The outcome, as worded, raises questions as to whether the outcome of expansion and optimization of BWJ core service delivery may be better articulated as follows: *the garment and other exporting sectors in Jordan experience fewer numbers/decreased rates of non-compliance in their factories.* Several of the outputs as currently worded, Outputs 1.7 and 1.8, would contribute toward this reworded outcome statement, more so than the current wording.

The first KPI, total number of active factories in the programme, could have a second, *total number of sectors engaged in the programme.* As noted elsewhere, the average non-compliance rates on publicly reported issues is not sufficient by itself, and identifying the trends in non-compliant rates by each compliance point is advised.

Each of the outputs is worded in a way that would warrant use of the term outcome, perhaps a short-term outcome, instead of an output. The language is used consistently, however, throughout the document.

A fundamental assumption for this component is strengthened BWJ interventions in all of the inputs or activities listed will lead to lower incidents of non-compliance among factories.

Outputs 1.1 and 1.2 have the same wording. It looks to be more appropriate for Output 1.2. A suggested rewording of 1.1 is *Revised BWJ Compliance Assessment Tool produced and applied to new sectors*. For Output 1 KPIs, additional ones could be *Number of sectors receiving BW services*; and *Governance structure functions and effectively guides process of expansion to other sectors*. Common understanding should be developed on “functions” and “effectively guides”.

It may be that for Output 1.2 an additional KPI could be *Use of data/reports for advocacy and influencing purposes*. This may also be revisited in Outcome 3, yet the concern with speed and average number of days between assessment visits and factory receipt of final report is of relevance.

Output 1.3 appears to identify advisory service activities that may be tested during the programme. A related KPI could be *Number of strategies tested and applied by BWJ programme*, and then corresponding KPIs formulated with those strategies. The first KPI, *Number of advisory visits per factory*, may be accompanied with *Number of advisory visits per month by BWJ staff*, and trends in *Number of visits as compared to numbers of BWJ staff (ratio)*. The 2nd KPI on PICCs, may be accompanied with *Number of PICCs that are functioning* and *Number of PICCs that are performing*. Definition should be developed as to what “functioning” and “performing” mean.

Output 1.4 relates to a new initiative for BWJ, that of developing an online version of its training. The strategy document does not give any clue as to the rationale, aside from wanting to increase reach. Increasing numbers trained seems to be the priority, with the assumptions that factory workers and staff are accustomed to online learning, that there is sufficient online access, that there is a desire for online training by factories and workers, and that BWJ staff are well equipped to develop engaging online modules and implement an online programme. KPIs listed indicate percentage of trainees commenting on usefulness and relevance to their work, as well as training services are delivered. Additional KPIs may be the application of learning (the Kirkpatrick method that was recommended in the Phase 2 final evaluation) by trainees, as well as more basic ones with regard to numbers registering, numbers who complete the training, and demographics of those trained to determine access. Determining who can be trained in this way versus who cannot be would be of interest. Some underlying assumptions for this activity include targeted participants have access to online training, are familiar with it, and comfortable with the format; female and male participants can access and participate equally; and different age groups can access and participate equally. Determining learning outcomes from online training compared to the programme’s work delivering f2f training should be examined in relation to its cost investment.

Output 1.5 relates to transparent reporting. An objective identified is to support the government in addressing and curbing identified chronic low compliances. The activity mentioned is articulated as: *Support the government in addressing and curbing identified chronic low compliances based on international best practices*. There is different opinion on how to accomplish this among BWJ stakeholders. One opinion expressed was the portal should be a way to target non-compliant factories, and thus speed is relevant. Instead data is uploaded on a quarterly basis, and thus there is reporting on the sector as a whole. Testing this might be of interest, and if so, a KPI on speed as well as what happens as a result would be of interest. What response does the MOL take? This may be an influencing objective as well, which would hold relevance for Outcome 3. Regardless, what constitutes “international best practices” should be defined and articulated as the actual activity or approach for the work done under this outcome area.

Output 1.6 -- Concern for gender equality is vague and still to be defined by the programme, with a lack of clarity on what should be monitored and evaluated in the logframe. The development and articulation of this strategy would then inform what can be monitored and evaluated. How this strategy will assist in contributing toward Outcome 1 (and the other outcomes) should be well articulated and focused, and it may well be that gender (and understanding of the realities of migrants in Jordan) is to be interwoven throughout the framework and not making up its own output.

Output 1.7 – This area of work does not seem to align well with the outcome as articulated, nor with the revised outcome suggested above. It may be useful to think of BWJ’s actual activities involved in this output area. If it is influencing work, it may be more suitable under Outcome 3.

Output 1.8 – Like 1.7, it is unclear whether this would best be considered an influencing agenda activity for Outcome 3. A fourth KPI would be the output of the discussions referenced in the third KPI.

Annex 11: Suggested revisions for Outcome 1 area (draft)

Outcome	Indicators
<p>Outcome 1. By 2022, the garment and other exporting sectors in Jordan experience decreased rates of non-compliance in their factories.</p>	Total number of active factories in the programme
	Total number of sectors engaged in the programme / Percentage of those engaging who were approached by BWJ
	Average non-compliance rate on publicly reported issues
	Trends in non-compliance rates by each compliant point for each sector engaged in the programme
	Total number of workers in the programme (male/female; age group; nationality)
<p>Output 1.1. Revised BWJ Compliance Assessment Tool produced and applied to new sectors</p> <ul style="list-style-type: none"> - Adapt the BWJ Compliance Assessment Tool to the new sectors; - Develop a governance structure that will guide the expansion to the new sectors; - Adapt the assessment methodology to the new sectors; - Conduct a review of advisory and training services; - Pilot the services in new sectors; - Identify options of collaboration with other ILO programmes such as Score to offer complementary services to non-garment factories; - Provide technical advice to GoJ regarding the 	Number of sectors receiving Better Work services / Number of factories in each
	Number of non-garment factories exporting to the EU (under relaxed RoOs)
	BWJ CAT for other sectors is adapted based on pilot studies
	Number of sectors receiving BWJ services
	Governance structure functions and effectively guides process of expansion to other sectors ²²

²² Common understanding should be developed on “functions” and “effectively guides”.

introduction of mandatory status for non-garment exporters to the EU.	
Output 1.2. The delivery of assessments is streamlined and optimized. ²³ <ul style="list-style-type: none"> - Increase the efficiency of conducting assessments and writing reports including using hand-held devices; - Look into options of reducing the CAT or align it with the SAC convergence tool; - Make sure all assessment related tools are available in Arabic and English. 	Availability of assessment tools in both Arabic and English
	Number of assessment reports completed during the reporting period (quarterly)
	Average number of days between an assessment visit and the factory's receipt of the final report
	Number of times data/reports are used for advocacy and influencing purposes.
Output 1.3. Better Work Jordan advisory services are strengthened. <ul style="list-style-type: none"> - Continue to articulate stakeholder discussions on working conditions; - Assess the feasibility of adding a productivity element to advisory services; - Analyse the advisory process and the feasibility of strengthening the focus on Management Systems; - Analyse the feasibility of breaking down the advisory service delivery into fragments in order to allow for a clearer split of responsibilities of different institutions; - Based on the Golden List, define an appropriate differentiation framework for Jordan 	Number of advisory visits per factory
	Number of advisory visits per month by BWJ staff / Number of visits as compared to numbers of BWJ staff (ratio)
	Percentage of factories that have established a PICC / Number of PICCs that are functioning / Number of PICCs that are performing ²⁴
	Percentage of factories with that have put sound management systems in place for Human Resource Management and OSH
	Number of strategies tested and applied by BWJ programmes / results of tests applied
Output 1.4. The delivery of training services is strengthened and adapted. <ul style="list-style-type: none"> - Explore and pilot new training innovations including e-learning on specific topics; - In order to scale-up training delivery, BWJ will 	Delivery of online training services using technology is piloted/implemented
	Numbers of trainees who register for training / Numbers who complete the course / Demographics (industry, area, age, sex, access to computer, etc) of those registered and completed the course; outcome as compared to f2f

²³ Common understanding should be developed on “streamlined” and “optimized”.

²⁴ There should be agreement on the meaning of “functioning” and “performing”.

<p>pilot using technology to deliver some training services;</p> <ul style="list-style-type: none"> - Increased effectiveness of training services. 	training
	Percentage of participants in trainings that report contents of the activity useful to their job; outcomes as compared to f2f training
	Percentage of participants who applied new learning/skills in their job / types of new learning and skills most/least applied as related to training content; outcomes as compared to f2f training
	Demographics (male/female, age group, etc) of those who applied new learning/skills in their jobs; outcomes as compared to f2f training
<p>Output 1.5. Regular transparent reporting of compliance data is ensured.</p> <ul style="list-style-type: none"> - Keep updating the public reporting database; - Maintain the website; - Support the government in addressing and curbing identified chronic low compliances based on international best practices.²⁵ 	Percentage of factories on the Transparency Portal (Cycle 2 and beyond)
	Percentage of factories with no non-compliance with publicly reported issues
	Number of times factories with non-compliances are reported / Type of response taken by MOL / Speed by which the response was taken / what happened as a result
<p>Output 1.6. Gender equality and migrant issues are embedded into core service delivery.</p> <ul style="list-style-type: none"> - Develop BWJ specific gender strategy;²⁶ - Expand initiatives to build women’s confidence, leadership and career opportunities; - Scale up BW sexual harassment prevention training programme; - Ensure concerns of migrant workers are addressed during core service delivery including translation services. 	Percentage of EAs and trainers delivering core services that are female
	Percentage of Advisory and Training tools that are gender-sensitive or gender-responsive
	Percentage of workers’ languages covered in the delivery of core services
<p>Output 1.7. IFC complementary productivity</p>	Percentage of factories where the productivity project has been implemented

²⁵ “International best practices” must be defined and the activity/approach detailed here.

²⁶ The gender strategy needs to be defined, activities identified, and outputs/outcomes determined. Likely this will not be its own output (along with “migrant issues”) but rather mainstreamed throughout the logframe.

<p>enhancement project is implemented and potentially expanded in view of supporting the Government of Jordan’s efforts to increase Jordanian employment.²⁷</p> <ul style="list-style-type: none"> - Conduct productivity enhancement activities in the satellite factories that employ Jordanian workers; - Based on the lessons learned and the result of this product, consider expansion to other sectors or subcontracting factories. 	Percentage of satellite units where the productivity project/lessons from the project have been implemented
	Percentage of the apparel industry workforce who are Jordanian
<p>Output 1.8. Brands and factories are brought together for increased leverage to address root-causes of non-compliance and reduced audit duplication</p> <ul style="list-style-type: none"> - Induct more factories into the program, particularly those sourcing to European brands for garment and non-garment products; - Collaborate with other organizations such as FWF, BSCI, ETI; - Bring brands sourcing from the same factory together in order to tackle endemic non-compliances in a strategic and systematic way; - Build relationship between brands and national stakeholders so that buyers feel confident that stakeholders could gradually replace BWJ in delivering the core services, while BWJ role will be QA/QC, and supporting the policy makers in the country; - Embed quality assurance for all activities. 	Number of buyers affiliated with the Programme
	Number of buyers who are actively engaging on the issue.
	<p>Number of buyers who are confident that stakeholders in Jordan can deliver BWJ core services</p> <p>Number of buyers who are increasing the volume of their business in Jordan</p>

²⁷ This area of work does not seem to align well with the outcome as articulated, nor with the revised outcome suggested above. It may be useful to think of BWJ’s actual activities involved in this output area. If it is influencing work, it may be more suitable under Outcome 3. Likewise, for Output 1.8, it is unclear if it would best be considered an influencing agenda activity for Outcome 3.

Annex 12: Observations on Outcome 2 Area

<p>Outcome 2. By 2022, at the national level, ILO, IFC and WBG will have built the capacity of national stakeholders to allow for full or partial transfer of responsibility for core service delivery.</p>	Percentage of factories fully serviced by local stakeholders (all core services)
	Percentage of factories partially services by local stakeholders (assessment and/or training and/or advisory)
	Number of tools or resources from Better Work used by targeted government entities and other partners that implement or deliver important services
<p>Output 2.1. The MOL's has incorporated the BW service approach in its inspection services.</p> <ul style="list-style-type: none"> - Develop a comprehensive 5-year collaboration strategy for engagement with MOL on core service delivery building on the existing MOU between BWJ and MOL; - Based on the strategy, provide comprehensive training to MOL inspectors on how to conduct assessments; - Based on the strategy, continue and expand the secondment programme for labour inspectors with BWJ and potentially establish a secondment programme for BWJ EAs within the MOL; - Conduct joint assessment visits (BWJ + MOL) to subcontracting factories followed by satellite factories and then exporters, and later non-garment factories; - Transfer assessment of factories, first in subcontracting garment factories followed by satellite factories and then exporters, and later non-garment factories; - Train Labour Inspectors on 'soft skills'; - Develop and implement a detailed plan for knowledge transfer including a robust quality insurance system; - Engage with buyers in the process of handing over responsibilities to national stakeholders. 	Average number of joint assessments conducted with Labour Inspectors per year
	Number of Labour Inspectors who participated in MOL-Better Work Jordan joint assessments (cumulative)
	Number of Labour Inspectors trained on 'soft skills' (cumulative)

<p>Output 2.2. Local stakeholders are able to gradually take over the advisory function of Better Work.</p> <ul style="list-style-type: none"> - Develop a strategy with MOL, the Union and employers with regard to their role in advisory service delivery; - Based on that strategy, conduct joint advisory visits between BWJ EAs/labour inspector secondees, MOL labour inspectors and Union officials; - Encourage and advice the union to build more effective communication mechanisms with migrant workers in order to strengthen their ability to take part in the advisory process; - Train and guide the union to convert factory PICCs into labour-management committees in collaboration with other ILO departments; - Train and collaborate with employers’ associations on advisory services so that they can eventually build the capacity of the employers to participate in the advisory process; - Engage with the Social Security Corporation (SSC) to address OSH issues; - Engage the buyers in the process of handing over responsibilities to national stakeholders. 	<p>Number of joint advisory visits with local stakeholders, including the MOL, Union and representatives from other agencies/organizations (cumulative)</p>
<p>Output 2.3. Strengthen the trade union’s capacity to offer services to factories and workers on topics related to worker wellbeing, workers’ voice and social dialogue.</p> <ul style="list-style-type: none"> - Collaborate with the union in order to empower the representation of workers with a particular focus on migrant workers; - Collaborate with ACTRAV, ITUC, INDUSTRIALL to strengthen institutional capacity of the union. 	<p>Number of key local stakeholders for which capacity building programmes/ arrangements are operational</p> <p>Number of joint advisory visits with the Union (cumulative)</p> <p>Number of factories with active and effective bipartite committee</p> <p>Number of trainings and seminars conducted by the Union</p>
<p>Output 2.4. Strengthen the employers’ capacity to offer services to factories and workers on topics related to business competitiveness and social dialogue.</p> <ul style="list-style-type: none"> - Conduct TOT for representatives from JCI and J-GATE on HR, productivity and Management systems - Conduct TOT on industrial relations and social dialogue. 	<p>Number of TOTs delivered to employer representatives</p> <p>Number of trainings and seminars conducted by employers and employer associations/organizations</p>

Outcome 2 is worded as: *By 2022, at the national level, ILO, IFC and WBG will have built the capacity of national stakeholders to allow for full or partial transfer of responsibility for core service delivery.*

The wording of Outcome 2 includes a naming of those actors who will “do” capacity building to others. The responsibility of those whose capacity will be built is not articulated in a proactive manner. This may be a small and inconsequential use of language, yet symbolically it is significant, and from an M&E perspective it matters. Further, the naming of the ILO, IFC and WBG collaboration is part of the strategy and intervention, while the outcome is the built capacity.

Further, “full or partial transfer of responsibility” for core service delivery should be defined during the course of programme implementation. What does “full” look like? What exactly does “partial” look like? An additional output may be added in this section to reflect programme activity to define this.

A revised statement is proposed: *By 2022, national stakeholders demonstrate both organizational and staff capacity to fulfill their responsibilities either partially or in full.*

In the assumptions/risks column, those identified are assumptions. Several more assumptions include:

- Factories, buyers, and other tripartite partners accept the new role of the stakeholder, whose capacity has been built.
- Areas of cooperation are identified among ILO, IFC and WBG, are prioritized, and realized.
- Information based on reliable data/evidence is shared in a timely way so as to enable advocacy/influencing to effectively happen.

A significant risk for the programme is the ability to determine what skill area/function to transfer to partners when. Making the “right call” so that trust is held and further built among all actors is a significant management decision for Phase 3. Reliable and timely data will be important.

Output 2.1 refers to KPIs on number of joint assessments, number of labour inspectors who participated in joint assessments, and number of labour inspectors trained on ‘soft skills’ relate to – all quantitative indicators. Generating data to understand the qualitative will be important through implementing M&E exercises (a pre and post-test, for example at the start and end of the 3 month secondment; or a reflection exercise at the end of the 3 months by each secondee on selected aspects of their experience). Focusing on the individual and the extent of learning achieved is important, yet equally so in this context will be both the application of that new knowledge upon return to the MOL and the MOL’s institutional capacity to support that new learning. Elsewhere in the report is discussed a capacity building approach with an integrated M&E function to it that will help support and guide capacity building activities and generate data. Again, as above, the capacity building strategy should be detailed.

Output 2.2 is similar to Output 2.1, in referring to an outcome of capacity building on advisory services. Additional KPIs for this output may include number of visits where local stakeholders take a leadership role (with clear definition on what this looks like), administrative/senior management ownership demonstrated by each local stakeholder. Assumptions, some already noted above at the outcome level, include local stakeholders are committed to taking on their respective functions from BWJ; buyers will have trust in local stakeholders taking on BW core service delivery; and local stakeholders will trust each other in more fully taking on their respective functions.

Output 2.3's wording may be revised to: *GTU's capacity to service factories and workers on topics related to worker wellbeing, voice and social dialogue is strengthened.* A capacity building framework is advised as a means to identify the various aspects of organizational performance that enables this capacity and a ranking system to determine capacity developed during the course of Phase 3 implementation. Additional assumptions (as identified in the annexed TOC for this component) include receptiveness of other partners to cooperate with the GTU and accept its role; GTU is willing to foster genuine representation.

Output 2.4's wording can also be revised, as noted above, to: *Employers' capacity to offer services to factories and workers on topics related to business competitiveness and social dialogue is strengthened.* As the two areas of intervention detailed involve trainings (TOTs), an assumption is that TOTs are sufficient to enable desired change; and employers are willing to foster genuine representation.

An additional output under Outcome 2 should focus on BWJ's own capacity to build capacity of its partners. As this work represents additional knowledge and skill among staff, reflection on this experience and including it as Output 2.5 should enable effective monitoring of performance.

Additional outputs are also advised to break down the various steps and stages of engagement in capacity development, both at the institutional level and individual capacity level. See Annex 13 for suggested revisions.

Annex 13: Suggested revisions for Outcome 2 area (draft)

<p>Outcome 2. By 2022, national stakeholders demonstrate both organizational and staff capacity to fulfil their responsibilities either partially or in full.</p>	Percentage of factories fully serviced by local stakeholders (all core services) ²⁸
	Percentage of factories partially serviced by local stakeholders (assessment and/or training and/or advisory or other) ²⁹
	Number of tools or resources from Better Work used by targeted government entities and other partners that implement or deliver important services
<p>Additional output: A comprehensive 5-year strategy developed with MOL and other partners</p> <ul style="list-style-type: none"> - Develop a comprehensive 5-year collaboration strategy for engagement with MOL on core service delivery building on the existing MOU between BWJ and MOL; 	<p>A 5-year capacity building plan is developed based on the MOU signed between MOL and BWJ / A capacity building plan is developed based on the MOU signed between GTU and BWJ / A capacity building plan is developed based on the MOU signed between employers' association and BWJ.</p>
<p>Output 2.1. Partners have achieved increased capacity in their respective roles and areas of work.</p> <ul style="list-style-type: none"> - Based on the strategy, provide comprehensive training to MOL inspectors on how to conduct assessments; - Based on the strategy, continue and expand the secondment programme for labour inspectors with BWJ and potentially establish a secondment programme for BWJ EAs within the MOL; - Conduct joint assessment visits (BWJ + MOL) to subcontracting factories followed by satellite factories and then exporters, and later non-garment factories; - Train Labour Inspectors on 'soft skills' 	Average number of joint assessments conducted with Labour Inspectors per year
	Demonstrated MOL capacity in carrying out assessments
	Number of Labour Inspectors who participated in MOL-Better Work Jordan joint assessments (cumulative)
	Number of Labour Inspectors trained on 'soft skills' (cumulative)

²⁸ Definition and clarity on “fully serviced” is needed.

²⁹ Definition and clarity on “partially services” is needed.

<p>Additional output: Partners have demonstrated institutional capacity to take on BWJ services</p> <ul style="list-style-type: none"> - The MOL has incorporated the BW service approach in its inspection services. - Engage with the Social Security Corporation (SSC) to address OSH issues; - 	<p>Leadership of partner organizations demonstrate political will and buy-in to supporting activities at the institutional level.</p> <p>Specific policies developed to enable and support activities.</p> <p>Budget dedicated to implement activities, with sufficient staffing.</p> <p>Professional development for staff in place to enable long-term implementation of activities.</p> <p>Clear strategy in place for use of returned MOL officials who were seconded to BWJ.</p>
<p>Additional Output: Determination is made as to what capacity national stakeholders have achieved and the corresponding level of responsibilities</p> <ul style="list-style-type: none"> - Transfer assessment of factories, first in subcontracting garment factories followed by satellite factories and then exporters, and later non-garment factories; - Engage with buyers in the process of handing over responsibilities to national stakeholders. - Develop and implement a detailed plan for knowledge transfer including a robust quality insurance system, in collaboration with partner agencies - Identify what, if any, role BWJ will assume post transfer of responsibilities 	<p>Clear level of capacity measured among national stakeholders³⁰ / Clear matching of capacity level with what areas and level of responsibility for core service delivery partners are to take on.³¹</p>
<p>Output 2.2. Local stakeholders are able to gradually take over the advisory function of Better Work.</p> <ul style="list-style-type: none"> - Develop a strategy with MOL, the Union and employers with regard 	<p>Number of joint advisory visits with local stakeholders, including the MOL, Union and representatives from other agencies/organizations (cumulative)</p>

³⁰ As discussed in the body of this report, it is advised to develop an organizational assessment tool that would enable reflection and measurement of various relevant aspects of organizational and staff performance.

³¹ It is important to think through this clearly and what it means. It represents a significant management decision for the program, and thus not interpreting this well is a risk for the programme (not an assumption).

<p>to their role in advisory service delivery;</p> <ul style="list-style-type: none"> - Based on that strategy, conduct joint advisory visits between BWJ EAs/labour inspector secondees, MOL labour inspectors and Union officials; - Encourage and advise the union to build more effective communication mechanisms with migrant workers in order to strengthen their ability to take part in the advisory process; - Train and guide the union to convert factory PICCs into labour-management committees in collaboration with other ILO departments; - Train and collaborate with employers' associations on advisory services so that they can eventually build the capacity of the employers to participate in the advisory process; - Engage the buyers in the process of handing over responsibilities to national stakeholders. 	<p>Number of key local stakeholders for which capacity building programmes/ arrangements are operational</p>
<p>Output 2.3. Strengthen the trade union's capacity to offer services to factories and workers on topics related to worker wellbeing, workers' voice and social dialogue.</p> <ul style="list-style-type: none"> - Collaborate with the union in order to empower³² the representation of workers with a particular focus on migrant workers; - Collaborate with ACTRAV, ITUC, INDUSTRIALL to strengthen institutional capacity of the union. 	<p>Number of joint advisory visits with the Union (cumulative)</p> <hr/> <p>Number of factories with active and effective bipartite committee</p> <hr/> <p>Number of trainings and seminars conducted by the Union</p> <hr/> <p>Number of migrant workers attending GTU trainings; Total number of person hours of training delivered; Number of migrant workers voting in elections; Number of migrant workers participating in the GTU in a leadership role.</p>
<p>Output 2.4. Strengthen the employers' capacity to offer services to factories and workers on topics related to business competitiveness and social dialogue.</p> <ul style="list-style-type: none"> - Conduct TOT for representatives from JCI and J-GATE on HR, productivity and Management systems - Conduct TOT on industrial relations and social dialogue. 	<p>Number of TOTs delivered to employer representatives;</p> <hr/> <p>Number of employer representatives participating in training;</p> <hr/> <p>Total number of person hours of training.</p>

³² "Empower" needs to be defined with common understanding across all stakeholder groups.

Annex 14: Observations on Outcome 3 Area

<p>Outcome 3. By 2022, sustainable mechanisms for policy and labour market reform in the garment sector and beyond have been established in Jordan.</p>	<p>Number of policy changes issues and discussions informed by BWJ</p>
<p>Output 3.1. A national tripartite body (self-sustaining PAC) is established.</p> <ul style="list-style-type: none"> - Organize regular PAC meetings; - In view of the project’s sustainability strategy, in collaboration with national stakeholders, identify options for creating a sustainable platform for addressing policy issues related to non-compliances and labour market governance gaps; - Empowering the social partners in the industrial sector to have regular meetings to discuss challenges in the industrial sector through the below mentioned mechanism; - Collaborate with the Garment Sector Alliance³³ where relevant. 	<p>Percentage of sectors covered that have established a Project Advisory Committee (PAC)</p>
	<p>PAC meetings are held on a quarterly basis</p>
	<p>Percentage of PAC meetings led by stakeholder representatives (not BWJ)</p>
<p>Output 3.2. A platform for bringing together the public and private sector to discuss policy and labour market governance issues is created.</p>	<p>Number of joint policy activities that BWJ is involved in with other ILO project and/or the WBG/IFC</p>

³³ A new garment sector-wide alliance in Jordan aims to create economic opportunities, improve the lives of refugees caught up in the Syrian crisis and help their host countries. The initiative, led by partners from the international community, was first set in motion at last year’s Supporting Syria and the Region conference in London.

Backed by the World Bank Group, the Jordan Garment Sector Alliance has been formed by various partners including the International Labour Organization, Better Work Jordan, the Jordan Investment Commission, the Jordan Industrial Estates Company, the Jordan Garments, Accessories, and Textiles Exporters’ Association (J-GATE) and the Jordan Chamber of Industry and Trade. These partners have come together to design effective programmes that translate the policies contained in the Jordan Compact—the conference’s final document—into practice.

<ul style="list-style-type: none"> - Facilitate discussions between buyer representatives and local stakeholders; - Facilitate discussions between suppliers and the Government of Jordan where relevant; - Facilitate discussions between national stakeholders enhance Jordan’s regulatory environment; - Support organizations working on public-private partnerships when relevant, for example collaborate with the World Bank’s activities in Jordan. 	<p>Progress in executing Country Programme influencing agenda on a 1-10 scale</p>
<p>Output 3.3. Research on the impact of Better Work Jordan is conducted to feed into the policy debate.</p> <ul style="list-style-type: none"> - Publish Annual Report; - Produce relevant policy papers, for example on productivity in satellite units; - Utilize Better Work data and case studies to advocate evidence-based policies; - Align advice with other multi-lateral institutions. 	<p>Communication materials produced and disseminated to share Better Work Jordan's activities and impact</p>
	<p>Research activities undertaken to feed into policy debates^{xxiv}</p>
	<p>Annual reports published</p>

Outcome 3 is worded as: *By 2022, sustainable mechanisms for policy and labour market reform in the garment sector and beyond have been established in Jordan.*

Outcome 3 intervention language – recommend to define “sustainable mechanisms” and “beyond”, and to identify indicators representative of these definitions.

KPIs for the outcome level could also include, in addition to number of policy changes and discussions informed by BWJ, which actors participate and where is leadership originating from.

For **Output 3.1**, additional KPIs would include attendance at PAC meetings; number of action points resulting from PAC meetings; and number of action points followed up in a meaningful way.

Output 3.2 – Additional KPIs could be number of meetings without BWJ presence/participation; number of planned meetings that did not happen; stakeholders who consistently participate; stakeholders who take a leadership role; stakeholders who participate as representatives of their constituency base.

Output 3.3 – It is suggested to divide this output into two (as shown in the next annex). Additional KPIs may be number of opportunities identified for use of data/reports; number of times with timely response, number of times research studies were used to support advocacy/influencing efforts and how. Numbers of missed opportunities.

An additional output under this outcome, as aligned with the may be articulated as follows:

- *BWJ staff members demonstrate capacity to identify opportunities for influence.* Indicators may be: Number and types of advocacy opportunities identified; and number of meetings/correspondence with advocacy partners to strategize on approach.
- *BWJ utilizes its data and reports to influence policy on a timely basis.* Indicators may be: BWJ staff members find opportunity for timely use of data/reports; and BWJ staff members respond with accurate data/reports in timely manner, interacting with advocacy partners and targeted stakeholder groups.

Annex 15: Suggested revisions for Outcome 3 area (draft)

<p>Outcome 3. By 2022, sustainable mechanisms for policy and labour market reform in the garment sector and beyond have been established in Jordan.³⁴</p>	<p>Number of policy changes issues and discussions informed by BWJ</p> <p>Type of mechanism in place for policy and labour market reform and extent to which it is sustainable.</p> <p>Type of policy and labour market reform that has taken place.</p>
<p>Output 3.1. A national tripartite body (self-sustaining PAC) is established.³⁵</p> <ul style="list-style-type: none"> - Organize regular PAC meetings; - In view of the project’s sustainability strategy, in collaboration with national stakeholders, identify options for creating a sustainable platform for addressing policy issues related to non-compliances and labour market governance gaps; - Empowering the social partners in the industrial sector to have regular meetings to discuss challenges in the industrial sector through the below mentioned mechanism; - Collaborate with the Garment Sector Alliance³⁶ where relevant. 	<p>Percentage of sectors covered that have established a Project Advisory Committee (PAC)</p> <hr/> <p>PAC meetings are held on a quarterly basis</p> <hr/> <p>Percentage of PAC meetings led by stakeholder representatives (not BWJ)</p> <p>PAC membership and attendance at meetings</p> <p>Number and type of action points coming out of PAC meetings.</p> <p>Number of action points acted upon.</p>

³⁴ “Sustainable mechanisms” and “beyond” need to be clearly defined and commonly understood across all stakeholder groups.

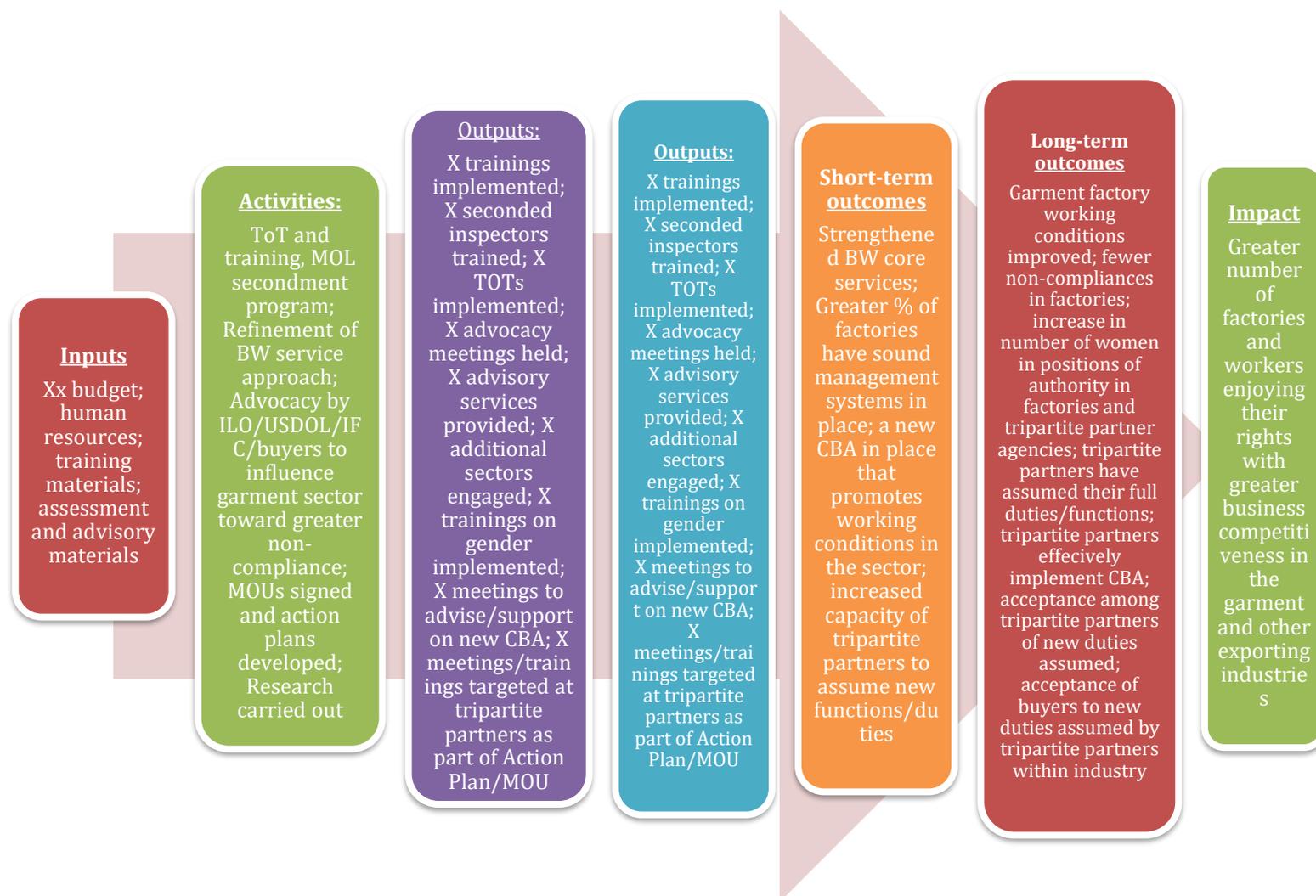
³⁵ “Self-sustaining” needs to be defined and commonly understood across all stakeholder groups.

³⁶ A new garment sector-wide alliance in Jordan aims to create economic opportunities, improve the lives of refugees caught up in the Syrian crisis and help their host countries. The initiative, led by partners from the international community, was first set in motion at last year’s Supporting Syria and the Region conference in London.

Backed by the World Bank Group, the Jordan Garment Sector Alliance has been formed by various partners including the International Labour Organization, Better Work Jordan, the Jordan Investment Commission, the Jordan Industrial Estates Company, the Jordan Garments, Accessories, and Textiles Exporters’ Association (J-GATE) and the Jordan Chamber of Industry and Trade. These partners have come together to design effective programmes that translate the policies contained in the Jordan Compact—the conference’s final document—into practice.

<p>Output 3.2. A platform for bringing together the public and private sector to discuss policy and labour market governance issues is created.</p> <ul style="list-style-type: none"> - Facilitate discussions between buyer representatives and local stakeholders; - Facilitate discussions between suppliers and the Government of Jordan where relevant; - Facilitate discussions between national stakeholders enhance Jordan’s regulatory environment; - Support organizations working on public-private partnerships when relevant, for example collaborate with the World Bank’s activities in Jordan. 	<p>Number of joint policy activities that BWJ is involved in with other ILO project and/or the WBG/IFC</p> <p>Progress in executing Country Programme influencing agenda on a 1-10 scale</p> <p>Number of buyers/suppliers/GOJ representatives who participate.</p> <p>Number of PPP’s supported by BWJ.</p> <p>Number of PPP’s relevant to the BWJ programme initiated and developed without support by BWJ.</p>
<p>Output 3.3. Research on the impact of Better Work Jordan is conducted and disseminated.</p> <ul style="list-style-type: none"> - Publish Annual Report; - Produce relevant policy papers, for example on productivity in satellite units. 	<p>Number and type of research studies initiated.</p> <p>Number and type of communication materials finalized and produced.</p> <p>Number and type of studies disseminated.</p> <p>Number of downloads from website.</p>
<p>Additional output: BWJ utilizes its data and reports to influence policy on a timely basis.</p> <ul style="list-style-type: none"> - Utilize Better Work data and case studies to advocate evidence-based policies; - Align advice with other multi-lateral institutions. 	<p>Number of times BWJ staff members find opportunity for timely use of data/reports;</p> <p>Number of times BWJ staff members respond to requests by donor/Jordanian Govt with accurate data/reports in timely manner.</p> <p>Number of research products/datasets produced for advocacy purposes.</p> <p>Number and type of research products/datasets/analysis used for advocacy purposes (venue/who involved/topic and advocacy objective)</p> <p>Time of development/production and number of days/months when used for advocacy purposes</p>
<p>Additional output: BWJ staff members demonstrate capacity to identify opportunities for influence.</p>	<p>Number and types of advocacy opportunities identified; Number of meetings/correspondence with advocacy partners to strategize on approach.</p>

Annex 17: A Draft Logic Model for the BWJ programme



Assumptions: BWJ is able to effectively analyze the dynamic in the garment sector and entry points for influence; ILO/USDOL/IFC are effectively engaged, have resources for advocacy use and prioritize advocacy activities; Transparent process took place in developing the new CBA and addressing issues of minimum wage calculation; Improved working conditions (DW) and social dialogue enables greater business competitiveness.

Annex 18: Draft Plan for M&E Based on Analysis³⁷

Assumption identified	Evaluation question	Monitoring approach	How monitoring data may be sourced	Evaluation focus	How evaluation data may be sourced
Partners (factories, MOL) will participate in striving toward reduced non-compliance rates There is sufficient political will among all actors to work toward greater levels of compliance.	To what extent have non-compliance rates across all compliance points decreased? To what extent have partners taken action to address the problem?	Ensure accurate data collection and management on all non-compliance points; Use of data to shape plans of action with the factories; Exchange of data with the MOL and monitoring of MOL response	Through BW service delivery program (component 1); priority on collecting and analyzing data on compliance points. Reflection data from EAs on these particular problematic areas documented and included in TPRs. Reflection on tripartite capacity building processes and their progress related to non-compliance.	To identify the details and particular nuances/realities of the non-compliance rates; examine previous data to identify trends; determine where problem areas lie and why they may persist (or have improved); explore nuances around these challenges (or improvements), and what may be learned from them. Examine possible trends and connections between PICCs and non-compliance, of training and non-compliance, of type of factory and non-compliance.	Programme data Semi-structured interviews with BWJ staff and partner staff, factories.
BWJ approach/model will be applicable to other sectors, and other sectors will be receptive.	To what extent has the programme been successful in entering other sectors? To what degree have targeted sectors	Number of meetings with sector/factories Types of target sector factories, numbers of workers, Documentation of changes	Length of time to enter a new sector; circumstances around the process.	To identify the programme experience approaching other sectors, the factors as to whether successful engagement was experienced or not,	Programme data Semi-structured interviews with BWJ staff and tripartite partners

³⁷ This draft plan is offered to the programme team to further develop.

	welcomed BWJ services?	made in approach and materials;	lessons learned. The extent to which BWJ was able to adapt and apply its model.	
Tripartite partners are able to institutionalize their new roles and support the individual capacity building gained through the programme within their respective organizations.	To what extent have tripartite partners successfully taken on their new functions from the BWJ programme?	Individual staff training received (pre and post-tests, other evaluation materials/reflections) Data generated from OD framework on assessment of organizational capacity, based on objectives outlined in MOU.	To identify extent to which tripartite partners have taken on their new roles successfully and the reasons for success or lack of success.	Programme data, including OD assessment reports Semi-structured interviews with tripartite partners, BWJ staff, others.

Annex 19: Sample Monitoring Plan Design Format

Evaluation questions	Focus of monitoring	Indicators	Targets	Monitoring data sources	Who is responsible and when

Annex 20: Sample Evaluation Plan Design Format

Evaluation Question	Summary of monitoring approach	Focus of evaluation approach	Evaluation methods

ⁱ Baseline figures are from June 2017, unless otherwise stated.

ⁱⁱ This includes factories enrolled in the programme as well as those receiving specific services.

ⁱⁱⁱ 52.7 percent between 2014 and 2015 (BWJ 2016 Annual Report).

^{iv} Baseline from December 2016.

^v Completed between January and June 2017 (six months).

^{vi} Baseline from December 2016.

^{vii} Baseline not available as of August 2017.

^{viii} This accounts only for factory assessed in the first half of the year. It is expected to be 100 percent by the end of December 2017.

^{ix} As of August 2017. Only one factory out of the 23 reported is compliant on all 29 critical issues.

^x The baseline will be available after December 2017, once Better Work's gender strategy is finalized.

^{xi} At present, Better Work Jordan is able to deliver training in Arabic, Bengali, Hindi, Singhalese and Urdu to workers through staff and international consultants. Trainings in Chinese are delivered through interpreters. Languages not covered are Burmese, Malagasy, Nepalese and Khmer.

^{xii} As of December 2016, as reported by Jordan's Ministry of Labour and reported in Better Work Jordan's 2017 Annual Report.

^{xiii} The targets reflect the Government of Jordan's decision regarding employment of Jordanians.

^{xiv} Baseline not available as of August 2017.

xv This includes the annual Stakeholders' Forum.

xvi Between January and June 2017 (six months).

xvii At present, Better Work Jordan engages closely the Ministry of Labour.

xviii To be reported in the Better Work Global ME matrix at the end of December 2017.

xix As of August 2017, Better Work Jordan is operating in the garment sector. The sector has an established and operating Project Advisory Committee.

xx To be reported at the end of 2017 under Better Work Global's bi-annual M&E matrix.

xxi The binary indicator should be complemented by a narrative describing the specific research initiatives and the outcomes or expected outcomes.

xxii Latest annual report was published in February 2017.

xxiii This includes factories enrolled in the programme as well as those receiving specific services.

xxiv The binary indicator should be complemented by a narrative describing the specific research initiatives and the outcomes or expected outcomes.