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Addressing the Worst Forms of Child Labour in Jordan

ILO DC/SYMBOL: JOR/20/52/NOR

Type of Evaluation: Project

Evaluation timing: Final

Evaluation nature: Independent

Project countries: Jordan

P&B Outcome(s): Outcome 7 "Adequate and effective protection at work for all" (P&B 2020-2021)

Outcome 8 "Protecting workers from unacceptable forms of work (P&B 2018-2019)

SDG(s): SDG 8 "Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all"

Date when the evaluation was completed by the evaluator: September 2022

Date when evaluation was approved by EVAL:

ILO Administrative Office: ILO ROAS

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

Project duration: November 2020 – August 2022

Donor and budget: Norway, Ministry of Foreign Affairs, \$1,060,783

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Evaluation Office oversight:

Evaluation budget: \$16,500

Key Words: Child Labour, Social protection, COVID

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List of Abbreviations

CBOs	Community Based Organization
CLTF	Child Labour Task Force
CTA	Chief Technical Advisor
DOS	Department of Statistics
DWCP	Decent Work Country Programme
EIIP	Employment Intensive Investment Programme
FGD	Focus group discussion
HQ	Headquarters
IFH	Institute of Family Health
ILO	International Labour Organization
NCFA	National Council for Family Affairs
NFCL	National Framework to combat Child Labour
NGO	Non Governmental Organization
MoL	Ministry of Labour
MoSD	Ministry of Social Development
OECD	Organization for Economic Cooperation and Development
P&B	Programme and Budget
PWDs	Persons with disabilities
ROAS	Regional Office for Arab States
SOP	Standard operating procedure
ToT	Training of trainers
UNEG	United Nations Evaluation Group
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
VTC	Vocational Training Corporation
WFP	World Food Programme

Executive Summary

BACKGROUND & CONTEXT	
Summary of the project purpose, logic and structure	The project "Addressing the Worst Forms of Child Labour" JOR/20/52/NOR in Jordan is the successor or 2 nd phase of a pilot project that addressed child labour in agriculture in Jordan. A multi-sectoral approach was utilized in the project based on the case management approach, with activities conducted in three locations in Jordan. The project mainly targeted Syrian families in Mafraq and Jordanian and Syrian families in the Jordan valley. The main goal of the project was to substantially reduce the incidence of the worst forms of child labour in the agriculture sector in Jordan. It sought to do so through (i) protecting at-risk and working children and improving their access to education, (ii) improving the economic security and work opportunities for families of children at risk and engaged in the worst forms of child labour, and (iii) enhancing local and national responses to child labour.
Present situation of the project	The project ended as of the end of August 2022
Purpose, scope and clients of the evaluation	The purpose of this final evaluation is to assess the overall achievements of the project against its planned outcomes/objectives and outputs to generate lessons learned, best practices and recommendations. The evaluation investigated the relevance, design, efficiency, effectiveness, potential impact, sustainability, and management arrangements of the project, reflecting findings on the extent to which the project has achieved its stated objectives, produced the desired outputs, and realized proposed outcomes/objectives. The evaluation also identified strengths and weaknesses in the project design, strategy and implementation as well as lessons learned with recommendations. Furthermore, the evaluation touched upon cross cutting issues including gender equality, disability, social dialogue, environmental sustainability, and COVID 19. The evaluation covered the entire timeframe of the project, from November 2020 to August 2022. It looked at the project achievement at the level of each outcome, and took into consideration the project duration, existing resources and political, security, and environmental constraints.
Methodology of evaluation	This evaluation followed a mixed methods approach, relying on available information collected through the desk review and primary qualitative data collected through interviews with project stakeholders and focus group discussions with beneficiaries. Interviews were conducted with 22 key stakeholders (of which 45.5% were female) as well as four farm owners (all male). A total of nine focus group discussions were held with 69 beneficiary children, mothers, and fathers (of which 55% were females). Gender was mainstreamed throughout the methodology from inception to data collection to data analysis. A main limitation of the

methodology was the difficulty in gathering a randomized sample of beneficiaries from the various farms to participate in the planned FGDs, but this was overcome through the substantial support provided by the ILO team in arranging for these FGDs and providing all related logistics. Another limitation was that the sample of the beneficiaries selected for the FGDs are not representative of the whole population given the resource constraints for this evaluation. However, in order to come up with representative findings, the evaluation employed a stratified random sampling process to ensure that voices are heard from across all beneficiary groups, including women

**MAIN
FINDINGS &
CONCLUSIONS**

The project was found to be highly relevant to the needs and priorities of Jordan. The project document contained a thorough analysis of the phenomenon of child labour in Jordan, utilizing a number of studies and reports on the issue. The project was found to be in line with the national plans and strategies as well as with ILO's DWCP (2018-2022) and the ILO P&B (2018-2019)(2020-2021). The project came at a crucial time for this sector in Jordan, coinciding with a new national framework to address child labour, new regulations for agricultural workers, and a gradual shift of focus by the MoSD towards the case management approach in the social services it provides. The evaluation has found that gender was prioritized in the project, through tailoring a number of activities exclusively for females, with a number of activities focusing on strengthening the role of women in families and communities. The project was also found to have responded to the priorities of the donor as specified in the grant scheme rules from which funds were withdrawn. Moreover, the project strived to provide a timely and relevant response to the needs of beneficiaries during the context of COVID-19, but such a timely and relevant response could not be achieved across all project components (especially the education extracurricular component). The project was found to be somewhat relevant to the needs of beneficiaries who indicated that their priority is to enjoy an improved level of economic security rather than a higher level of awareness.

The design of the project was significantly altered prior to beginning implementation to accommodate the donor's decision to provide only half of the requested funding. The redesign process dropped one of the project's locations as well as dropping new sectors that the design had planned to engage with. Moreover, around two thirds of activities and two outputs were removed, while maintaining the same outcomes and objectives. The evaluation has found that this rapid redesign process, in the absence of the design's original author, has adversely impacted the logic and coherence of the project, and made the amended project design appear to be too ambitious and vague in the eyes of stakeholders. Other than factors associated with the design amendments, all stakeholders agreed that trying to tackle the complex problem of child labour within a period of less than 1 year is a futile process. Because of this, and due to the gap between the two phases of the project, the 2nd phase ended up working with the same beneficiaries as the first phase, and the target selection remained valid

in this case. However, one group that is heavily involved in the issue of child labour in farms, namely the 'Shawish', could have been better targeted in the project.

The project team and partners adapted implementation of the 2nd phase of the project based on lessons from the 1st phase, especially regarding the provision of vocational training and the increased focus placed on women and PWDs. The project design's assumptions and targets were deemed to be realistic, and an extensive risk analysis was conducted in the design phase of the project, especially on risks associated with the COVID crisis. However, mitigation measures were not adequate or not followed through during implementation to overcome challenges faced regarding the repercussions of COVID and the lack of cooperation by some farm owners. A design readjustment along with a budget revision was successfully made by the project team during implementation to utilize idle project funds that were previously earmarked for a CTA to expand the scope of work of implementing partners, since a CTA could not be recruited to the project due to the project's time constraints and delays faced during the beginning of implementation.

The design of the project was found to have explicitly taken into account the issue of gender equality through a dedicated section on 'gender mainstreaming'. With regards to disability, the project was based on the case management approach through which PWDs are referred safely to the relevant organizations, but no specific mention of disability was made in the project document. Furthermore, the project document made no mention of environmental sustainability or social dialogue.

Some measures that were taken during implementation have helped raise the efficiency of the project, including the aforementioned budget revision which made use of idle project funds. Another example is utilizing local CBOs for the provision of certified vocational training courses to beneficiaries which provided a higher value-for-money than working with VTC centres, and ensured a higher attendance rate from beneficiaries given the closer distance to their residence. Furthermore, it should be stressed that the project undertook a competitive bidding process for the selection of implementing partners, rather than resorting to direct contracting. ILO procedures and guidelines with this regard were followed, thereby ensuring an efficient use of funds allocated to implementing partners.

Nevertheless, the project faced a number of prolonged delays that adversely impacted the efficiency of the project, especially given the already limited timeline of the project. The first major delay of more than three months occurred at the beginning of the project due to a delay in recruiting staff for the project. Another main delay concerned the budget revision request, which took more than two months to be approved by ROAS. Yet another delay was caused by a lengthy approval process by Jordanian authorities regarding the extracurricular

education component of the project. These delays, which were mostly outside the control of the project team, have inevitably translated into a loss of efficiency of the project.

The project was found to have partially achieved its outputs and outcomes. The effectiveness of the project was enhanced through its approach of working with and building the capacities of NGOs and CBOs and working within the national framework through supporting national actors and processes. On the other hand, the effectiveness of the project was adversely impacted by the series of delays that occurred during implementation, in addition to the limited time and financial resource of the project. The COVID pandemic also impacted the effectiveness of some parts of the project.

Only one of the project's outcomes was found to be fully achieved. In specific, the project was successful in achieving the outcome related to enhancing local and national responses to child labour. On the national level, the project opted to work within the national framework and has contributed to updating a number of SOPs in the national case management system, with pilot field visits conducted jointly with MoL and MoSD to pilot these SOPs and the overall case management approach. The project also built the capacity of relevant officials from these organizations in a number of capacity building sessions. Furthermore, the project successfully provided technical support in a number of areas including the development of a 'light working tasks' list for children aged 16-18 working in agriculture, and the integration of child labour issues in the agricultural workers survey implemented periodically by the Department of Statistics. Further, a number of awareness raising activities and capacity building sessions were implemented by the project to raise local awareness and knowledge among school staff and the general local population on the issue of child labour.

The project's two other outcomes were partially achieved. While the project has helped protect at-risk or working children through its various activities, it did little to improve access to education outside of the awareness and psycho-social support sessions provided to parents and children. Furthermore, the project managed to provide certified vocational trainings to 60 beneficiaries residing in two of the project's three locations, meaning beneficiaries in one location did not receive any direct vocational training from the project as the team could not find a suitable CBO to offer vocational training in the project's location in the Jordan valley. While these trainings have helped build basic skills for some beneficiaries, one-off trainings, without any subsequent support, are deemed to be inadequate to meet the outcome of improving families' economic security and job opportunities.

The project was found to have effectively responded to the identified needs and expectations of females during implementation, with dedicated sessions to empower women to play a larger role in their communities and families. Also, self-defence classes were provided to

girls after discovering that sexual harassment is prevalent in the environments in which children reside inside or nearby farms. The project also developed and implemented awareness sessions on gender-based violence for women, men, boys and girls, which resulted in some women coming forward with abuse reports to the implementing partner which is specialized in dealing with GBV cases. The project also organized a campaign to celebrate International Women's day. All these activities are seen to advance gender equality in the communities in which they were implemented and came in response to identified needs.

The project was also found to have effectively responded to the identified needs of children with disabilities, which is an unexpected positive outcome of the project. This included case management sessions for parents of children with disabilities focusing on parenting skills needed to deal with such children and mechanism of supporting them to be committed to education.. Moreover, the project included a specialized training for the staff of the project's implementing partner on the concept of disability, its identification, and mechanisms for dealing with such cases, including referral processes and procedures.

The project was effective in coordinating with different stakeholders mainly through the Child Labour Task Force which consists of a number of ministries, NGOs, and international partners relevant to the issue of child labour. Periodic meetings between the taskforce members has contributed to improving coordination between stakeholders and avoiding duplication. Close coordination with UN partners is considered a main strength of the project. Another main strength was the project's involvement of MoSD as a main player, after having been uninvolved in the 1st phase of the project. In fact, an unexpected positive outcome of the project was bringing the Ministries of Labour and Social Development closer together on child labour issues.

Having said that, the project could have done more to work and coordinate with employer representatives, who were absent from this project. A main challenge faced by the project was the lack of cooperation by some farm owners, which could have been averted had the project worked with higher level representatives of farm owners. Moreover, the 'shawish' has been found to play a major role in the recruitment of Syrian workers (whole families including children) for the various farms. In many cases, the shawish is the one who manages workers' issues on the farms, and not the farm owners.

The project's activities resulted in a higher capacity and enhanced knowledge of various national and local stakeholders, despite not being able to complete all of its planned capacity building activities. A series of capacity building sessions were carried out to wide range of stakeholders including MoSD staff, MoL staff, IFH staff, NCFA staff, UNHCR, UNICEF and local CBOs. During these training sessions, staff from the various organizations were able to enhance their knowledge on the issue of child labour and how to deal with child labour cases,

especially through the case management approach in addition to clarifying coordination mechanisms between involved entities. Nevertheless, the project was not able to institutionalize or scale up the case management approach at the MoSD, and the case management system remained with implementing partners and CBOs. Therefore, the project had little impact on the national framework, but had contributed to strengthening national structures and mechanisms through its trainings and piloting the modified SOPs on the ground with concerned stakeholders.

The evaluation found a number of sustainable features in the project, including its extensive work through local implementing partners and CBOs and its work on enhancing the knowledge and awareness of school personnel on how to deal with child labour cases. Furthermore, government stakeholders (mainly MoL and MoSD) were found to be committed to continue working on combating child labour. The Ministry of Labour indicated that it is committed to carry out inspections on farms based on the new regulation approved in May of 2021 and enforced one year later aiming to safeguard decent working conditions for agricultural workers. And since the project has contributed to supporting the Ministry in enforcing the legislation, it can be deduced that the project has helped garner the commitment of the Ministry in the fight against child labour in the agriculture sector. The MoSD was also found to be committed to continue working on developing the case management approach in dealing with child labour, but it expressed its need for support and capacity building to enable it to continue progressing in this area.

An important strength of the project was its contribution to deepening the relationship between the two main government stakeholders concerned with child labour, MoL and MoSD. This closer relationship contributes to a more effective national system and structure in dealing with child labour issues. And in turn, a more effective government structure in this area contributes to the sustainability of project results beyond the timeframe of the project, and enhances the commitment of both moving forward.

With regards to the skill training provided to families, a main sustainable feature has been the provision of physical capital for trained participants. Beneficiaries who were trained on sewing and embroidery were provided with sewing material and those who were trained on caring for animals received livestock. But while many components of the project were found to be sustainable as shown above, the project's contribution to its main objective of substantially reducing child labour in agriculture could have been more sustainable as the evaluation found that withdrawn children were not committed to return to schools.

The work team was composed of a national officer and a field coordinator only, despite that the original design of the project had intended to recruit a CTA. The absence of a CTA meant that there was an increased demand for technical backstopping from HQ and ROAS,

and the project effectively communicated with and received technical backstopping from both HQ and ROAS. Having said that, the administrative support received from ROAS could have been more responsive as some of the project's delays were caused by internal processes and policies in the ILO ROAS. A main strength of the project is its utilization of local skills, both in terms of the project team and in terms of the implementing partners carrying out the project activities. The project was completely managed by a national coordinator who established solid partnerships in the project and reached out to important stakeholders. Moreover, the project relied extensively on its two implementing partners to deliver project activities, who were selected based on their extensive experience working with local communities inside the project's locations. In spite of this, there was considerable support and capacity building from the ILO to these partners that took significant time and investment.

Conclusions:

- The project was found to be highly relevant to national needs and to donor priorities, and somewhat relevant to beneficiary priorities.
- Gender and PWDs was prioritized during implementation with a number of activities catering exclusively for females and PWDs contributing to advancing gender equality and the principle of leaving no one behind, and responding to identified needs during implementation through an adaptive flexibility of the project.
- A rapid redesign process conducted immediately before implementation has nonetheless adversely impacted the logic and coherence of the project's strategies and structures, and made the amended project design appear to be too ambitious and lacking in clarity in the eyes of stakeholders.
- Despite numerous delays that were outside the control of the project team (e.g. COVID), the project took some measures during implementation that have helped raise the efficiency of the project.
- Overall, the project was found to be effective in achieving one of the project's outcomes, and partially effective in achieving the remaining two.
- The project was effective in coordinating with different stakeholders, but implementation could have benefitted from working and coordinating with employer representatives.
- The project's contribution in bringing together the Ministries of Labour and Social Development to work on child labour issues was considered to be one of the project's unexpected positive outcomes and an emerging good practice.
- The project's activities resulted in a higher capacity and enhanced knowledge of a wide range of national and local stakeholders.
- The evaluation found a number of sustainable features in the project, including working extensively through local players, who had their

	<p>capacities built throughout this project, in addition to the work done to enhance the knowledge and awareness of school personnel on child labour issues, as well as the provision of vocational training to family members of children.</p> <ul style="list-style-type: none"> • Government stakeholders were found to be committed to continue working to combat child labour, but expressed the need for further support. • The project was found to have received adequate technical support from HQ and ROAS, but administrative support could have been more responsive. • A main strength of the project was its utilization of local skills, both in terms of the composition of the project team and in terms of the implementing partners carrying out the project activities.
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RECOMMENDATIONS, LESSONS LEARNED AND GOOD PRACTICES

Recommendations	<ul style="list-style-type: none"> • Engage with ILO constituents in future projects, especially employer representatives. • Ensure that the final design of any project maintains a logical and coherent structure, and adheres to management arrangements as stipulated in the design. • Ensure that projects receive adequate, timely, and responsive administrative support. • Build the capacity of MoSD to enable it to assume its leading role in combating child labour and in other social protection issues. • Remedial education should be a main component of any future project addressing child labour. • Focus on improving the economic security and social mobility of families of working children . • Engage with the 'Shawish' as a main target group in future projects addressing child labour • Consider a more comprehensive project when addressing child labour, with a longer timeframe, and if possible, to be jointly implemented with other UN agencies • Continue to further enhance coordination among ILO projects in Jordan
Main lessons learned and good practices	<p>Lessons Learned:</p> <ul style="list-style-type: none"> • The rapid redesign process that took place right before implementation, in the absence of the design's original author, substantially reduced the scope of the project while maintaining almost the same results framework, thereby distorting the original logic and coherence of the project design, and leading to an over ambitious project that lacked clarity. • The project's lack of engagement with employer representatives translated into a difficulty in working with individual farm owners and obtaining the cooperation of each in this project • ILO's internal processes and policies led to considerable delays

during project implementation and led a significant gap between the 1st and 2nd phases of the project, which ultimately adversely affected project performance, especially given the short duration of the project.

- Changing behaviours and attitudes takes place over many years and cannot be done in a short timeframe of one year. Also, any project that seeks to commit children to education has to be at least carried out for one full academic year.

Emerging Good Practices:

- While not being part of the original design, the project focused on children with disability during implementation, given their high share in the communities in which the project operated, thereby upholding the principal of 'leaving no one behind'
 - The project was found to be very responsive to the identified needs and priorities of women and girls during implementation, through developing a range of activities that were not part of the design of the project. Such adaptive responsiveness to gender issues contributes to advancing gender equality within communities in which the project operated.
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This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Office.

Project Background

The definition of child labour includes a child employed under the age of 16 years, or a child aged 16-17 years employed for more than 36 hours per week, or a child under the age of 18 years engaged in designated hazardous work. Based on this definition, the phenomenon of child labour in Jordan is on the rise and continues to be one of the most prevalent and persistent forms of violence and exploitation experienced by vulnerable children in Jordan. This is despite the fact that Jordan achieved a strong legal framework for child labour, having ratified all key international conventions concerning child labour¹.

In fact, the number of child labourers in Jordan more than doubled from 29,225 in 2007 to 69,661 in 2016 according to the National Child Labour Survey, implemented by the Department of Statistics. The majority of child labour occurs in the agriculture and services sector, and the majority of 80% of child labourers are Jordanian, while most child labourers are males (90%)². A main factor behind this significant increase is assumed to be the Syrian refugee crisis which unfolded in 2013, and led to a substantial increase in the population of Jordan³.

Moreover, Syrian refugees face barriers to education in Jordan, with an estimated 50,000 Syrian refugee children being out of school as of December 2020⁴. This explains the finding from the 2016 National Child Labour Survey that the highest worker-population ratio (WPR) was for Syrian children at 3.22% compared to the WPR for Jordanian children which stood at 1.75%.

And with the recent onset of the COVID-19 crisis and the associated implications on economic life, it is expected that the problem of child labour has been exacerbated over the past two years, as vulnerable families had their incomes decline or struggled to secure a sustainable income during the continuous lockdowns imposed by authorities in response to the crisis. Moreover, the COVID-19 crisis created additional barriers to education in Jordan, with a large number of students not being able to receive their education through online platforms due to a lack of access to internet and devices⁵.

Jordanian authorities have been taking significant steps to strengthen the kingdom's policy responses to child labour. A new National Framework to Combat Child Labour (NFCL) was recently endorsed, aiming at integrating efforts across different Ministries to combat child labour, and laying the foundation to effectively tackle the identification and referral of child labour across Jordan, including through the use of a web-based electronic system to register cases. While the NFCL is institutionalized, technical and procedural constraints impede its implementation, especially in rural areas where agriculture is predominant. Under the humanitarian side, efforts against child labour in Jordan were strengthened with the establishment of the Child Labour Task Force (CLTF) under the Child Protection Working Group. The CLTF coordinates humanitarian action against child labour through a multi-sector approach, bringing together the main service providers relevant to child

¹ These include ILO C. 138, Minimum Age, ILO C. 182, Worst Forms of Child Labour, UN CRC, UN CRC Optional Protocol on Armed Conflict, UN CRC Optional Protocol on the Sale of Children, Child Prostitution, and Child Pornography, and the Palermo Protocol on Trafficking in Persons

² ILO (2016) "National Child Labour Survey 2016 of Jordan: Summary Report on Main Findings"

³ Terre Des Hommes Foundation (2019) "Situation Analysis of Child Labour in Jordan"

⁴ UNICEF (2020) "Jordan: Country Report on out of School Children"

⁵ US Department of Labour (2021) "2020 Findings on the Worst Forms of Child Labour: Jordan"

labour. The CLTF is co-lead by the National Council for Family Affairs (NCFA) and Plan International, and the Child Protection Working Group is co-lead by UNHCR and UNICEF.

The project "Addressing the Worst Forms of Child Labour" JOR/20/52/NOR in Jordan is the successor or 2nd phase of the pilot project "Worst Forms of Child Labour in Agriculture Project" (JOR/18/09/NOR), which was extended to October 2020, due to the impact of the COVID-19 crisis on project implementation. This evaluation caters only for the 2nd phase of the project, which was funded by the Norwegian Ministry of Foreign Affairs with a value of \$1,060,783. The project focused on consolidating models and approaches to the removal of children from the worst forms of child labour and implementing effective methods for prevention. The project sought to upscale, replicate and establish mechanisms for sustainability as well as improve coordination and collaboration between the government and humanitarian actors to bridge the gap in efforts to combat child labour.

A multi-sectoral approach was utilized in the project based on the case management approach and reflecting the regional strategic framework and "Do No Harm Principle". Activities were done in Mafraq (East and West Al badeya) and Jordan Valley (Der Alla, Kraime) where a significant number of vulnerable families have been identified. Ramtha has been dropped in this 2nd phase of the project, mainly due to funding shortages.

Project activities have mainly targeted Jordanian families (mainly in the Jordan valley) and Syrian families (mainly in Mafraq) who reside in informal tented settlements or in dwells located near to the farms in which they work in. In the case where households from other nationalities were encountered, intervention has also included them regardless of their country of origin. More specifically, the intervention has targeted households which include children engaged in child labour, or at-risk children below the age of 18 years. Generally, those households would suffer from financial constraints, require medical attention, and live far from available services in their community.

Project activities were largely implemented by two implementing partners: Institute of Family Health IFH- Noor Al Hussein Foundation and Madrasati initiative. The IFH were responsible for the identification of beneficiaries, provision of case management sessions, referrals, and awareness raising, while the Madrasati initiative was responsible for the provision of educational extracurricular activities of the project as well as raising awareness among school personnel. Core stakeholders included the Ministry of Labour, given its role in inspection, and the Ministry of Social Development, given its role in social protection and in implementing the case management approach. The ILO provided the financing for the project in addition to providing technical support across most activities. The direct beneficiaries of the project included working children and children who are at risk of working, in addition to their parents and siblings. Secondary beneficiaries included school personnel, staff members of CBOs, MoL, MoSD and other stakeholders who participated in the project's capacity building programmes.

The main goal of the project was to substantially reduce the incidence of the worst forms of child labour in the agriculture sector in Jordan. The project logframe, consisting of the project goal, objectives and outputs is presented below. The logframe provided a defined scope for this evaluation, and acted as the main reference for the evaluation process. It is worth noting that significant alterations were made to the project logframe just before the start of the project in response to the donor's decision to provide only half of the financing originally requested by the

project. More details on these changes are presented in the findings section of this report. The below table illustrates the project's logframe⁶

Table I Project logframe

Project Logframe		
Goal		
<i>Substantially reduce the incidence of the worst forms of child labour in agriculture sector among host communities and Syrian refugees in Jordan</i>		
Objectives/Outcomes		
1. At-risk and working children are protected and have improved access to education	2. Economic security and work opportunities for families of children at risk and engaged in the worst forms of child labour are improved	3. Local and national responses to child labour are enhanced and sustainable
Outputs		
1.1 National system for child labour case management is effectively rolled out and upgraded in targeted governorates and sectors	2.1 Job diversification opportunities are provided to vulnerable youth and families of child labourers	3.1 National awareness and understanding of the worst forms of child labour is improved
1.2 Increased access to remedial and bridge education for at-risk and working children	2.2 Vulnerable youth and families of children engaged in the worst forms of child labour are provided improved access to accredited skills trainings and financial services	3.2 Capacity of national and local authorities to respond to WFCL is improved
1.3 Enhanced community awareness and capacity to identify and respond to child labour		3.3 Employers and workers' associations adopt policies and processes to prevent child labour

⁶The two outputs in ~~strike through~~ were omitted from the logframe during the redesign process.

Evaluation Background

Evaluation purpose

The purpose of this final evaluation is to assess the overall achievements of the project against its planned outcomes/objectives and outputs to generate lessons learned, best practices and recommendations. The evaluation investigated the OECD criteria of relevance, efficiency, effectiveness, potential impact, and sustainability, as well as other criteria including design and management arrangements, reflecting findings on the extent to which the project has achieved its stated objectives, produced the desired outputs, and realized proposed outcomes/objectives. The evaluation has also identified strengths and weaknesses in the project design, strategy and implementation as well as lessons learned with recommendations. Furthermore, the evaluation touched upon cross cutting issues including gender equality, disability, social dialogue, environmental sustainability, social cohesion and COVID 19. The evaluation has complied with the ILO evaluation policy including the protocols and guidelines set forth by the EVAL/ILO, which is based on the OECD DAC and United Nations Evaluation Norms and Standards and the UNEG guidelines. The ultimate purpose of this evaluation is to provide a learning exercise and to improve future projects of a similar nature. The evaluation also serves to provide an accountability function.

The evaluation assessed the project over its entire duration from November 2020 to August 2022. It looked at the project achievement at the level of each outcome, and took into consideration the project duration, existing resources and political, security, and environmental constraints. The evaluation also looked into the link between the project's objectives, and the ILO's P&B strategy, and the DWCP in Jordan. Issues of gender equality, inclusion of people with disabilities, environmental sustainability, ILS and social dialogue, and COVID 19 have been incorporated into this evaluation as crosscutting issues.

The primary clients of this evaluation are ILO Jordan Office, ILO ROAS, ILO EVAL, ILO constituents in Jordan, Ministry of Labour, Ministry of Social Development, National Council for Family Affairs, Noor Al Hussein Foundation, and the Madrasati initiative. Secondary users include other project stakeholders and units that may indirectly benefit from the knowledge generated by the evaluation, including UN agencies (namely UNHCR & UNICEF).

Evaluation Criteria & Questions

The evaluation aimed at answering the evaluation questions as presented in the ToR for this assignment. During the inception phase of the evaluation, a few changes were made to some of the evaluation questions to eliminate duplications with other questions, and to re-organize some questions under their relevant evaluation criteria. The changes were approved by the ILO before proceeding to the field phase. It is important here to note that the evaluation questions specifically address how gender equality was integrated into the design, planning, and implementation of the project. Moreover, the questions also cover cross cutting issues of social dialogue, environmental sustainability and COVID. The final evaluation questions are presented below and are available in the evaluation matrix in annex 1.

Table II Evaluation Criteria and Questions

Evaluation Criteria	Main Evaluation Questions
Relevance and strategic fit	<ul style="list-style-type: none"> • How well did the project approach fit in the context of the on-going crisis in Jordan? Were the problems and needs adequately analysed? Was gender prioritized? • To what extent did the project avoid any duplication and coordinated with the relevant constituents working on child labour? • How well were the project’s objectives aligned with the framework of the ILO Decent Work Country Project of Jordan (2018-2022), the ILO’s Project and Budget (P&B) 2018-19, and the SDGs? • How did the project’s objectives respond to the priorities of the donor (Norway) in Jordan? • To what extent did the ILO project provide a timely and relevant response to constituents’ needs and priorities in the COVID-19 context?
Validity of design	<ul style="list-style-type: none"> • Were the project's strategies and structures coherent and logical (the extent of logical correlations between the objective, outcomes, and outputs)? • Did the target selection remain valid throughout the project lifecycle considering the evolving situation in the country? • How were the recommendations, results and lessons learned from the first phase incorporated into the design of the second phase? • Were project’s assumptions and targets realistic, and did the project undergo risk analyses and design readjustments when necessary? • To what extent did the project designs take into account: Specific gender equality and non-discrimination concerns relevant to the project context? As well as concerns relating to inclusion of people with disabilities, environmental sustainability, ILS and social dialogue? • Were the project risk assumptions and mitigation steps sufficient to cover the COVID-19 related implications on the project?
Efficiency	<ul style="list-style-type: none"> • Were all resources utilized efficiently to reach the project’s objectives? • To what extent has the project been on track in terms of timely achieving the assigned milestones? If not, what factors contributed to the delays? How could they be mitigated in the future phases?
Effectiveness	<ul style="list-style-type: none"> • Were all set targets, outputs, and outcomes achieved according to plan? Did the pandemic (COVID-19) have any consequences on the achievements of results? • How well did the project implementation take into account the needs and expectations of girls? • How effective was the coordination with the different stakeholders in supporting the project’s objectives? <i>To what extent did the project avoid any duplication and coordinated with the relevant constituents working on child labour?</i> • How did the outputs and outcomes contribute to ILO’s mainstreamed strategies including gender equality, social dialogue, and labour

	<p>standards?</p> <ul style="list-style-type: none"> • What positive or negative unintended outcomes can be identified? • Has the project fostered ILO constituents' active involvement through social dialogue in articulating, implementing and sustaining coherent response strategies to mitigate the effects of the pandemic on the world of work? To what extent has the project engaged with stakeholders other than ILO constituents for sustainable results?
Impact orientation	<ul style="list-style-type: none"> • Were the national and local knowledge and capacity to eliminate child labour in agriculture and service sector enhanced? • To what extent was the project able to contribute to strengthening existing national structures and mechanisms to combat child labour?
Sustainability	<ul style="list-style-type: none"> • Are the results achieved by the project so far likely to be sustainable- in terms of (a) maintaining case management of at-risk and working children (both males and females), capabilities, mandate and commitment of stakeholders, (b) the potential effect of the skills training provided to family members? • What measures have been taken to ensure that the key components of the project are sustainable beyond the life of the project? Are they sufficient?
Management arrangements	<ul style="list-style-type: none"> • What was the division of work tasks within the project's teams? Has the use of local skills been effective? • How effective was communication between the project's teams, the regional office and the responsible technical department at headquarters? Has the project received adequate technical and administrative support/response from the ILO backstopping units?
Challenges, lessons learned, and specific recommendations	<ul style="list-style-type: none"> • What good practices can be learned from the implementation of the project that can be applied to similar future projects? • What were the main challenges identified? How were these different from the risk assumptions? What were the mitigation steps taken? • What are the recommendations for future similar projects? • What are the challenges, lessons learned and the recommendations regarding the cross-cutting issues of gender equality, social dialogue, and environmental sustainability? • Assess the timeliness of response, relevance of contingency measures, and lessons learnt in relation to the Project's response to the impact of Covid-19-

Evaluation Timeline

The evaluation took around 8 weeks from its inception until the submission of this final evaluation report. The evaluation process followed the below timeline

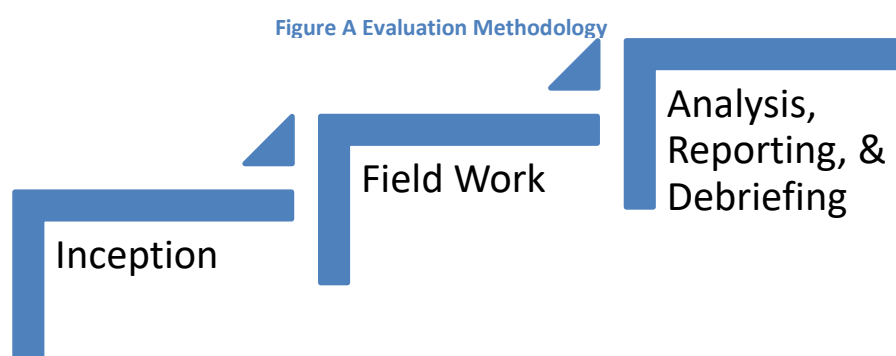
Table III Evaluation Timeline

Activities & Deliverables	August				September			
	W1	W2	W3	W4	W5	W6	W7	W8
Inception phase								

Inception Report (Deliverable)								
Field Work phase								
Analysis & reporting								
Draft evaluation report (Deliverable)								
ILO Feedback on draft report								
Preparation of comments log (Deliverable)								
Presentation (Deliverable)								
Finalization of evaluation report (Deliverable)								

Methodology

This evaluation followed a mixed methods approach, relying on available information collected through the desk review and primary qualitative data collected through in-depth interviews with the main project stakeholders as well as through focus group discussions (FGDs) with beneficiaries. Such a mixed methods approach drew on both subjective and objective sources of data, which has contributed to providing a balanced and insightful evaluation report. Gender was mainstreamed throughout the methodology from inception to data collection to data analysis. In specific, the evaluator actively sought to include a balanced share of males and females in the evaluation's data collection activities. Moreover, key issues pertaining to females were focused on initially during the desk review of the inception phase, and later on during the fieldwork. The evaluator has strived to present gender disaggregated analysis whenever differences between the views of males and females were observed. To as much extent possible, indicators presented in this evaluation have been disaggregated according to gender. The methodology for this evaluation is illustrated in the diagram below.



a) Inception

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

The evaluator communicated with the project team in the inception phase to obtain clarifications on the project as well as checking the proposed methodology with the project team. Discussions revolved around the structure of FGDs with beneficiaries as well as identifying the project's main stakeholders. The data collection activities are illustrated in more detail in the following subsection.

b) Field Work Phase

Following the finalization and approval of the inception report, the evaluator began with the field work phase for this evaluation. As mentioned, the field work consisted of in-depth interviews with key stakeholder and FGDs conducted with beneficiaries. To as much extent possible, the fieldwork has ensured an equal representation of females and males throughout the data collection process.

1) In-depth semi-structured interviews were used to collect information from all key project stakeholders (as per the table below). The choice of utilizing semi-structured interviews for this evaluation is that they allow for an in-depth discussion around the evaluation questions. The instrument was used to collect qualitative information about the overall performance of the project, and specifically investigated the relevance and strategic fit, validity of design, efficiency, effectiveness, impact orientation, management arrangements, and sustainability. In addition, the interviews gathered information on cross cutting issues of gender equality, disability, social dialogue, environmental sustainability, international standards, and COVID-19. Depending on the stakeholder group, different dimensions were discussed and data collected.

According to discussions held with the project team who confirmed the limited involvement of social partners in the project, the following table presents a list of stakeholders met with during the field work of this evaluation.

Table IV Stakeholders Met with During Fieldwork

Stakeholders Met with During Fieldwork	
Stakeholder Categories	Stakeholders
ILO Staff	ILO Project team: National officers: Razan Al Hadidi Field coordinator: Hussein Kurdi Project and finance assistant: Wedyan AbuSweilem International Chief Technical Advisor: Simon Hills
	Relevant personnel from ILO ROAS: Toni Ayrouth – Programme Officer Oktavianto Pasaribu – Chief, Regional Programming Mousa Toufaily – Assistant program officer
	Frida Khan – ILO Country Coordinator-Jordan
Government stakeholders	Haifa Darwish – Head of Child labour unite - Inspection Department- Ministry of Labour
	Ashraf Al Khatatbeh – Head of Child Labor Combating Unit – Ministry of Social Development
	Mai Sultan – Projects Coordinator – National Council for Family Affairs
NGOs and UN partners	Areej Sumareen – Project manager -Institute for Family Health – Noor Al Hussein Foundation
	Dua – Case manager Supervisor– Institute for Family Health
	Mahmoud – Case Manager Supervisor– Institute for Family Health
	Asma – Case Manager Supervisor– Institute for Family Health
	Siham – Case manager– Institute for Family Health
	Ahmad – Case manager – Institute for Family Health
	Mohammad – Case manager – Institute for Family Health
Maram Aridah – Projects Manager – Madrasati Initiative	
Mohammad Abu Shtal – Field Coordinator – Madrasati Initiative	
Muhannad Al Hami – Child Protection Officer - UNICEF	
Abdullah Ibrahim – Senior Protection Associate - UNHCR	
Donor	Raya Khreis, Programme Officer – Royal Norwegian Embassy in Amman

Employer	Four farm owners from the three different locations of the project
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In depth interviews were conducted with a total of 22 key project stakeholders, of whom 10 were female (45.5%). In addition, telephone interviews were conducted with four farm owners (all males). There was no sampling process for the stakeholders to be interviewed (except for the interviews held with employers remotely, where a sample of 4 farm owners were randomly selected from a list of 13 farm owners). Instead, the evaluator met with all main identified stakeholders to gather information and data on all aspects of the project. Despite that the project documents mention other institutions, the project team had confirmed during the inception phase that the above table contains all key stakeholders of the project. This is mainly because of the rapid project revision process which altered the logical framework of the project to fit with the budget offered by the Donor through reducing the scope of activities and outputs of the project, without making changes to the body of the project document.

In addition to the key stakeholders, semi-structure remote interviews were conducted via telephone with a sample of five employers/farm owners who were engaged in and benefitted from this project. The project worked with a total of 13 employers in this project, out of which four were randomly selected for interviews. Due to the expansive distances between the different farms, face-to-face meetings were deemed infeasible in the context of this evaluation; thus, the evaluator carried out telephone interviews with these employers.

2) **Focus group discussions (FGDs)** were used to collect information from the beneficiaries of the project. FGDs provided a platform through which beneficiaries of the program can share their experience in the project. As this was the only data collection method used to collect information from beneficiaries, it allowed beneficiaries to freely discuss various issues in depth and variety that would not have been possible through surveys. FGDs were structured and directed, in order to obtain the required information in a limited amount of time. FGDs were flexible enough to encourage participants to share their personal experiences and perceptions in the project.

A total of 9FGDs were conducted in the three project locations. In each location, three FGDs were conducted; one with children, one with fathers and one with mothers. These parameters have been agreed upon with the project team during the inception phase of this evaluation. The table below provides the details of the FGDs conducted in each of the locations. In short, the evaluator met with 69 beneficiary children, mothers and fathers, of which 55% were females.

Details of Implemented FGDs	
Area	Number of beneficiaries in FGDs
Mafraq - Saedeyeh	8 children (3 females, 5 males) 7 mothers 7 fathers
Jordan Valley	8 children (5 females, 3 males) 8 mothers 6 fathers
Mafraq Baej	10 children (6 females, 4 males) 9 mothers 6 fathers
Total	

A stratified random sampling was utilized to select beneficiaries to participate in the FGDs. The rationale behind utilizing a stratified random sampling strategy is to ensure that voices are heard from across different beneficiary groups, namely children and parents, with almost equal numbers of males and females. The project team provided the full list of beneficiaries, from which the evaluator randomly selected participants according to the agreed upon categories (i.e. children, mothers, fathers). Oral consent was obtained from parents of children with whom focus group discussions are planned, since many of the parents are illiterate.

Based on discussions held with the project team in the inception phase of this evaluation, it was decided to hold focus group with children (both boys and girls) aged (10-16) since these are largest age group benefitting from the project, and given the difficulty in engaging in conversations with children aged 9 years and below. Focus groups were also held with the parents of these children in separate sessions for females and males (i.e. mothers and fathers). Moreover, the Jordan Valley is the only area in which there are Jordanian beneficiaries, whereas beneficiaries in both Mafraq areas are all Syrians. For this reason, the FGDs in Mafraq were held exclusively with Syrians, while the FGDs in the Jordan valley were held with both Jordanians and Syrians.

The project team provided the evaluator with full support in handling logistical arrangements for the fieldwork, including coordinating with the main project partner for the organization of FGDs in the field locations.

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

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

c) Analysis, Reporting, and Debriefing

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

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

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

Following this analysis process, the evaluator began the process of drafting the final evaluation report. The drafting of the final report followed the ILO's guidance⁷ which lays out specific requirements for each formal element of the report, in addition to providing specific details on how to present the conclusions, recommendations, lessons learned, and emerging good practices. The guidance document provided the required templates to be completed, especially with regards to lessons learned and good practices⁸.

After the development of the draft evaluation report, the evaluator presented evaluation findings in a debriefing session with the project's main stakeholders. The aim was to validate findings and ensure the reliability of conclusions made in the evaluation. Feedback from this validation session was incorporated into the report. Following the presentation, the evaluator also received written comments on the report, which were addressed in an objective manner to produce this final report.

Limitations

Some of the limitations of the methodology included the difficulty in gathering a randomized sample of beneficiaries from the various farms to participate in the planned FGDs. Nevertheless, substantial support was provided by the ILO project team, especially the field coordinator, in gathering beneficiaries for these crucial discussions and arranging for all logistics in the field, since the locations of these FGDs were in remote areas. Another limitation was that the sample of the beneficiaries selected for the FGDs are not representative of the whole population given the resource constraints for this evaluation. However, in order to come up with representative findings, the evaluation employed a stratified random sampling process to ensure that voices are heard from across all beneficiary groups, including women.

⁷ ILO (2021) "Checklist 4.2: Preparing the Evaluation Report"

⁸ Available in ILO (2020) "Guidance note 5.5: Dissemination of Lessons Learned and Emerging Good Practices"

Main Findings

This section will present the triangulated evidence-based findings of this evaluation in a concise and clear manner. The findings are presented according to each evaluation criteria and directly answer each of the evaluation questions, presented at the top of each subsection. Therefore, this section is sub divided into the evaluation criteria, and the relevant evaluation questions are presented under each evaluation criterion, followed by a presentation of findings that directly answer these questions.

Relevance

How well did the project approach fit in the context of the on-going crisis in Jordan? Were the problems and needs adequately analysed? Was gender prioritized?
To what extent did the project avoid any duplication and coordinated with the relevant constituents working on child labour?
How well were the project's objectives aligned with the framework of the ILO Decent Work Country Project of Jordan (2018-2022), the ILO's Project and Budget (P&B) 2018-19, and the SDGs?
How did the project's objectives respond to the priorities of the donor (Norway) in Jordan?
To what extent did the ILO project provide a timely and relevant response to constituents' needs and priorities in the COVID-19 context?

The project was found to be highly relevant to the needs and priorities of Jordan. Child labour has become a serious problem in Jordan and has dramatically increased over the past decade or so, partly as a result of the Syrian refugee crisis. The last two national child labour surveys, conducted in 2007 and 2016 showed that the number of child labourers increased by a massive 138% increase in this 10-year period. And the number of child workers are assumed to have continued their increase after 2016, as was indicated by most project stakeholders who pointed towards the recent COVID crisis as a major driver behind increased child labour.

Moreover, the results of the most recent national child labour survey found that 27.5% of working children worked in agriculture, preceded only by the services sector (wholesale and retail trade, and repair of motor vehicles) in which 29.4% of child labourers work. However, the majority of children aged 5-11 (55.7%) and 12-14 (36.7%) worked in the agriculture sector. So the project's focus on the agriculture sector was based on existing evidence of the problem.

Furthermore, the project document contained a thorough analysis of the phenomenon of child labour in Jordan, including analyzing the shares of children being out of school and the reasons behind their non-attendance, through analysing and referencing a number of studies on the topic. Such studies were not only external, but also include a baseline study, carried out as part of the 1st phase of the project, which provided an adequate level of analysis of the problems and needs of families of working children. For example, the baseline study found that almost two thirds of children living on or nearby farms were out of school and most of these children had never been enrolled.

The project approach also fits well in the context of the ongoing crisis in Jordan, as working children were considered a priority group for support under the Jordan Response Plan (2020-2022). Under its education response, the plan aimed at increasing access to quality inclusive formal and non-formal education for children of both sexes, and to increase access to inclusive vocational education for

children. Furthermore, the plan highlights child labour as a main negative coping mechanism employed by refugees, calling for strengthening national protection systems addressing child labour. This illustrates the close alignment between the project and national plans.

Furthermore, the project came at a crucial time for this sector in Jordan, during which a new national framework to address child labour and new regulations for agricultural workers were endorsed. According to one government stakeholder, "we were in need of this project to support Ministries in addressing child labour cases under a new national framework and under new regulations". Furthermore, the project aimed to strengthen the national case management approach at a time when the Ministry of Social Development (MoSD) is gradually shifting its focus towards the case management approach in the social services it provides to vulnerable groups.

The evaluation has found that gender was prioritized in the project. A number of activities in this project catered exclusively for females, with a number of activities focusing on strengthening the role of women in families and communities. Moreover, data collected by the project was all disaggregated according to gender pointing towards the project's focus on generating gender disaggregated data and analysis. More information on the project's work in advancing gender equality will be discussed in subsequent sections.

Furthermore, the project's objectives were found to be closely aligned with the framework of the ILO Decent Work Country project (DWCP) of Jordan (2018-2022) in addition to the ILO's Project and Budget (P&B) 2018-2019 and 2020-2021 and the SDGs. In specific, the project responds directly to Output 2.2.5 in the DWCP of Jordan: The national framework on child labour is piloted in targeted municipalities, with integrated protection, education and livelihoods services, which falls under DWCP Priority II: decent working conditions for all create a level playing field for male and female Jordanians, refugees and migrants. It is also in line with outcome 7 of the ILO P&B 2020-2021: adequate and effective protection at work for all, specifically output 7.1: increased capacity of the member states to ensure respect for, promote and realize fundamental principles and rights at work. Similarly, the project is in line with outcome 8 of the earlier ILO P&B 2018-2019: protecting workers from unacceptable forms of work. Further, the project contributes towards achieving SDG target 8.7: take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.

The project objectives were found to also respond to the priorities of the donor (Royal Norwegian Embassy in Amman). The project has direct relevance to the objectives specified in the grant scheme rules from which funds are drawn (151.72 Stabilization of countries in crisis and conflict). The Stabilization Grant Scheme focuses on enhancing the living conditions of vulnerable groups (protection, life, employment, education, etc..) affected by conflict, political crises, and/or natural catastrophes. Since Norway's ratification of "Convention No. 182 concerning the worst forms of child labour in 1999, the Norwegian government implemented interventions towards prohibiting and eliminating the worst forms of child labour according to its commitment to the intervention. Furthermore, the project officer from the donor side interviewed for this evaluation indicated that the project is highly relevant to their priorities.

The project has also strived to provide a timely and relevant response to the needs of beneficiaries during the context of COVID-19, but such a timely and relevant response could not be achieved across all project components (mainly the educational extracurricular component). Despite the fact

that a strict lockdown was in force for a significant portion of the project duration, the project adapted its activities during this period through adopting a remote approach to project activities. During this time, beneficiaries were followed up on through regular telephone calls to check up on the education status of children. In specific, the project utilized this period through assigning remote homework for children, assisting children in accessing remote learning platforms and continuing to provide awareness and support for parents. This was indicated by the project's implementing partner, IFH, as well as being confirmed by beneficiaries during FGDs. However, the COVID crisis severely delayed the education (extracurricular) component of the project, which could not begin until very late into the project, especially because of a lengthy approval process by Jordanian authorities due to the COVID situation.

Having said that, the project was found to be somewhat relevant to the needs and priorities of beneficiaries. Most beneficiaries met with during the FGDs appreciated their participation in the project and indicated that they found the sessions they attended to be useful in raising their understanding and awareness of the hazards of child labour in agriculture as well as of the importance of education. However, they indicated that the project could have done more to meet their higher priority needs of an improved level of economic security. This was especially relevant since many of the fathers and mothers indicated that their assistance coming from the UNHCR and/or WFP has been recently cut in half. As one father with health issues put it, "our income was decreased because of lower assistance from agencies which adds further pressure on us and our children" while another father mentioned that "I am now convinced that my children are better off being in education, but how are we going to make ends meet with the added expenses of education?". A child beneficiary also mentioned "we work to support our families financially, not because we prefer working over education". One mother indicated that "if we are provided with work, it would ensue that our kids stay out of work" while another indicated "give us jobs, which will ensure that our children don't go to work". Most beneficiaries in FGDs indicated that the project was useful for them, but that their priority is economic security rather than higher awareness. It is useful here to point out that mothers were generally more appreciative of the project than fathers, and appreciated more the value of project's activities in raising awareness and knowledge in their communities. As one father mentioned "awareness without financial support is useless. Of course we do not like to make our children work, but we are forced to". On the other hand, one mother mentioned "We really benefitted from the awareness sessions we received, but we would also like financial support"

Design

Were the project's strategies and structures coherent and logical (the extent of logical correlations between the objective, outcomes, and outputs)?
Did the target selection remain valid throughout the project lifecycle considering the evolving situation in the country?
How were the recommendations, results and lessons learned from the first phase incorporated into the design of the second phase?
Were project's assumptions and targets realistic, and did the project undergo risk analyses and design readjustments when necessary?
To what extent did the project designs take into account: Specific gender equality and non-

discrimination concerns relevant to the project context? As well as concerns relating to inclusion of people with disabilities, environmental sustainability, ILS and social dialogue?

Were the project risk assumptions and mitigation steps sufficient to cover the COVID-19 related implications on the project?

Before presenting the findings under the 'design' evaluation criteria, it is worthwhile describing the context in which this project (2nd phase) was designed in order to present comprehensive findings under this criterion. The 2nd phase of the project, which is the phase under evaluation, was prepared by the CTA of the project during the final stages of implementing the phase 1 of the project. This initial design envisioned a comprehensive approach to tackling child labour, including an expansion of project activities to new locations (Amman and Karak) and to new sectors (i.e. services sector) as well as working with a host of national partners including the Ministry of Agriculture and Ministry of Education, as well as with Employers' and workers' associations. The initial design had also targeted 2,500 new beneficiaries, including 1,500 withdrawn from labour. The requested funding under this initial design amounted to \$2,111,871.

However, the donor approved only half of the funds requested in the initial design (\$1,060,783), and the national project officer was left with a limited time to adjust the project design in order to fit with the reduced budget⁹. Given the short time frame allotted for amending the design, the national officer only amended the project outputs, activities and locations through dropping a few outputs and about two thirds of activities, while maintaining the project's original outcomes. Moreover, one of the main locations of the 1st phase of the project 'Ramtha' was dropped.

The evaluation has found that this rapid design amendment, in the absence of the design's original author, has adversely impacted the logic and coherence of the project's strategies and structures, and made the amended project design appear to be 'too ambitious' in the eyes of stakeholders, including the donor, as was indicated during interviews held with project stakeholders. Almost all project stakeholders indicated that the timeline, budget and scope of activities of the project do not match its ambitious goal and outcomes. Moreover, some of the stakeholder, including the donor and an ILO staff member, indicated that the project design was not very clear on what the project planned to do and what it planned to achieve.

Other than factors associated with the design amendments, all stakeholders agreed that trying to tackle the complex problem of child labour within a period of less than 1 year is a futile process. As one stakeholder put it "Changing or influencing beliefs, attitude and behaviours actually takes years in the development world, and this was what the project was trying to do. But rather than working through a 5 year project for example, the project tried to achieve this within less than a year". Even the national officer of the project indicated that little can be done to deal with child labour in a span of less than one year, pointing that "you need to work with them {children} for at least one whole academic year, including the summer break, to see an actual impact".

It is also worth noting that in its second phase, the project worked with the same children and their families that benefitted from the 1st phase of the project, meaning that the target selection remained valid throughout the lifecycle of the project. When actual implementation began in the 2nd phase of the project, withdrawn children from the 1st phase were found to have returned to work,

⁹ The national project officer was tasked with amending the design because the CTA was no longer working under the project at the time.

and thus needed continued interventions from the program. This was mainly due to a gap that occurred between the 1st and 2nd phases of the project, which will be further elaborated on in subsequent sections. However, it is worth noting that working with the same beneficiaries in both phases and providing them with almost similar services across had limited the impact of the 2nd phase of the project.

Moreover, another group that is heavily involved in the issue of child labour in farms was not targeted in the 2nd phase of the project. According to meetings held with project stakeholders and beneficiaries, it seems that the 'Shawish' is a major player involved in child labour, since the 'shawish' is the person who recruits Syrian workers (whole families including children) to the various farms.

Otherwise, the design of the 2nd phase took into account some lessons learned from the first phase, but lessons and recommendations were better reflected during implementation. In other words, the project team and project partners adapted the project during implementation, based on their experience in the 1st phase of the project. One major example is utilizing local CBOs in the locations of the project for the provision of vocational training, instead of the VTC centres as was the case in the 1st phase. From the project's experience in its 1st phase, many of the beneficiaries ended up not attending the vocational courses at VTC centres due to their location being very far away from where the beneficiaries were residing. Therefore, the decision to offer these vocational courses inside the communities with a higher value-for-money was considered a step in the right direction and an application of a lesson learned in the 1st phase of the project. Another example concerns PWDs and the role of women. The project learned that there is a high share of PWDs in the communities of the project's locations, and also learned about the importance of women's role in these communities, and so, the 2nd phase placed a focus on issues of disability and women's role in communities.

The project design's assumption and targets were deemed to be realistic, and an extensive risk analysis was conducted in the design phase of the project that included potential risks, likelihood, potential impact, concerned stakeholder and mitigation strategies. The risk analysis also dedicated a subsection on the potential impact of COVID-19 on the project, including potential impacts on closures of schools, vocational training centres, and employment centres, as well as on the issue of physical distancing and limited mobility. In each of these potential cases, the risk analysis laid out mitigation measures. However, mitigation measures were not adequate or not followed through during implementation to overcome challenges faced in some issues especially regarding the repercussions of COVID and the lack of cooperation by some farm owners.

The project carried out a design readjustment during implementation through appropriately utilizing funds that were earmarked for the CTA in the project to expand the scope of work of implementing partners, since a CTA could not be recruited to the project due to time constraints. Therefore, the project was able to make use of these funds through a design readjustment accompanied by a budget revision. This issue will be further elaborated on in the following subsections.

The design of the project was found to have explicitly taken into account the issue of gender equality through a dedicated section on 'gender mainstreaming'. Under this section, the design made a commitment to take into account the different circumstances of women and men when planning for activities, and that both males and females will have equal access to service to the project's activities and interventions. Furthermore, the project design indicated that any publication coming out of the

project as well as any data collected will be gender sensitive. With regards to disability, the project was based on the case management approach through which PWDs are referred safely to the relevant organizations, but no specific mention of disability was made in the project document. Furthermore, the project document made no mention of environmental sustainability or social dialogue.

Efficiency

Were all resources utilized efficiently to reach the project’s objectives?
To what extent has the project been on track in terms of timely achieving the assigned milestones? If not, what factors contributed to the delays? How could they be mitigated in the future phases?

The evaluation has found that some measures taken during implementation have helped raise the efficiency of the project. However, a number of prolonged delays, that were mostly outside the control of the project team, limited the efficiency of the project.

Measures that helped enhance the efficiency of the project included the aforementioned budget revision, which made use of idle project funds. Another example is utilizing local CBOs for the provision of certified vocational training courses to beneficiaries which provided a higher value-for-money than working with VTC centres, and ensured a higher attendance rate from beneficiaries given the closer distance to their residence.

Furthermore, it should be stressed that the project undertook a competitive bidding process for the implementing partners, rather than resorting to direct contracting. ILO procedures and guidelines with this regard were followed, and the project received a number of proposals from various bidders, compared them, and ultimately selected the bidders who are technically competent and who provided the best value for money. This has ensured an efficient use of funds by following a competitive selection process.

In terms of the project budget, it was small given the scope of results that the project sought to achieve. But otherwise, there were no significant issues with the utilization of the budget. In fact, the project team was found to have utilized and allocated the project funds in an efficient manner, despite the severe delays encountered by the project. Moreover, a few activities conducted by the project was financed by the main implementing partner (some of the trainings to CBOs and a few campaigns) pointing towards a cost-sharing approach, which helped raise the efficiency of the project.

Having said that, a host of delays have limited the efficiency of the project. The first major delay occurred at the beginning of the project. While the project formally began in the beginning of November 2020, and the project funds were received during that time, actual implementation did not begin until March 2021 because there were no staff recruited to the project during this time. In other words, more than 3 months (or a quarter of the original duration of the project) had passed at the beginning of the project without implementing any activity or signing any agreement with partners. It was only until March that actual work began on the project through the national officer who was recruited to the project as a consultant in February.

This initial delay left little time to recruit a CTA to the project as was originally planned in the project design. By the time the project was in the process of recruiting a CTA, around 6 months of the

project's duration had elapsed and the ILO Jordan office decided that it no longer needed to recruit a CTA for the project, since usually, a CTA needs to be in her/his position for a minimum of one year, while there was only 6 months left in the project at the time.

Based on this situation, the project team decided to utilize the funds that were earmarked for the CTA to expand the scope of work for implementing partner to increase the planned activities. This is considered to have enhanced the efficiency, as mentioned earlier, in terms of carrying out suitable budget reallocations in response to project developments. In other words, funds that were idle due to initial delays in recruitment were subsequently utilized to expand the scope of activities in the project. The additional activities included training CBOs on the case management approach and increasing the scope of vocational training activities.

Having said that, the approval for the budget revision from the ROAS took around 2 to 3 months which added additional delays to the project. In specific, the project team prepared and submitted the budget revision request to ROAS in May 2021, and the team received an approval in August. This was because due to administrative issues at the ROAS. In specific, the admin support staff at ROAS during this period was experiencing turnover and there was an overload of work on existing staff at the time, who were handling administrative issues of all ILO projects in the region. And the project could not sign any agreement with the implementing partners before obtaining approval on the budget revision, which meant that implementing partners were contracted around August of 2021, almost 10 months after the project start date.

Another delay in the project was caused by a long approval process by Jordanian authorities on contracting Madrasati, one of the main implementing partners in the project. Madrasati began work on this project in March of 2022, after a six month delay in obtaining approval from the relevant authorities. This meant that the education (extracurricular) component of the project was severely delayed.

Because of these various delays, the project requested a no-cost extension for the project until August 2022, which was approved by the donor. Nevertheless, these delays had a significant adverse impact on the delivery of results given the short duration of the project.

Effectiveness

Were all set targets, outputs, and outcomes achieved according to plan? Did the pandemic (COVID-19) have any consequences on the achievements of results?
How well did the project implementation take into account the needs and expectations of girls?
How effective was the coordination with the different stakeholders in supporting the project's objectives?
How did the outputs and outcomes contribute to ILO's mainstreamed strategies including gender equality, social dialogue, and labour standards?
What positive or negative unintended outcomes can be identified?
Has the project fostered ILO constituents' active involvement through social dialogue in articulating, implementing and sustaining coherent response strategies to mitigate the effects of the pandemic on the world of work? To what extent has the project engaged with stakeholders other than ILO constituents for sustainable results?

The project was found to have partially achieved its outputs and outcomes. The effectiveness of the project was enhanced through its approach of working with and building the capacities of NGOs and CBOs and working within the national framework through supporting national actors and processes. On the other hand, the effectiveness of the project was limited by the series of delays that occurred during implementation, in addition to the limited time and financial resources of the project. The COVID pandemic also impacted the effectiveness of some parts of the project.

Despite its limited time and financial resources, as well as challenges stemming from the COVID crisis, the project managed to successfully achieve a number of its intended results. In specific, the project was able to enhance local and national responses to child labour through a number of means, thereby achieving one of the projects three outcomes. The project MEL Plan can be found in the annex for detailed information.

On the national level, the project opted to work within the national framework and has contributed to updating a number of SOPs in the national case management system, with field visits conducted jointly with MoL and MoSD to pilot these SOPs and the overall case management approach. The visit consisted of staff from ILO, MoL, and MoSD. According to government stakeholders, "the project rightfully worked within the national framework rather than working in isolation as some other projects". The project also built the capacity of relevant officials from these organizations in a number capacity building sessions¹⁰. Furthermore, the project provided technical support for the development of a 'light working tasks' list for children aged 16-18 working in the agricultural sectors. While there was not enough time to train MoL inspectors on these lists, the MoL has indeed received the list and intends to apply it in future inspection visits. According to the MoL, "the technical work on preparing the light work tasks list is unprecedented... we are planning to develop such lists in other sectors as well". Moreover, the project provided technical support to the Department of Statistics (DOS) to integrate child labour issues into the agricultural workers' survey that it periodically conducts.

On the local level, and through ToT activities, the project was able to build the capacity of a number of local CBOs working in the project's 3 locations. Key staff members of these CBOs attended a 5-day training session that focused on the case management approach. Moreover, a number of awareness raising activities and capacity building sessions were implemented by the project to raise local awareness and knowledge among school staff and the general local population on the issue of child labour. These sessions included awareness raising sessions conducted for teachers and parents on child labour issues, a training for school personnel on response mechanisms in education, and a training for school principals and counsellors to enable them to lead awareness sessions with parents and community members on child rights and protection mechanism. Furthermore, a number of local campaigns and celebrations (international child day, and international woman day) conducted by the project's main implementing partner has contributed to raising awareness of the local populations on child labour issues as well as on gender issues.

With regards to the project's two other outcomes, the project was partially effective. While the project has helped protect at-risk or working children through its various activities, it did little to improve access to education outside of the awareness and psycho-social support sessions provided to parents and children. Furthermore, it should be highlighted that the gap between both phases of

¹⁰ The project's capacity building activities are further discussed under the 'impact' section

the project due to the substantial delay at the beginning of the project has limited the overall effectiveness of the project in relation to outcomes concerning beneficiaries. This gap led the project in its 2nd phase to work with the same beneficiaries it had worked with in the 1st phase.

With regards to protecting children at risk/working children, the project managed to identify a total of 2,069 working children who were referred to other stakeholders as part of the case management approach. According to the project documents, 322 children were withdrawn from working in agriculture and were able to commit to schools during the project life-cycle (154 girls and 168 boys). Of these children, 49 had some form of disability (13 females and 36 males). 4,305 case management sessions were provided to 712 children (377 males and 335 females) and 2,063 case management sessions were provided for 600 parents and caregivers (943 for males and 1,120 for females). These sessions focused on the importance of education and committing to school, in addition to psychosocial support for not working in farms and parental skills for parents. In other words, the sessions have helped raise the awareness of at-risk/working children and their parents on the dangers of children working on farms and the importance of consistently attending school. Throughout the course of the project, a total of 1,075 safe referrals were made by the project's main implementing partner, IFH, and a total of 295 referrals were received by IFH from CBOs trained under the project. However, the national system for child labour case management could not be fully rolled out and upgraded due to the project's time constraints.

FGDs held with beneficiaries showed that they benefited from these sessions, and from other project activities, in raising their understanding about children rights and the hazards of working on farms. One mother mentioned how the project "opened our eyes to things we did not know before". Children were found to have strongly appreciated the sessions that involved interactive activities such as role playing and drawing. During one FGD, a girl enthusiastically described a silent play she had performed along with other children that re-enacted farm environments and working conditions in farms. Many children also described how they enjoyed drawing activities, especially in relation to drawing what they would like to become when they are older. Not only did these sessions raise their awareness on the importance of education and hazards of working on farms, but it had helped in raising their confidence and shaping their personalities. One girl in particular described how the project's activities "brought out my personality, and I am now a more confident person, better able to better express myself". According to interviewed case managers, kids were expressing themselves more and more with every activity.

Having said that, the majority of children met with during FGDs indicated that they work part time on farms, trying to balance their education and work. For the majority, they work on the weekends and during vacations, while some attend school periodically and focus more on work. One father mentioned that "my kids work on weekends to cover their weekly expenses" and one girl mentioned "I go to school during the 1st few weeks to collect the books, and then I only attend exams for the remainder of the year, because I have to work to support my parents". Most kids work during the summer months "to secure money to cover expenses during winter".

Moreover, beneficiaries benefitted from the referrals they received under the project. One example was of a child who had an impaired eyesight, and his parents were convinced that he would not be able to attend school because of his disability. After studying his case, the project referred him to a specialized NGO that treated his vision, and now the child is back at school. Another case was encountered whereby a woman who was a caregiver for 10 orphans was referred by the project to the UNHCR and ended up receiving assistance, thereby alleviating the financial pressures that the

household had been facing. Another example was of a mother of a disabled child, who was referred to a specialized centre and received a wheelchair. However, the case referral system still needs to be developed to include more specialized institutions, as one father mentioned that "I have a chronic health issue; they referred me to a centre, but the centre did not accept me". Some beneficiaries indicated that they could not access the referred service due to long waiting lists.

The project also provided awareness raising sessions for farm owners in the two areas to increase their knowledge about worker rights, children rights, and legal issues regarding child labour. Farm owners were also trained on the referral pathways. This is seen to contribute to ILO's mainstreamed strategy of labour standards and decent work.

But with regards to improving access to education, a main hurdle was the COVID crisis, as well as a limited scope of outputs and activities to achieve this outcome. During the 1st 10 months of the project, schools were shut down as part of the Jordanian government's response to the crisis. This meant that all face-to-face education activities were halted. But even when the lockdown ended at the beginning of the 2021/2022 academic year, the official approval regarding the work with Madrasati took a lot of time to be issued due to internal issues at the side of the Ministry of Education. Due to these factors, the project's educational component was limited to extracurricular sessions and activities provided to at-risk and working children. There was no remedial education provided despite its high value among families of working children, as evidenced by the FGDs. One mother requested that the project "bring back the strengthening classes {Arabic, English, Maths} for our kids. They need it. I try to help them, but I do not know how to read or write", referring to the remedial education activities implemented in the 1st phase of the project. In fact, this case was encountered in more than one FGD, whereby parents want to help their children in their studies but are unable to given that they are illiterate. Most parents and kids appreciated these earlier activities, as one mother indicated "we need more education for our children and less club activities {extracurricular activities}". Most mothers met with during FGDs agreed on this issue, while fathers did not give much attention to it. Even children themselves indicated that they would like to receive more remedial education in English and computer studies.

During FGDs, the majority of children, mainly Syrians, indicated that they are not in formal schools, but that they attend informal education inside their informal settlements. On the other hand, the majority of Jordanian children met with during FGDs indicated that they do attend public schools regularly. In some cases, Syrian children who do not attend schools referred to the low quality of education they receive in public schools during the 'afternoon' sessions they attend. One Syrian mother indicated that "my daughter goes to school, but comes back not having learned anything. She is in the 6th grade and still does not know how to read". Two Syrian boys indicated that they had left work some time ago, but the school in their area did not accept them because they were too old for their class. Transportation was also cited by many as a main challenge for children to attend school, as one mother indicated "we pay JD15/child/month for transportation to school. That is a lot!". Almost all FGD participants mentioned that the project used to provide them with transportation in the 1st phase, but this has since then stopped. Most these concerns on education were raised by Syrian mothers, as fathers seemed to be not much involved in their children's education.

FGDs also uncovered a phenomenon of seasonal mobility where a large share of families (mainly Syrian) move to the Jordan Valley during the winter because it is the working season over there in winter, and then return to Mafraq during the summer and fall, because of the seasonal nature of

crops planted in these locations. This ultimately disrupts any attempt to ensure a commitment by children to attend schools.

Having said that, the project implemented extracurricular sessions for children over a period 10 weeks late into the project on life skills, career guidance, children rights, exercise... etc in addition to a summer camp that helped build the habit of photography and video productions to kids. These sessions were the only type of activity that has helped build social cohesion between Syrian refugee children and Jordanian children, as all other project activities were done for each of these groups alone.

Regarding the project's last outcome of improving the economic security and work opportunities for families of children, the project managed to provide certified vocational training to 60 beneficiaries, 40 received trainings on sewing and embroidery and 20 received training on caring for animals. These trainings were held in two out of the three project locations, meaning that in one location (Jordan valley), there were no trainings provided to beneficiaries. While these trainings have helped build basic skills for some of the beneficiaries, one-off trainings without any follow up support, are seen as being inadequate to improve their economic security and work opportunities for families. While there was a larger scope of work planned under this outcome, the project was not able to provide any employment opportunities to family members or follow up with those who received training to check if they are utilizing their skills. Almost all parents emphasized the point that if they were provided with an alternative income in the form of a job opportunities, then it would be much easier for them to make their children stop work and attend school.

Nevertheless, a positive feature of the vocational training was the provision of capital to beneficiaries (sewing material, and livestock) which may be later used by them to utilize or further develop their skill. In fact, a number of fathers met with during the FGDs mentioned that they know of people of received cattle under the project, and they would like to receive that assistance too.

The project was found to have effectively responded to the needs and expectations of females during implementation. One major example is the increased focus of the project on empowering females during implementation. According to the main implementing partner, it was noticed that during case management sessions with parents, women would like to play a bigger role in their families. So the project devised additional activities, which were not part of the original design, in order to empower these women. Such activities included sessions provided for women on how to activate their roles in their communities. The project also developed and launched a campaign on International Women Day, with the theme of showcasing success stories of women around the globe who are leading effort on climate change adaptation, mitigation and response, to build a more sustainable future for all. Given this theme, the project organized a small workshop on the recycling of candles for women participants. More than 130 women from one of the project's locations (Baej-Mafraq) attended the campaign. The campaign can also be seen as contributing to environmental sustainability, despite the subject's absence from the project design.

Furthermore, and in order to advance gender equality, the project provided self defence classes for girls to improve their self-confidence and to be able to protect themselves against any harassment. These self defence classes included a physical self defence component as well as a psychological defence component to ensure a comprehensive approach. This activity was developed after the implementing partner discovered that sexual harassment is prevalent in the environments in which children reside in or nearby farms. Moreover, the project implemented awareness sessions for men,

women, boys and girls in Mafraq to raise awareness on gender-based violence. This resulted in a number of abused women coming forward and asking for support from the project's main implementing partner.

The project was effective in coordinating with different stakeholders through the Child Labour Task Force which consists of a number of ministries, NGOs, and international partners relevant to the issue of child labour. Periodic meetings between the taskforce members has contributed to improving coordination between stakeholders. As a main example, UNICEF was closely coordinating with the project through this platform in terms of working areas and beneficiaries. In fact, joint field visits were conducted by the project and UNICEF on a number of occasions, and in some cases they were joined by the UNHCR. Therefore, this coordination has helped avoid duplication between different actors in this sector. Moreover, these regular meetings with government counterparts has facilitated the implementation of the project. And the project's main implementing partner was also present in the taskforce, thereby improving local-level coordination efforts among partners.

The project's coordination even went beyond the task force platform, and included informal coordination modalities such as the formation of a Whatsapp group among concerned stakeholders. As one of the stakeholders mentioned, "we are now all one team, and we better understand each other's roles through our experience in this project" . This indication of being 'one team' was observed during the validation session held for this evaluation, where stakeholders exhibited a team spirit in their discussions.

Another strength of the project was its involvement of MoSD as a main player. While MoSD did not play a significant role in the 1st phase of the project, the project team reached out and involved it given its central role in child protection. Not only did this involvement result in higher awareness and knowledge at MoSD regarding child labour issues, but it has also contributed to bringing both the MoL and the MoSD together to work on child labour.

Having said that, the project could have done more to involve employee and employer representatives, who were absent from this project, meaning that the project did not foster their active involvement and did little to contribute to ILO's mainstreamed strategy of social dialogue. A main challenge coming out from the field was dealing with farm owners and gaining access to enter farms, as mentioned by a variety of stakeholders, including government and non-government stakeholders. According to the project's main implementing partner, "at the beginning of the project, farm owners told us that the project will destroy us economically" indicating a sense of no cooperation with the project. This could have been facilitated by working with representatives of farm owners. Moreover, the 'shawish' has been found to play a major role in the recruitment of Syrian workers (whole families including children) for the various farms, but was not targeted by the project. In many cases, the shawish is the one who manages workers' issues on the farms, and not the farm owners.

An unexpected positive outcome of the project has been the great deal of focus placed on children with disabilities across the project's activities. This included a specialized training for the staff of the project's main implementing partner, IFH, on the concept of disability, its identification, and mechanisms for dealing with cases with disabilities, including referral processes and procedures. The training provided IFH staff with a list of active organisations providing relevant services for PWDs and highlighted the important role of case managers to deal with parents and families of PWDs. The training also included case studies of actual cases identified in the field.

In addition to the training, the case management sessions for parents focused on parents of children with disabilities and provided awareness for parents on how disability affects children and the importance of education for these groups. Moreover, case managers conducted support group sessions for parents with disabilities explaining to them the parenting skills needed to deal with children with disabilities and the mechanism of supporting these children to be committed to education. Specialist in special education supported these group sessions. Overall, the families of 59 children with disabilities were supported in these activities.

Another unexpected positive outcome of the project was bringing together the Ministries of Labour and Social Development to work on child labour issues. According to the project's main implementing partner (non-government), "It was the first time we see cooperation between the MoL and MoSD on this level". Both government stakeholders indicated how this project has helped establish a deep relationship between them on issues related to child labour. This was facilitated by the project team's proactive decision to better involve and integrate the MoSD in the project's activities, as well as the pilot field visits carried out jointly with MoL and MoSD.

Impact Orientation

Were the national and local knowledge and capacity to eliminate child labour in agriculture and service sector enhanced?
To what extent was the project able to contribute to strengthening existing national structures and mechanisms to combat child labour?

The project's activities resulted in a higher capacity and enhanced knowledge of various national and local stakeholders, despite not being able to complete all of its planned capacity building activities. A series of capacity building sessions were carried out to wide range of stakeholders including MoSD staff, MoL staff, IFH staff, NCFA staff, UNHCR, UNICEF and local CBOs. During these training sessions, staff from the various organizations were able to enhance their knowledge on the issue of child labour and how to deal with child labour cases, especially through the case management approach, in addition to clarifying coordination mechanisms between involved entities. According to one government representative, "we now have a better knowledge about child labour, and we finally have a clear direction at the Ministry on this matter". Attendees commented positively on the trainings received, indicating that a good part of them were practical and interactive. Some of the trainings have helped workers in the field to better deal with working children or at risk children in innovative way, such as the SCREAM¹¹ training which focus on arts and media to convey its messages. As an example, UNHCR staff greatly appreciated this training.

A very important group of capacity building sessions were provided to local CBOs with regards to the case management approach. Participants from various CBOs in the project's locations participated in a 5-day training session that built their capacity in using the case management approach in dealing with child labourers and their families. The training focused on the use of national SOPs and on the safe referral pathways, which contributed strongly to enhancing local knowledge and capacity to eliminate child labour in the agriculture sector.

Furthermore, the capacity building sessions contributed to clarifying the roles of the concerned Ministries (mainly MoSD's role in case management and MoL's role in inspection). To put the

¹¹ Supporting Children's Rights through Education, Arts, and Media

trainings received to practice, the project succeeded in piloting the use of national SOPs forms through implementing pilot field visits to farms in the project's location involving MoL, MoSD, ILO IFH, and local CBOs. Moreover, the project provided technical inputs to improve the national SOPs. These trainings and piloting fieldtrip involving MoL and MoSD, in addition to the modifications made to the national SOPs has contributed to strengthening existing national structures and mechanisms to combat child labor.

Nevertheless, the project was not able to institutionalize or scale up the case management approach at the MoSD, and the case management system remained with implementing partners and CBOs. Moreover, the amended SOPs were not adopted by the NCF, due to staff turnover at this organization as well as being preoccupied with other priorities. Therefore, the project had little impact on the national framework, but had contributed to strengthening national structures and mechanisms through its trainings and piloting the modified SOPs on the ground with concerned stakeholders.

Sustainability

Are the results achieved by the project so far likely to be sustainable- in terms of (a) maintaining case management of at-risk and working children (both males and females), capabilities, mandate and commitment of stakeholders, (b) the potential effect of the skills training provided to family members?
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What measures have been taken to ensure that the key components of the project are sustainable beyond the life of the project? Are they sufficient?

The main sustainable feature of this project was working extensively through local implementing partners, which had their capacity built throughout this project, specifically on issues related to child labour in agriculture. This enhanced local knowledge and capacity is considered to be sustainable given that local players will continue to work on this matter following the end of the project. The capacity of IFH has been raised significantly from this project through multiple trainings provided by the ILO, some of which followed the ToT approach, and through its earlier experience of being an implementing partner in the 1st phase of the project. The IFH staff trained in these sessions then provided the training to CBOs and members of the local community committee thereby expanding local knowledge and capacities in the case management approach to combat child labour. This is expected to contribute in sustaining results beyond the life of the project. In fact, a total of 188 cases of child labour were referred safely by various local CBOs to IFH case managers during the project timeline.

Another sustainable feature has been the work done by Madrasati to enhance the knowledge and awareness of school personnel, including teachers, principals, and counsellors. Much of this work has been done following a ToT approach such that trained personnel can spread the knowledge and awareness gained within local schools and to the community at large.

Furthermore, government stakeholders were found to be committed to continue working to combat child labour. The Ministry of Labour indicated that it is committed to carry out inspections on farms based on the new regulation approved in May of 2021 aiming to safeguard decent working conditions for agricultural workers. The regulation was activated one year later in May of 2022 after providing one grace period for all concerned parties. Therefore, the commitment of the Ministry of

Labour to address child labour in agriculture was obtained through this regulation, and since the project has contributed to support the Ministry in enforcing the legislation, it can be deduced that the project has helped garner the commitment of the Ministry of Labour in the fight against child labour in the agriculture sector. In addition, the Ministry of Labour appreciated the support provided to develop the 'light working tasks' for the agriculture sector which will help inspectors identify and deal with child labour cases involving children aged 16 to 18 working on farms. However, the Ministry mentioned that its inspectors were supposed to be trained on the project, but there was no time left to conduct the training, so the list is not yet in force. Discussions with the ILO project team and with the MoL indicated that another ILO project 'PROSPECTS' may continue with this task, to enable a sustainable result.

On the other hand, the Ministry of Social Development indicated that it was committed to continue working on developing the case management approach in dealing with child labour. However, it expressed its need for support and capacity building to enable it to continue progressing in this area. Most stakeholders agreed that the Ministry of Social Development should assume its full role in the national fight against child labour, but it does not currently have the capacity to do so. Since the Ministry of Labour is primarily concerned with inspection only, the Ministry of Social Development needs to assume its leading role in this area given that the issue is related directly to social protection.

An important strength of the project was its contribution to deepening the relationship between the two main government stakeholders concerned with child labour, MoL and MoSD. This closer relationship contributes to a more effective national system and structure in dealing with child labour issues. And in turn, a more effective government structure in this area contributes to the sustainability of project results beyond the timeframe of the project, and enhances the commitment of both moving forward.

With regards to the skill training provided to families, a main sustainable feature has been the provision of physical capital for trained participants. Beneficiaries who were trained on sewing and embroidery were provided with sewing material and those who were trained on caring for animals received livestock. While none of these beneficiaries were present in the FGDs, second hand reports indicated that trained individuals are making use of their newly gained skills with their newly gained capital, with one male beneficiary who received training on sewing and embroidery reported to be making night gowns to sell for women in the community. One boy mentioned that the project "trained my mom on sewing, and she later got a sewing machine to continue developing her skills". And a large number of requests by fathers in the FGDs for livestock indicates that the package of support (training plus the provision of livestock) was attractive to beneficiaries, probably given its close nature to farming. Having said that, there were no job placement or job matching activities or any follow up activities following the trainings as was originally planned which limited the sustainability of the trainings provided. Moreover, one of the project's three locations did not hold any trainings.

While many components of the project were found to be sustainable as shown above, the project's contribution to its main objective of substantially reducing child labour in agriculture has not been sustainable. As mentioned by one of the project's implementing partners, withdrawn children were not committed to return to schools; the project's main focus was on at-risk children. While the other implementing partner mentioned how they are dependent on projects to continue their work against child labour, highlighting the issue of sustainability as a main challenge to their work and that

any gap in the provision of support usually means that children become more inclined to work. Furthermore, this lack of sustainability was evidenced by conversations held with children and their parents during FGDs. When asked about the likelihoods of children going back to work, the majority said that yes, it is likely, depending on the conditions of families. According to one father "what if we needed money to cover extra expenses? My child can support his family with his work in some cases", while another boy mentioned that "Yes, I may stop my education if a good {work} opportunity comes". A mother mentioned that "their dad can't work, so they might be forced to work at some point". The issues seems to boil down to economic conditions, as one mother indicated: "when they demand that my kids leave school, they need to provide us with alternatives". But also, problems with the education system is seen to be a deterrent for kids to enrol in schools. As one Syrian boy put it "there is a big probability that I will go back to work because the school in our area did not accept me".

Effectiveness of Management Arrangements

What was the division of work tasks within the project's teams? Has the use of local skills been effective?

How effective was communication between the project's teams, the regional office and the responsible technical department at headquarters? Has the project received adequate technical and administrative support/response from the ILO backstopping units?

The work team was composed of a national officer and a field coordinator only, despite that the original design of the project had intended to recruit a CTA. But for reasons described earlier (mainly initial delays), a CTA could not be recruited to the project. This meant that there was an open channel of communication between the project and the technical advisor on child labour, based in Geneva, since there was no technical specialist on child labour in ROAS. The absence of a CTA meant that there was an increased demand for technical backstopping from Geneva, and the project effectively communicated with and received technical backstopping from HQ.

Technical backstopping support provided to the project included continuous reviews on the reporting of implementing partners and specific technical support provided to the project including providing the project with international best practices in preparing 'light work' lists which identified specific types of work within the agriculture sector considered to be safe for children aged between 16 and 18. The technical specialist even linked the project national officer to similar work that was done in Serbia. But despite the continuous provision of technical support, the absence of a CTA had placed additional pressure on the national officer, who should ideally be concerned only with the delivery of the project.

Having said that, the level of administrative support received from the ROAS could have been better and more responsive, as evidenced by some of the project's delays which were caused by slow responsiveness or bureaucratic procedures at the ROAS. In specific, the admin support staff at ROAS during the period in which a budget extension was requested, was experiencing turnover and there was an overload of work on existing staff at the time, who were handling administrative issues of all ILO projects in the region. According to interviews held with ROAS staff, 5 different approvals are needed to approve a budget revision requests and some of those who provide the approvals may sometimes be on leave or on mission, which delays the process. Furthermore, the delays in

recruitment at the beginning of the project coincided with the peak of the COVID crisis, and according to a ROAS staff member, there was a hold on recruitment during this time due to the crisis. Moreover, the project coincided with the end of year term, where many staff that grant approvals are unavailable and when there is an added pressure on administrative staff. Also, the IT system in which projects are inputted is usually shut down during the end of the year to close and clean all transactions on the system for the past year. These issues created delays for the project.

A main strength of the project is its utilization of local skills, both in terms of the project team and in terms of the implementing partners carrying out the project activities. The project was completely managed by a national coordinator who established solid partnerships in the project and reached out to important stakeholders that were not very much involved in the project earlier (i.e. MoSD). Moreover, the project relied extensively on its two implementing partners to deliver project activities. And these two implementing partners, IFH and Madrasati, were selected based on their extensive experience working with the local communities inside the project's locations.

Challenges, Lessons Learned, and Specific Recommendations for Formulation of New Phases

What good practices can be learned from the different phases of the project that can be applied to similar future projects?
What were the main challenges identified? How were these different from the risk assumptions? What were the mitigation steps taken?
What are the recommendations for future similar projects?
What are the challenges, lessons learned and the recommendations regarding the cross-cutting issues of gender equality, social dialogue, and environmental sustainability?
Assess the timeliness of response, relevance of contingency measures, and lessons learnt in relation to the Project's response to the impact of Covid

In order to properly organize this report, questions under this section that relate to recommendations, good practices, and lessons learned are presented later in this report, following this section. This section will mainly highlight the main challenges identified

Challenges

A number of challenges to the project have been identified during this evaluation. Some of these challenges have already been described in the preceding sections, and therefore, this section will synthesize these challenges, and add other identified challenges not included in preceding sections. The challenges presented here reflect the challenges faced by the project team, project stakeholders, beneficiaries, and the project itself.

1. COVID crisis

The COVID-19 crisis has undoubtedly had a negative impact on the project given that the project began in peak of the crisis in Jordan. From the beginning of the project in November 2020 and until September of 2021, schools were completely shut down as part of the government's response to the crisis. Not only did the crisis impact schools, but the lockdowns instituted intermittently over this period led to a disruption in social and professional life in Jordan. This ultimately led to a disruption

in the project's plans, especially the education component of the project which could not be implemented as planned. It is important to note here that schools were planned to be reopened in the second semester of the 2021/2022 academic year, but after two weeks of opening up, the government decided again to shut down schools. In other words, government decisions during this time were unpredictable and could not be accounted for or planned for in the early stages of implementation. For example, a number of changes had to be made to the scope of work of Madrasati to implement the education component of the project. But even as some other project activities started, government regulations in response to the crisis led to various disruptions, as case managers could not meet with the families due to the lockdown.

To counter these challenges imposed by the COVID crisis, the project stayed in touch with kids and their families through remote means, mainly telephones follow up calls, to assist the children in accessing the government's remote education platforms as well as to continue to provide the case management sessions to the families remotely. In some cases, case managers visited the families at their residences in or near by farms. Some innovative approaches were utilized by the project during this period, such as developing a virtual drawing competition, whereby children submit their drawings online. The idea was to keep the children engaged. Regarding the education-component of the project, the project had no option but to wait until COVID-related regulation end. But due to a delay in receiving the approval for this part of the project from the Ministry of Education, the project ended up implementing the education (extracurricular) component, through madrasati, in April of 2022, causing a severe delay to original plans.

2. Short timeframe of project

The short timeframe of the project (1 year period originally) was a main limitation of the project. Almost all interviewed stakeholders referred to the tight timeline of the project as a main challenge to achieve project objectives, with one of the main implementing partners mentioning that "during this summer, we expect that a lot of our previous work will not have impact, because the kids have a lot of free time on their hands, and thus, end up working on farms". And along with the delays that the project encountered during implementation, the actual duration of the project was deemed to be insufficient to properly plan for and execute the project's activities. In addition to this, the project's focus was on changing attitudes and behaviours of children and parents regarding child labour in the agriculture sector, and such attitude and behavioural change, usually requires years of continuous work with beneficiaries. Almost all stakeholders agreed that the nature of the project's activities takes years to actually show impact on the behaviours of beneficiaries.

In order to deal with this issue and the delays that took place during implementation, the project team requested a non-cost extension which was approved by the donor, effectively extending the project to a total of 21 months, which allowed the project to carry out many of its planned activities.

3. Delays, partly stemming from internal ILO processes

The project experienced a number of delays due to the COVID crisis (as mentioned under the first challenge) and late approvals from authorities for a part of the project, but also because of ILO internal policies and process. In specific, the first major delay took place at the beginning of the project caused by a delay in recruiting staff for this project. More than 3 months had elapsed at the beginning of the project (November to February) without any staff being appointed on the project. It was only until March that actual work began on the project through recruiting a national officer as a

consultant to the project in February, with actual work beginning in March. According to interviews with relevant staff, there was a hold on recruitment by ILO management due to the COVID crisis. But also, the beginning of the project coincided with the end of year term, when there is usually more pressure on administrative staff and when many staff members that provide approvals are on leave. Further, the IT system in which projects are inputted is usually shut down during the end of the year to close and clean all transactions on the system for the past year.. This delay created a substantial gap between the 1st and 2nd phases of the project which led many of the children worked with during phase 1 to return back to work. This ultimately led the 2nd phase of the project to work with the same beneficiaries of phase 1.

This initial delay also translated into further delays during implementation. After this initial delay, there was little time to recruit a CTA to the project as was originally planned and so it was decided to carry on without a CTA. This led the project to request a budget revision to allocated funds that were earlier earmarked for the CTA to be utilized by implementing partners through an expanded scope of work. But this budget revision process also took a significant time to be approved by the ILO ROAS, as it took around two to three months for the approval to be granted. . In specific, the admin support staff at ROAS during the period in which a budget extension was requested, was experiencing turnover and there was an overload of work on existing staff at the time, who were handling administrative issues of all ILO projects in the region. According to interviews held with ROAS staff, 5 different approvals are needed to approve a budget revision requests and some of those who provide the approvals may sometimes be on leave or on mission, which delays the process. This led to delays in signing agreements with implementing partners and in the overall implementation of activities.

4. Difficulty in communicating and working with farm owners

There was a general consensus among the project's main partners and stakeholders that one of the main challenges faced during implementation was communicating with farm owners and obtaining their cooperation in the project. On a number of different occasions, farm owners refused to cooperate with the project's partners and stakeholders, which led to difficulties in working with employers in this project. According to one case manager, "sometimes, some farm owners do not allow beneficiaries to exit the farm and come to us, so we had to go visit beneficiaries in their settlements to involve them in the project's activities". Even during the pilot field visits conducted by the project jointly with MoL and MoSD, some farms did not allow the project to enter the farms.

To mitigate this challenge, the project team and the main implementing partner, IFH, had to meet with farmer owners multiple times to convince them to cooperate with the project and its activities. According to the implementing partner "Dealing with farm owners was very difficult; we had to meet with them on many occasions, and convince them to cooperate with the project through focusing on the emotional dimension of the impacts of child labour". The local presence and linkages enjoyed by IFH has helped facilitate this process. But overall, the lack of cooperation by some farm owners led to inefficiencies that could have been avoided if the project had worked with employer representatives.

5. Scoping down of project while maintaining the same results framework

Another main challenge concerned the design of the project. As was explained under the 'design' criterion, the initial design of the 2nd phase of the project envisioned a comprehensive approach to

tackling child labour, including an expansion of project activities to new locations and to new sectors as well as a host of comprehensive activities related to the project's outputs and outcomes. However, the donor approved only half of the funds requested in this initial design, which forced the national officer to scope down the project through dropping some outputs and a significant number of activities, while maintaining the project's original outcomes. The evaluation has found that this rapid design amendment, in the absence of the design's original author, had adversely impacted the logical and coherence of the project's strategies and structures, and made the amended project design appear to be too ambitious and lacking in clarity in the eyes of stakeholders.

Conclusions

This section aims at synthesizing the main findings of this evaluation into summary judgments of merit and worth through the use of evaluative reasoning and critical thinking. This section will present the conclusions per each of the main evaluation criteria, in addition to conclusions on ILO's cross cutting issues. These conclusions have been verified with stakeholders in a validation workshop, in which the main findings and conclusions were discussed with project stakeholders. This has contributed to ensuring the reliability of conclusions.

Relevance

The project was found to be highly relevant to the national needs and priorities of Jordan and fit well in the context in which it operated. The project document contained a thorough analysis of the phenomenon of child labour in Jordan and coincided with a number of national developments in this sector. Gender was prioritized during implementation with a number of activities catering exclusively for females contributing to advancing gender equality. The project was found to be also in line with ILO programming, specifically ILO's DWCP for Jordan (2020-2022) and ILO's P&B (2018-2019) and P&B (2020-2021). The project was also found to be in line with SDG target 8.7, and with the priorities of the donor. The project has also strived to provide a timely and relevant response to the needs of beneficiaries during the context of COVID-19, but such a timely and relevant response could not be achieved across all project components. The project was found to be somewhat relevant to beneficiaries. While beneficiaries appreciated being part of the project's activities, most claimed that their priority is a higher level of economic security rather than more awareness

Design

A rapid redesign process conducted immediately before implementation has adversely impacted the logic and coherence of the project's strategies and structures, and made the amended project design appear to be too ambitious and lacking in clarity in the eyes of stakeholders. Furthermore, the project's short duration of one year was a major constraint to implementation. The second phase of the project, under evaluation, took into account some lessons learned from the first phase during implementation. The project design's assumption and targets were deemed to be realistic, and an extensive risk analysis was conducted in the design phase, but not all mitigation measures were adequate or followed through to overcome challenges. The project carried out a design readjustment during implementation through appropriately utilizing idle project funds to expand the scope of work of implementing partners. The design of the project was found to have explicitly taken into account the issue of gender equality through a dedicated section on 'gender mainstreaming'.

Efficiency

Some measures that were taken during implementation have helped raise the efficiency of the project. These include the budget revision to utilize idle project funds and the choice of utilizing local CBOs for the vocational training courses rather than working with VTC centres which resulted in a higher value for money for this activity. Moreover, the project undertook a competitive bidding process for the selection of implementing partners, thereby ensuring an efficient use of funds. However, the project faced a number of prolonged delays that adversely impacted the efficiency of the project, especially given the already limited timeline of the project.

Effectiveness

The project was found to be effective in achieving one of the project's outcomes, and partially effective in achieving the remaining two. The effectiveness of the project was enhanced through its approach of working with and building the capacities of local NGOs, CBOs, and community committees, and working within the national framework through supporting national actors and processes. On the other hand, the effectiveness of the project was limited by the series of delays that occurred during implementation in addition to the limited time and financial resource of the project. The COVID pandemic also impacted the effectiveness of some parts of the project. The project was found to have effectively responded to the needs and expectations of females during implementation, through developing activities that directly responded to identified needs of females, thereby contributing to advancing gender equality in the communities in which the project operated. The project was also effective in coordinating with different stakeholders mainly through the Child Labour Task Force, which holds periodic meetings. Having said that, project implementation could have benefitted from working and coordinating with employer representatives, as dealing with individual farm owners proved to be challenging. Some unexpected positive outcomes of the project were identified in this evaluation, including the focus placed on children with disabilities across the project's activities, and the project's contribution in bringing together the Ministries of Labour and Social Development to work on child labour issues.

Impact Orientation

The project's activities resulted in a higher capacity and enhanced knowledge of various national and local stakeholders despite not being able to complete all of its planned capacity building activities. A series of capacity building sessions were carried out to wide range of stakeholders including MoSD staff, MoL staff, IFH staff, NCFA staff, UNHCR, UNICEF and local CBOs. A very important group of capacity building sessions were provided to local CBOs with regards to the case management approach. Furthermore, the capacity building sessions contributed to clarifying the roles of the concerned Ministries (mainly MoSD's role in case management and MoL's role in inspection). Nevertheless, the project was not able to institutionalize or scale up the case management approach at the MoSD, and the case management system remained with implementing partners and CBOs.

Sustainability

The evaluation found a number of sustainable features in the project, including working extensively through local players, who had their capacities built throughout this project, in addition to the work done to enhance the knowledge and awareness of school personnel on child labour issues. Furthermore, government stakeholders were found to be committed to continue working to combat child labour, but expressed the need for further support. With regards to the skill training provided to families, a main sustainable feature has been the provision of physical capital for trained participants. While many components of the project were found to be sustainable, the project's contribution to its main objective of substantially reducing child labour in agriculture has not been sustainable.

Effectiveness of management arrangements

The work team was composed of a national officer and a field coordinator only, despite that the original design of the project had intended to recruit a CTA. The absence of a CTA meant that there was an increased demand for technical backstopping from Geneva, and the project effectively communicated with and received technical backstopping from HQ and also from ROAS. However, the level of administrative support received from the ROAS could have been better and more

responsive, as evidenced by some of the project's delays which were caused by slow responsiveness or bureaucratic procedures at the ROAS. A main strength of the project was its utilization of local skills, both in terms of the composition of the project team and in terms of the implementing partners carrying out the project activities.

Challenges

The evaluation identified a set of challenges faced by the project team, project stakeholders, beneficiaries and by the project itself. Identified challenges include the COVID crisis, the short timeframe of the project, delays that were outside the control of the project team, the difficulty in communicating and working with farm owners, and the scoping down of the project while maintaining the same results framework.

Lessons Learned

ILO Lesson Learned Template

Project Title: Addressing the Worst Forms of Child Labour in Jordan

Project TC/SYMBOL: JOR/20/52/NOR

Name of Evaluator: Rani Khoury

Date: September 2022

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	The rapid redesign process that took place right before implementation, in the absence of the design's original author, substantially reduced the scope of the project while maintaining almost the same results framework, thereby distorting the original logic and coherence of the project design, and leading to an 'over ambitious' project that lacked clarity. Any redesign process that distorts the integrity of the design's logic and coherence should be avoided in future projects.
Context and any related preconditions	No specific context or related preconditions. The lesson applies to all ILO projects globally.
Targeted users / Beneficiaries	Project Management
Challenges /negative lessons - Causal factors	The substantial reduction in the number and scope of the project's activities in a rapid redesign process in the absence of the design's original author, while maintaining almost the same results framework, led to a distortion in the logic of the project's strategies and structures and reduced the clarity of the path of the project and what it was trying to achieve. In turn, this led many stakeholders to view the project as being 'overly ambitious' with some not fully understanding what the project was trying to achieve.
Success / Positive Issues - Causal factors	NA
ILO Administrative Issues (staff, resources, design, implementation)	The redesign was made in response to the donor's decision to finance only half of the requested funding.

ILO Lesson Learned Template

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Name of Evaluator: Rani Khoury

Date: September 2022

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	The project's lack of engagement with employer representatives translated into a difficulty in working with individual farm owners and obtaining the cooperation of each in this project. This should be avoided in future project which must strive to always engage with ILO's tripartite constituents.
Context and any related preconditions	No specific context or related preconditions. The lesson applies to all ILO projects globally and falls within ILO's mandate to work through its constituents in any context.
Targeted users / Beneficiaries	Project Management.
Challenges /negative lessons - Causal factors	The lack of involvement of employers' representatives meant that the project had to work with farm owners on an individual level. This led to varying degrees of cooperation by involved farm owners, with some being unwilling to cooperate with the project at some points during implementation. This led to some inefficiencies during implementation as well as a suboptimal methodology of working with farms. Most project stakeholders described working with farm owners in this project as a main challenge.
Success / Positive Issues - Causal factors	NA
ILO Administrative Issues (staff, resources, design, implementation)	The issue stems from the design of the project which made no mention of employers' representatives in the agriculture sector in Jordan.

ILO Lesson Learned Template

Project Title: Addressing the Worst Forms of Child Labour in Jordan
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Name of Evaluator: Rani Khoury

Date: September 2022

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	ILO's internal processes and policies led to considerable delays during project implementation and led to a significant gap between the 1 st and 2 nd phase of the project, which ultimately adversely affected project performance, especially given the short duration of the project. Delays should be avoided as much as possible in future projects, especially those stemming from administrative issues.
Context and any related preconditions	The 2 nd phase of the project began during the peak of the COVID crisis in Jordan, and during the end of year period in which personnel go on leaves and IT systems are inaccessible.
Targeted users / Beneficiaries	ILO ROAS
Challenges /negative lessons - Causal factors	A 3-month delay in recruiting the project staff at the beginning of the project, in addition to a 2-month delay in receiving approval for a request for budget revision, all translated into substantial delays that adversely affected the project's performance, efficiency and effectiveness. The source of these delays were internal processes and policies at the ROAS. The delays affected implementation in a number of ways, and even affected the structure of the work team, as the initial delay meant that it was no longer possible to recruit a CTA for this project. Moreover, the delay caused a significant gap between the 1 st and 2 nd phases of the project, thereby disrupting the work flow with beneficiaries and partners.
Success / Positive Issues - Causal factors	NA
ILO Administrative Issues (staff, resources, design, implementation)	The issue stems from ILO's administrative issues at ROAS

ILO Lesson Learned Template

Project Title: Addressing the Worst Forms of Child Labour in Jordan
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Name of Evaluator: Rani Khoury

Date: September 2022

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	Changing behaviours and attitudes, or even social mobility, takes place over many years and cannot be done in a short timeframe of one year. Also, any project that seeks to commit children to education has to be at least carried out for one full academic year. Therefore, future projects working on changing beliefs, attitudes and behaviours should avoid working within a limited timeframe, and should span a period longer than one year.
Context and any related preconditions	The project's short timeframe conflicted with the nature and objectives of the project. One of the main approaches utilized by the project to reduce child labour was working on changing the beliefs, attitudes and behaviours of working children and their parents, which cannot be achieved within a period of less than one year.
Targeted users / Beneficiaries	Donor
Challenges /negative lessons - Causal factors	A one year period (starting in the middle of the academic year) was deemed to be insufficient to achieve the project's objectives and outcomes, especially since most activities were focused on changing beliefs, attitudes and behaviours of children and their parents/caregivers, which usually takes substantially more time.
Success / Positive Issues - Causal factors	NA
ILO Administrative Issues (staff, resources, design, implementation)	The duration of the project is limited by donor requirements.

Emerging Good Practices

ILO Emerging Good Practice Template

Project Title: Addressing the Worst Forms of Child Labour in Jordan
Project TC/SYMBOL: JOR/20/52/NOR

Name of Evaluator: Rani Khoury

Date: September 2022

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

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The project focused on children with disabilities during the implementation period of the 2 nd phase of the project, thereby upholding the principal of 'leaving no one behind'. While not being part of the original design, the project carried out a number of activities in this area including building the capacity of the main implementing partner on disability issues and how to deal with disabilities. In addition, the project provided special support group sessions with parents of children with disabilities and carried out a large number of case management sessions with these parents, with a focus on parenting skills relevant to disabilities.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The project operated in locations where beneficiaries tend to marry their close relatives. This meant that many of the children in these communities suffered from disabilities, whether mental or physical disabilities. This led the project in its second phase to place a special focus on dealing with children with disabilities. The good practice may be replicated in any context to ensure 'leaving no one behind', especially in rural areas where consanguine marriages are prevalent.
Establish a clear cause-effect relationship	The high prevalence of children with disabilities in the project's location, led the project to place a special focus on children with disabilities and their families. This has led to the families of these children being more aware and knowledgeable on how to deal with these children and the importance of them obtaining education. It also assisted many of the disabled children to obtain the required support through referrals to specialized entities.
Indicate measurable impact and targeted beneficiaries	A total of 59 children with disabilities (36 males and 23 females) and their families received services under this project.
Potential for replication and by whom	This good practice may be applied and replicated in any context to ensure 'leaving no one behind', especially in rural areas where consanguine marriages are prevalent. In other words, managers of future projects should exhibit such adaptive flexibility whenever needs of vulnerable groups, including PWDs, are identified during implementation.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Good practice is linked with Jordan's DWCP (2018-2022) cross-cutting aspect of 'Inclusive Programming'

Other documents or relevant comments	NA
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ILO Emerging Good Practice Template

Project Title: Addressing the Worst Forms of Child Labour in Jordan
Project TC/SYMBOL: JOR/20/52/NOR

Name of Evaluator: Rani Khoury

Date: September 2022

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

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The project was found to be very responsive to the identified needs and priorities of women and girls during implementation, through developing a range of activities that were not part of the design of the project. Such adaptive responsiveness to gender issues contributes to advancing gender equality within the communities in which the project operated.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	This good practice may be replicated in any project in which certain needs and priorities of females are identified. In other words, managers of future projects should exhibit such an adaptive flexibility whenever needs of females are identified during implementation.
Establish a clear cause-effect relationship	Through its planned activities, the project managed to identify specific needs and priorities of female beneficiaries, and ended up devising activities, that were not part of the project design, to help protect and empower women and girls, thereby advancing gender equality. This has resulted in a higher confidence level for girls and more empowered women. The activities also led some women to come forward with reports of GBV.
Indicate measurable impact and targeted beneficiaries	A number of activities were devised to respond to the needs of women and girls including self defence classes for girls, empowerment sessions for women, a campaign to celebrate women's day and GBV sessions for the community.
Potential for replication and by whom	This good practice may be applied and replicated by any ILO project that identifies specific needs and priorities of women that are not fully addressed by the project's originally planned activities
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Good practice is linked with Jordan's DWCP (2018-2022) cross-cutting aspect of 'Inclusive Programming'

Other documents or relevant comments	NA
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ILO Emerging Good Practice Template

Project Title: Addressing the Worst Forms of Child Labour in Jordan
Project TC/SYMBOL: JOR/20/52/NOR

Name of Evaluator: Rani Khoury

Date: September 2022

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

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The project was found to have highly contributed in bringing both the MoL and MoSD closer together to work on child labour. This was made possible by the project team's proactive approach of involving the MoSD as a main stakeholder and beneficiary in this project, after having been uninvolved in the project during its 1 st phase. It was also facilitated by the project's approach of working within the national framework. This proactive effort culminated in a significantly closer relationship between the main government stakeholders of the project on child labour issues.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	This good practice may be replicated by any project that is working on strengthening formal structures, systems, and mechanisms, which usually require a high level of coordination among government actors.
Establish a clear cause-effect relationship	Through its proactive engagement with MoSD, which was not involved in the project's 1 st phase, and through its work within the national framework, the project was able to significantly deepen the relationship between the two main government stakeholders concerned with child labour, MoL and MoSD, This closer relationship contributes to a more effective national system and structure in dealing with child labour issues. And in turn, a more effective government structure in this area contributes to the sustainability of project results beyond the timeframe of the project.
Indicate measurable impact and targeted beneficiaries	A closer relationship between MoL and MoSD on child labour issues. Both stakeholders have indicated that their relationship on issues related to child labour has been strengthened significantly by this project.
Potential for replication and by whom	This good practice may be applied and replicated by any ILO project that aims at strengthening formal structures, systems and mechanisms, which usually requires a high level of coordination among government actors.

Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Good practice is linked with Jordan's P&B (2020-2021) Enabling Outcome A: authoritative knowledge and high-impact partnerships for promoting decent work, in addition to being linked with outcome 7 "Adequate and effective protection at work for all"
Other documents or relevant comments	NA

Recommendations

1. Engage with ILO constituents in future projects, especially employer representatives

It is strongly recommended to involve and engage with ILO's constituents across all ILO projects, and throughout the timeframe of projects' implementation. While there are currently no trade union for workers in the agriculture sector, there are multiple active employer representatives in this sector (i.e. Jordan Farmers Union, Jordan Valley Farmers Union, and the Jordan Exporters and Producers Association for Fruits and Vegetables). As the experience of this project shows, working with individual employers and not involving employers' representatives leads to challenges during implementations and limits the effectiveness of a project. ILO constituents should be engaged throughout the project period, from design to implementation.

Addressed to	Priority	Resource	Timing
ILO Jordan	High	Low	Short-term

2. Ensure that the final design of any project maintains a logical and coherent structure, and adheres to management arrangement as stipulated in the design

It is recommended that any redesign process, whether due to donor requirements or other factors, should ensure that the final design maintains a coherent and logical structure. In other words, the logical correlations between the objective, outcomes, and outputs should be verified before finalizing the design. A coherent and logical design would facilitate implementation and enhance the effectiveness of any project, in addition to its role in managing stakeholder expectations. Moreover, the management arrangements stipulated in the design should ideally be followed during implementation since such arrangement are usually based on the scope of the project.

Addressed to	Priority	Resource	Timing
ILO Jordan & ILO ROAS	High	Low	Short-term

3. Ensure that projects receive adequate, timely, and responsive administrative support

Administrative support provided to projects should be timely, responsive and adequate to ensure a smooth implementation process, and avoid unnecessary delays that take away from the effectiveness and efficiency of a project. Internal policies and processes within the ILO should ensure full administrative support for projects, including timely recruitment of the project team and timely responsiveness to any request for administrative support or approvals.

Addressed to	Priority	Resource	Timing
ILO ROAS	High	Low	Short-term

4. Build the capacity of MoSD to enable it to assume its leading role in combating child labour and in other social protection issues

It is recommended for any future project concerning child labour, or any social protection issues, to focus on building the capacity of MoSD in the case management approach in order to enable it to play a leading role in this area. The national case management system should be run and managed

by the MoSD given its mandate in social protection. The role of MoSD as a leader in the fight against child labour should be strengthened.

Addressed to	Priority	Resource	Timing
ILO Jordan	Medium	Medium	Medium-term

5. Remedial education should be a main component of any future project addressing child labour

It is strongly recommended for any future project addressing child labour to focus on remedial education, as this was called for by almost all beneficiaries. Remedial education helps boost the confidence of children to attend schools and contributes to ensuring that children fit in their classes with their peers, especially for children who missed a few years of education. Remedial education is also crucial when considering the low quality of education that Syrian students receive in public schools. Without such support, many children feel intimidated from going to school due to their weak educational level.

Addressed to	Priority	Resource	Timing
ILO Jordan	High	Medium	Medium-term

6. Focus on improving the economic security and social mobility of families of working children

The evaluation has found that the economic security of families is a main determining factor behind child labour. Therefore, any future project working on child labour issues should focus on improving the economic security of families and facilitate their social mobility. This can be accomplished by building relevant skills of family members and linking them up with employment opportunities or helping them build a productive project. Such a focus would ensure more effective results.

Addressed to	Priority	Resource	Timing
ILO ROAS	High	medium	Short-term

7. Engage with the 'Shawish' as a main target group in future projects addressing child labour

The evaluation has found that the Shawish plays a central role in facilitating child labour in the agriculture sector, through recruiting Syrian workers (families and children) to work on farms. It is therefore essential to focus on this target group, and build their capacities and knowledge with regards to child labour, child rights and even case management. The Shawish should be made aware of the legalities of his/her action concerning child labour.

Addressed to	Priority	Resource	Timing
ILO Jordan	Medium	Medium	Medium-term

8. Consider a more comprehensive project when addressing child labour with a longer timeframe and, if possible, to be jointly implemented with other UN agencies

Addressing the complex problem of child labour takes substantial time and efforts because changing belief, attitudes and behaviours, as well as improving beneficiaries' economic security and social mobility, takes many years to be achieved. It is therefore recommended to design and implement a

more comprehensive and longer term project that adequately addresses the various dynamics involved in child labour. A joint project in partnership with relevant UN agencies (e.g. UNICEF & UNHCR) would also lead to more effective results as different dimensions of the work can be handled by the different agencies, each according to its specialization. Expanding into other locations may be considered by such a project, given that child labour in Jordan is spreading in Jordan across various regions.

Addressed to	Priority	Resource	Timing
ILO Jordan & ILO ROAS	Medium	High	Medium-term

9. Continue to further enhance coordination among ILO projects in Jordan

A good practice coming out of this evaluation was the strong level of coordination between the project and another ILO project 'PROSPECTS'. Therefore, the ILO Jordan office should continue on this path of enhancing coordination of various ILO project to ensure a coherent approach that yields more effective and efficient projects. There are various potential areas for cooperation among various ILO projects. For example, future project addressing child labour may consider coordinating with the EIP project to provide short term opportunities for parents or older siblings of working children to improve their economic security.

Addressed to	Priority	Resource	Timing
ILO Jordan	Low	Low	Long-term

10. Replicate the adaptive flexibility of this project in responding to the needs and priorities of females and PWDs during implementation

The evaluation found that a main strength of this project was its adaptive flexibility in tailoring specific activities for the benefit of females and PWDs, after having identified specific needs and priorities from girls and mothers, and from PWDs, during implementation. Such adaptation was also facilitated by the flexibility of the donor of this project. Future projects and project managers should adopt such an adaptive flexibility whenever the project identifies specific needs of vulnerable groups, including women, during implementation.

Addressed to	Priority	Resource	Timing
ILO Jordan	Low	Low	Long-term

Annex 1 –Evaluation Matrix

Evaluation Criteria	Evaluation Question	Measure(s) or indicator(s)	Data Sources	Data Collection Method	Stakeholders/ Informants	Analysis & Assessment
1. Relevance & Strategic Fit						
To what extent are the project's objectives aligned with sub-regional, national and local priorities and needs, the constituents' priorities and needs, and the donor's priorities for the country?	A. How well did the project approach fit in the context of the ongoing crisis in Jordan? Were the problems and needs adequately analysed? Was gender prioritized?	<ul style="list-style-type: none"> - Objectives and strategy of the project support national priorities in context of the ongoing crisis. -Evidence of adequate analysis of problems and needs - Evidence of prioritizing gender 	<ul style="list-style-type: none"> - Project documents - Relevant national policy & documents - ILO Staff - Governmental and non-governmental stakeholders 	<ul style="list-style-type: none"> - Desk review - Interviews 	<ul style="list-style-type: none"> - ILO Staff - Governmental and non-governmental stakeholders 	<ul style="list-style-type: none"> - Assessment of alignment of project with ongoing crisis - Assessment of gender prioritization and needs analysis.
	B. How well were the project's objectives aligned with the framework of the ILO Decent Work Country Project of Jordan (2018-2022), the ILO's Project and budget (P&B) 2018-19 and, and the SDGs?	<ul style="list-style-type: none"> - Alignment of project objectives with priorities in the ILO DWCP of Jordan, ILO's project and budget and the SDGs 	<ul style="list-style-type: none"> - Project documents - ILO staff - DCWP of Jordan - ILO's Project and Budget 2018-19 - SDGs 	<ul style="list-style-type: none"> - Desk review - Interviews 	<ul style="list-style-type: none"> - ILO Staff 	<ul style="list-style-type: none"> - Assess alignment between project's activities and ILO DWCP of Jordan, ILO's Project & Budget 2018-19, and the SDGs
	C. How did the project's objectives respond to the priorities of the donor	<ul style="list-style-type: none"> - Alignment of project's objectives with the priorities 	<ul style="list-style-type: none"> - Project document - Government of Norway Website 	<ul style="list-style-type: none"> - Desk review - Interviews 	<ul style="list-style-type: none"> - Donor 	<ul style="list-style-type: none"> - Analyse alignment between project objectives and

	(Norway) in Jordan?	of the donor (Norway)	www.regjeringen.no - Donor			priorities of donor
	D. To what extent did the ILO project provide a timely and relevant response to constituents' needs and priorities in the COVID-19 context?	- Time of response during COVID 19 crisis - Response based on constituents' needs and priorities	- ILO Staff - Governmental and non-governmental stakeholders - Beneficiaries - Project document	- Desk Review - Interviews - FGDs	- ILO Staff - Governmental and non-governmental stakeholders - Beneficiaries	Assess project's response during COVID in terms of relevance and timeliness
	E. To what extent did the project avoid any duplication and coordinated with the relevant constituents working on child labour?	- Frequency of meetings with relevant partners in the CLTF and child protection working group - Mechanism to prevent duplication	- ILO Staff - Governmental and non-governmental stakeholders - Project document - Meeting minutes of child protection working group	- Desk Review - Interviews	- ILO Staff - Governmental and non-governmental stakeholders	Assess coordination mechanism between project and relevant constituents working on child labour.
2. <u>Validity of Design</u>						
To what extent are the project design, logic, strategy, and elements valid and have remained valid vis-a-vis problems and needs?	F. Were the project's strategies and structures coherent and logical (the extent of logical correlations between the objective, outcomes, and outputs)?	- Project's outputs contribute strongly to achieving project outcomes, which in turn contribute to the main project goal	- Project document - ILO RBM guidance documents	- Desk Review	N/A	Analyze the logic of the project's results chain
	G. Did the target selection remain valid throughout	- Target groups selected remained	- Project document	- Desk Review	- ILO Staff	Assess the validity of targeted

	the project lifecycle considering the evolving situation in the country?	valid according to original needs analysis	- ILO Staff - Governmental and non-governmental stakeholders	- Interviews	- Governmental and non-governmental stakeholders	selections throughout project duration
H.	How were the recommendations, results and lessons learned from the first phase incorporated into the design of the second phase?	- Recommendations, results, and lessons learned from the first phase incorporated into the design of the second phase	- Evaluation report of 1 st phase of project - Project document -ILO Staff - Governmental and non-governmental stakeholders	- Desk Review - Interviews	- ILO Staff - Governmental and non-governmental stakeholders	Identify key elements of the design of the 2 nd phase that were based on the recommendations, results, and lessons learned from the first phase
I.	Were project's assumptions and targets realistic, and did the project undergo risk analyses and design readjustments when necessary?	- Risk analysis conducted - Design readjustments carried out - Assumptions and targets were based on data and analysis	- Project documents - ILO Staff - Non-governmental stakeholders	- Desk review - Interviews	- ILO Staff - Non-governmental stakeholders	Assess the risk analysis, assumptions, targets, and design readjustments of the project
J.	To what extent did the project designs take into account: Specific gender equality and non-discrimination concerns relevant to the project context? As well as concerns relating to inclusion of people with disabilities, environmental	-Evidence of design incorporating cross cutting issues including gender equality, inclusion of people with disabilities, environmental sustainability, ILS, and social dialogue	- Project documents - ILO Staff - Non-governmental stakeholders	-Desk review - Interviews	- ILO Staff - Non-governmental stakeholders	Identification of design elements that incorporated cross cutting issues of gender equality, inclusion of people with disabilities, environmental sustainability, ILS, and social dialogue

	sustainability, ILS and social dialogue?					
	K. Were the project risk assumptions and mitigation steps sufficient to cover the COVID-19 related implications on the project?	- Project risks and mitigation steps covered COVID-19 implications	- Project documents - ILO Staff - Non-governmental stakeholders	-Desk review - Interviews	- ILO Staff - Non-governmental stakeholders	Assess the extent to which project risks and mitigation steps were sufficient to cover COVID-19 implications
3. Efficiency						
To what extent have outputs been achieved from an efficient use of financial, material, and human resources, including re-purposing in the mitigation of COVID-19 impacts?	L. Were all resources utilized efficiently to reach the project's objectives?	- Minimum waste in utilizing resources in the project	- Project documents - ILO Staff - Non-governmental stakeholders	- Desk review - Interviews	- ILO Staff - Non-governmental stakeholders	Analyze the efficiency of project spending
	M. To what extent has the project been on track in terms of timely achieving the assigned milestones? If not, what factors contributed to the delays?	- Number and scope of delays - Factors behind delays	- Project documents - ILO Staff - Governmental and non-governmental stakeholders	- Desk review - Interviews	- ILO Staff - Governmental and non-governmental stakeholders	Assess the scope of delays and reasons behind the delays
4. Effectiveness						
To what extent has the project contributed to the project objectives and more	N. Were all set targets, outputs, and outcomes achieved according to plan? Did the pandemic (COVID-19) have any consequences on the	- Achievement of project outputs and outcomes	- Project documents - ILO Staff - All stakeholders	- Desk review - Interviews - FGDs	- ILO Staff - All stakeholders - Beneficiaries	Assess the achievement of project outputs and outcomes

concretely whether the stated outputs have been produced satisfactorily with regards to gender equality, including in the Covid-19 context; in addition to building synergies with national initiatives and with other donor-supported project?	achievements of results?		- Beneficiaries			
	O. How well did the project implementation take into account the needs and expectations of girls?	- Needs and expectations of girls reflected during project implementation	- Project documents - ILO Staff - All stakeholders - Beneficiaries	- Desk review - Interviews - FGDs	- ILO Staff - All stakeholders - Beneficiaries	Assess how the needs and expectations of girls were reflected in the project implementation
	P. How effective was the coordination with the different stakeholders in supporting the project's objectives? <i>To what extent did the project avoid any duplication and coordinated with the relevant constituents working on child labour?</i>	- Clear coordination guidelines set with different stakeholders - Coordination issues are not the source of project delays	- Project documents - ILO Staff - Governmental and non-governmental stakeholders	-Desk review - Interviews	- ILO Staff - Governmental and non-governmental stakeholders	Assess coordination mechanisms utilized by the project
	Q. How did the outputs and outcomes contribute to ILO's mainstreamed strategies including gender equality, social dialogue, and labour standards?	- Project outputs and outcomes contribute to gender equality, social dialogue and labour standards	- Project documents - ILO Staff - Governmental and non-governmental stakeholders	- Desk review - Interviews	- ILO Staff - Governmental and non-governmental stakeholders	Analyse how project outputs and outcomes contribute to gender equality, social dialogue, and labour standards
R. What positive or negative unintended outcomes can be identified?	- Positive or negative outcomes identified	- ILO Staff - Governmental and non-governmental stakeholders - Beneficiaries	- Interviews - FGDs	- ILO Staff - Governmental and non-governmental stakeholders	Analysis of positive or negative unintended outcomes	

					- Beneficiaries	
	S. Has the project fostered ILO constituents' active involvement through social dialogue in articulating, implementing and sustaining coherent response strategies to mitigate the effects of the pandemic on the world of work? To what extent has the project engaged with stakeholders other than ILO constituents for sustainable results?	- Project involved ILO constituents in coming up with COVID mitigation strategy on the world of work - Number of stakeholders engaged other than ILO constituents	- Project documents - ILO Staff - Governmental and non-governmental stakeholders	- Desk review - Interviews	- ILO Staff - Governmental and non-governmental stakeholders	Assess the involvement of ILO constituents in project
5. Impact Orientation						
What have been the positive and negative potential changes and effects caused by the project at the national level, i.e. the impact with social partners, government entities, and beneficiaries?	T. Were the national and local knowledge and capacity to eliminate child labour in agriculture and service sector enhanced?	- Evidence of enhanced national knowledge and capacity to eliminate child labour in the agriculture and services sectors.	- ILO Staff - Governmental and non-governmental stakeholders - National documents	- Desk review - Interviews	- ILO Staff - Governmental and non-governmental stakeholders	Assess the extent to which national knowledge and capacity has been enhanced by project activities
	U. <i>To what extent was the project able to contribute to strengthening existing national structures and mechanisms to combat child labour?</i>	- Existing national structures and mechanisms to combat child labour are strengthened partly as a result of this project	- ILO Staff - Governmental and non-governmental stakeholders - National documents	- Desk review - Interviews	- ILO Staff - Governmental and non-governmental stakeholders	Assess the extent to which existing national structures and mechanisms to combat child labour has been

						strengthened
6. Sustainability						
To what extent has the project provided adequate capacity building to social partners to ensure mechanisms are in place to sustain activities and whether the existing results are likely to be maintained beyond project completion To what extent can the knowledge developed throughout the project (research papers, progress reports, manuals, and other tools) still be utilized after the end of the project to inform policies and practitioners?	V. Are the results achieved by the project so far likely to be sustainable- in terms of (a) maintaining case management of at-risk and working children (both males and females), capabilities, mandate and commitment of stakeholders, (b) the potential effect of the skills training provided to family members?	- National stakeholders committed to maintain case management of at-risk and working children beyond the project lifespan - Family members provided with skills training are able to use newly gained skills to find livelihood opportunities	- ILO Staff - Governmental and non-governmental stakeholders - Beneficiaries - National documents	- Desk review - Interviews - FGDs	- ILO Staff - Governmental and non-governmental stakeholders - Beneficiaries	Analyze the extent to which (i) national stakeholders are committed to maintain the case management approach in combating child labour, and (ii) family members are able to use newly gained skills to find livelihood opportunities
	W. What measures have been taken to ensure that the key components of the project are sustainable beyond the life of the project? Are they sufficient?	- Clear sustainability measures implemented in project	- Project documents - ILO Staff - Governmental and non-governmental stakeholders	- Desk review - Interviews	- ILO Staff - Governmental and non-governmental stakeholders	Analyze key sustainability measures introduced in the design and taken during the implementation of the project

7. Effectiveness of Management Arrangements						
To what extent have efficient operational arrangements supported the timely, efficient, and effective delivery of the project?	X. What was the division of work tasks within the project's teams? Has the use of local skills been effective?	<ul style="list-style-type: none"> - Management structure was conducive to project implementation - Integration of local skills in the project team has contributed to a more effective project 	<ul style="list-style-type: none"> - Project document - Governmental and non-governmental stakeholders 	<ul style="list-style-type: none"> - Desk review - Interviews 	<ul style="list-style-type: none"> - ILO Staff - Governmental and non-governmental stakeholders 	Assess how effective was the division of work among team members and the integration of local skills
	Y. How effective was communication between the project's teams, the regional office and the responsible technical department at headquarters? Has the project received adequate technical and administrative support/response from the ILO backstopping units?	<ul style="list-style-type: none"> - Adequate technical and administrative support was provided to the project by various ILO departments at the regional and global level. 	<ul style="list-style-type: none"> - Project documents - ILO Staff 	<ul style="list-style-type: none"> - Desk review - Interviews 	<ul style="list-style-type: none"> - ILO Staff 	Analyse the adequacy of support provided by various ILO departments to the project
8. Challenges, Lessons Learned, and Specific Recommendations for Formulation of New Phases						
What challenges, lessons learned, and specific recommendations can be derived from	Z. What good practices can be learned from the different phases of the project that can be applied to similar future projects?	<ul style="list-style-type: none"> - Good practices identified to be applied to future projects 	<ul style="list-style-type: none"> - Project documents - ILO Staff - Governmental and non- 	<ul style="list-style-type: none"> -Desk review - Interviews - FGDs 	<ul style="list-style-type: none"> - Project team - ILO Staff - Governmental 	Identify good practices emerging from the project

the project's experience?			governmental stakeholders - Beneficiaries		and non-governmental stakeholders - Beneficiaries	
AA. What were the main challenges identified? How were these different from the risk assumptions? What were the mitigation steps taken?	- Risk analysis and challenges identified in project design - Mitigation steps taken during implementation to overcome challenges	- Project documents - ILO Staff - Governmental and non-governmental stakeholders - Beneficiaries	-Desk review - Interviews - FGDs	- Project documents - ILO Staff - Governmental and non-governmental stakeholders - Beneficiaries	Identify and differentiate between challenges and risks, as well as mitigation steps taken during implementation	
BB. What are the recommendations for future similar projects?	- Recommendations identified	- Project documents - ILO Staff - Governmental and non-governmental stakeholders - Beneficiaries	-Desk review - Interviews - FGDs	- Project documents - ILO Staff - Governmental and non-governmental stakeholders - Beneficiaries	Identify recommendations for future similar projects	

	CC. What are the challenges, lessons learned and the recommendations regarding the cross-cutting issues of gender equality, social dialogue, and environmental sustainability?	<ul style="list-style-type: none"> - Challenges, lessons learned, and recommendations identified regarding gender equality, social dialogue, and environmental sustainability 	<ul style="list-style-type: none"> - Project documents - ILO Staff - Governmental and non-governmental stakeholders - Beneficiaries 	<ul style="list-style-type: none"> -Desk review - Interviews - FGDs 	<ul style="list-style-type: none"> - Project documents - ILO Staff - Governmental and non-governmental stakeholders - Beneficiaries 	Identify challenges, lessons learned and recommendations on gender equality, social dialogue, and environmental sustainability
	DD. Assess the timeliness of response, relevance of contingency measures, and lessons learnt in relation to the Project's response to the impact of Covid-19	<ul style="list-style-type: none"> - Timely, responsive, and relevant contingency measures in relation to the impact of COVID-19 	<ul style="list-style-type: none"> - Project documents - ILO Staff - Governmental and non-governmental stakeholders - Beneficiaries 	<ul style="list-style-type: none"> -Desk review - Interviews - FGDs 	<ul style="list-style-type: none"> - Project documents - ILO Staff - Governmental and non-governmental stakeholders - Beneficiaries 	Assess the contingency measures of the project in relation to the impact of COVID-19 in terms of timeliness, responsiveness, and relevance

Annex 2 – Project MEL Plan

Indicators				Actuals Across Locations			
Result level	Performance Indicators	Indicator Definition	Target	Sex	Jordanian	Syrian	Other
Goal: Substantially reduce the incidence of the worst forms of child labour in agriculture among host communities and Syrian refugees in Jordan	Reduction in number of children under the legal working age working in agriculture	Identified working children who by the end of the project are withdrawn from child labour in agriculture through integrating them into school	40%	Male	39	127	2
				Female	38	115	1
				Total	77	242	3
Outcome 1: National and local knowledge and capacity to eliminate child labour in agriculture is enhanced	% of referred cases which receive specialised child protection case management services	As part of the case management process, children/family members who require specialised services are referred to service providing organisations. Case managers will follow-up on the quality of those referrals and track whether or not services are received.	80%	Male	15	307	2
				Female	40	300	
				Total	55	607	2
	% referred children with disabilities who receive specialised child protection case management services	As part of the case management process, children with disabilities who require specialised services are referred to service providing organisations. Case managers will follow-up on the quality of those referrals and track whether or not services are received.	100	Male	10	26	
				Female	6	7	
				Total	16	33	0
Output 1.1: Community	% community members/teachers who	Teachers, parents, students and any relevant community members who are	80%	Male	80%		
				Female			

		<p>labour definitions below);</p> <p>2. Going to school - regularly or irregularly; and</p> <p>3. Live in agriculture camps so are at a high risk of engaging in the worst forms of child labour/dropping out of school to work.</p> <p>Child labour: According to the ILO, this refers to work that deprives children (any person under 18) of their childhood, their potential and their dignity, and that is harmful to their physical and/or mental development. It refers to work that is mentally, or morally dangerous and harmful to children; and/or interferes with their schooling.</p> <p>1. Domestic work - more than 21 hours per week</p> <p>2. Non-hazardous work - more than 14 hours per week for 12-14 years old children</p> <p>3. Hazardous work - any amount of work is considered child labour</p> <p>4. Any child below the age of 12 who works in any type of labour is considered child labour</p>						
	# of local stakeholders who attend capacity building workshops that aim to improve their knowledge in ILO regulations	ILO regulations will be introduced through a series of workshops targeting local partners and stakeholders.	50					
				Total				29
Activity 1.2.1: Train CBO focal points to	# of CBOs who complete capacity building	At least 3 staff from each CBO receive capacity building programme to count the	7 CBOs	Male	32	1	0	
				Female	43	16	0	

become certified in providing case management services in targeted locations	programme to lead on case management activities in targeted locations	CBO.					
Output 1.3: Child labour cases identified and referred by local stakeholders and/or local partner	# of child labour cases identified	Regardless of who identified the child labour cases (IFH, CBO, local stakeholders etc), how and when.	1500	Total	75	17	0
				Male	195	865	2
				Female	216	788	3
	# children with disabilities identified	At-risk/working children with disabilities identified by IFH case managers or local stakeholders.	100	Total	411	1653	5
				Male	5	39	
				Female	6	28	
	# of cases who are referred to receive IFH services	Number of cases who are referred to receive IFH services through centres or programmes.	300	Total	11	67	0
				Male	13	137	
				Female	6	138	
	# of cases referred to external service providers	Cases are children or their family members who are referred externally (to other organisations) to receive the services they need (except to the ILO). All referrals are to be done by IFH case managers.	300	Total	19	275	0
				Male	62	471	2
				Female	85	454	0
				Total	147	925	2
Outcome 2: At-risk and working children are protected	% of young workers who know how to address risks and incidents at workplace	Young workers who have been attending OSH training by ILO project me report knowing how to address risks and incidents at workplace, and two months after the training are practicing what they learned during training.	80%	Male	n/a		
				Female	n/a		
				Total	n/a		
	# of at-risk/working children and young	At-risk children who are at-risk of engaging in the worst forms of child labour	420	Male	357		
			Female	317			

	workers currently enrolled in school and who are attending extracurricular activities (Masahati) with Madrasati	<p>and who:</p> <ol style="list-style-type: none"> 1. Are not working (according to child labour definitions below); 2. Going to school - regularly or irregularly; and 3. Live in agriculture camps so are at a high risk of engaging in the worst forms of child labour/dropping out of school to work. <p>Child labour: According to the ILO, this refers to work that deprives children (any person under 18) of their childhood, their potential and their dignity, and that is harmful to their physical and/or mental development. It refers to work that is mentally, or morally dangerous and harmful to children; and/or interferes with their schooling.</p> <ol style="list-style-type: none"> 1. Domestic work - more than 21 hours per week 2. Non-hazardous work - more than 14 hours per week for 12-14 years old children 3. Hazardous work - any amount of work is considered child labour 4. Any child below the age of 12 who works in any type of labour is considered child labour <p>Count the children who are enrolled in 2021/2022 scholastic year for tracking this indicator, and who participate in Madrasati activities.</p>			
Output 2.1: At-risk and	# at-risk and working	At-risk/working children who receive	500	Total	674
				Male	n/a

working children receive case management services and are regularly attending extracurricular activities	children who are regularly attending extracurricular activities (Masahati/winter or summer camps).	Masahati activities through Madrasati. Regularly refers to 80% of school attendance. The same children who attend winter/summer camp with Madrasati will not be double counted. On the contrary, for each child, the different types of services will be tracked.		Female	n/a		
				Total	624		
Activity 2.1.1: Provide at-risk/working children and their family members with case management and support group services	# at-risk/working children who have an open case file	Open case file: open file for individual and case managers meet with the individual from 8-10 times over the course of the project.	650	Male	97	278	2
				Female	89	245	1
				Total	186	523	3
	# of case management sessions provided to at-risk/working children	Tally total number of case management and PSS sessions provided to children.	4500	Male	587	1658	16
				Female	582	1454	8
				Total	1169	3112	24
	# family members who received case management sessions	Family members who received case management and PSS sessions through IFH.	800	Male	55	216	1
				Female	75	252	1
				Total	130	468	2
	# of case management sessions provided to family members	Tally total number of case management sessions provided to family members.	2800	Male	202	737	4
				Female	372	741	7
				Total	574	1478	11
# of family members attending support group sessions	Parents/caregivers identified during assessment will be invited to attend support groups. They will attend 10 sessions. 200 unique individuals.	120	Male	130			
			Female	130			
			Total	260			
Activity 2.1.2: Provide access to/from school for at-risk and working children	# at-risk and working children accessing transportation services to/from school to attend Masahati activities	At-risk/working children who are using the bus service to access school and attend Masahati activities.	300	Male	n/a		
				Female	n/a		
				Total	232		

	# at-risk and working children provided with school/extracurricular activity registration services	At-risk/working children who Madrasati register in Masahati activities - regardless of their attendance rate.	600	Male	357		
				Female	335		
				Total	692		
Output 2.2: Young workers are putting into practice safety measures at the workplace	% of young workers who report increased knowledge about safety at work and minimising risks and avoid hazards (OSH knowledge)	Young workers who have been attending OSH training by ILO project report increased knowledge about safety at work and minimising risks and avoid hazards.	80%	Male	n/a		
				Female	n/a		
				Total	n/a		
Activity 2.2.1: Develop and share information packages about light-working list for young workers in the agriculture sector	Light-working list developed	n/a	n/a	Total	List was share with the Mi Labour		
Outcome 3: Family members successfully complete the skills training programmes	% of family members who successfully completed the skills training programme	Family members can be parents/caregivers or siblings 16+ who have been receiving case management services by IFH case managers and were referred to receive skills training and who completed the training.	60%	Male	0	17	
				Female	6	37	
				Total	6	54	0
Output 3.1: Family members have improved access to skills training programmes	% of family members who enroll in skills training	Family members can be parents/caregivers or siblings 16+ who have been receiving case management services by IFH case managers and were referred to skills training providers and were enrolled in skills training (regardless how many times they attended).	80% (from 100)	Male	42	125	1
				Female	41	95	1
				Total	83	220	2

Activity 3.1.1: Refer family members to skills training programme	# family members referred to skills training service providers	Family members can be parents/caregivers or siblings 16+ who have been receiving case management services by IFH case managers and were referred to receive skills training.	100	Male	42	125	1
				Female	41	95	1
				Total	83	220	2

Annex 3: List of Persons Interviewed

List of Persons Interviewed			
#	Name	Organization	Title
1	Abdullah Ibrahim	UNHCR	Senior protection associate
2	Ahmad	Noor Al Hussein Foundation – Institute of Family Health	Case manager
3	Areej Sumareen	Noor Al Hussein Foundation – Institute of Family Health	Project manager
4	Ashraf al Khatatbeh	Ministry of Social Development	Head of Child Labour Combating Unit
5	Asma	Noor Al Hussein Foundation – Institute of Family Health	Case manager
6	Dua	Noor Al Hussein Foundation – Institute of Family Health	Case manager supervisor
7	Frida Khan	ILO Jordan Office	Country Coordinator
8	Haifa Darwish	Ministry of Labour	Head of child labour unit – inspection department
9	Hussein Kurdi	ILO Jordan Office	Field Coordinator
10	Mahmoud	Noor Al Hussein Foundation – Institute of Family Health	Case manager supervisor
11	Mai Sultan	National Council for Family Affairs	Projects coordinator
12	Maram Aridah	Madrasati Initiative	Projects manager
13	Mohammad	Noor Al Hussein Foundation – Institute of Family Health	Case manager
14	Mohammad Shtal	Madrasati Initiative	Field coordinator
15	Mousa Toufaily	ILO ROAS	Assistant program officer
16	Muhannad Al Hami	UNICEF	Child protection officer
17	Oktavianto Pasaribu	ILO ROAS	Chief, regional programming
18	Raya Khreis	Royal Norwegian Embassy in Amman	Programme officer
19	Razan Al Hadidi	ILO Jordan Office	National Officer
20	Siham	Noor Al Hussein Foundation – Institute of Family Health	Case manager supervisor
21	Simon Hills	ILO HQ	International Chief Technical Advisor
22	Toni Ayrouth	ILO ROAS	Program officer

Annex 4 – List of Documents Reviewed

- Evaluation ToR
- Project documents, including:
 - Amended SOPs
 - Final project progress report
 - Original project proposal (covering until Oct 2021)
 - Results Framework of the project
 - Database containing all beneficiaries
 - Project's Theory of Change
 - ToRs for implementing partners (Institute of Family Health and Madrasati Initiative)
 - Proposals for implementing partners
 - M&E Plan and manual for partners
 - M&E Plan for the project
 - Draft project application to donor
 - Evaluation report of 1st phase of project
 - Full list of beneficiaries
 - Profile of withdrawn children
 - Progress report of implementing partners
 - List of stakeholders
 - Project work plan
 - Training workshop reports
- External Documents
 - ILO (2016) "National Child Labour Survey 2016 of Jordan: Summary Report on Main Findings"
 - US Department of Labour (2021) "2020 Findings on the Worst Forms of Child Labour: Jordan"
 - Jordan Response Plan (2020-2022)
 - Government of Norway website: www.regjeringen.no
- ILO Programming
 - ILO P&B 2018-2019
 - ILO P&B 2020-2021
 - DWCP for Jordan (2018-2022)
- ILO Evaluation Guidance documents & templates

Annex 5 – ILO Lesson Learned Template

ILO Lesson Learned Template

Project Title:

Project TC/SYMBOL:

Name of Evaluator:

Date:

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	
Context and any related preconditions	
Targeted users / Beneficiaries	
Challenges /negative lessons - Causal factors	
Success / Positive Issues - Causal factors	
ILO Administrative Issues (staff, resources, design, implementation)	

Annex 6 – ILO Emerging Good Practice Template

ILO Emerging Good Practice Template

Project Title:

Project TC/SYMBOL:

Name of Evaluator:

Date:

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

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	
Establish a clear cause-effect relationship	
Indicate measurable impact and targeted beneficiaries	
Potential for replication and by whom	
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	
Other documents or relevant comments	

Annex 7 – Terms of Reference

Terms of Reference

Final independent evaluation of Addressing the Worst Forms of Child Labour in Jordan

1. Key facts

Title of project being evaluated	Addressing the Worst Forms of Child Labour
Project DC Code	JOR/20/52/NOR
Type of evaluation (e.g. independent, internal)	Independent
Timing of evaluation (e.g. midterm, final)	Final
Donor	Norway, Ministry of Foreign Affairs
Administrative Unit in the ILO responsible for administrating the project	RO-Arab States
Technical Unit(s) in the ILO responsible for backstopping the project	DWT-Beirut FUNDAMENTAL S
P&B outcome (s) under evaluation	Outcome 7 - Adequate and effective protection at work for all
SDG(s) under evaluation	08. Decent work and economic growth;
Budget	1 060 783 USD

2. Background information

1. Context for Action

Child labour continues to be among the most prevalent and persistent forms of violence and exploitation experienced by vulnerable children in Jordan. The definition of child labour includes one of the following criteria: (i) a child employed under the age of 16 years; or (2) a child aged 16 - 17 years employed for more than 36 hours per week; or (3) a child under the age of 18 years engaged in designated hazardous work.

Child labour dramatically increased in Jordan as a result of the Syrian crisis. Between 2007 and 2016 the number of child labourers in Jordan more than doubled, from 29,225 to 69,661 according to the National Child Labour Survey¹. Based on observations of child protection workers and agencies in Jordan, it is believed that the number of working children has continued to increase since 2016.

With

¹ Centre for Strategic Studies: “National Child Labour Survey 2016 of Jordan: Summary Report on Main Findings.” 2016

the onset of the COVID-19 health crisis and accompanying economic and employment hardship, it is anticipated that the problem of child labour may be exacerbated, particularly in the service sector, which has been hardest hit.

The Government continues to be completely overwhelmed by the sheer volume of child labour cases in Jordan. Humanitarian actors have attempted to fill this void through direct interventions and child protection case management. These interventions have generally failed to find sustainable solutions for child labour cases due to the lack of adequate social protection and durable economic opportunities for Syrian refugees.

The reason Syrian refugee children work is anchored in the economic insecurity of overstretched households who resort to child labour as a negative coping mechanism. In sectors where Syrian refugees work, such as agriculture, wages are too low and inconsistent to sustain a household. In the face of limited access to decent work, the involvement of child labour to supplement family income has been normalised.

There appears to be no systematic outreach strategy implemented by the Ministry of Education to identify and reach out to eligible children and refer them to catch-up programmes. Most referrals are made by NGOs and child protection case managers, if present in the area. With each missed school year, the likelihood that children will be unable to return to formal education increases, pushing them to resort to other alternatives, such as child labour.

II. Strategic fit

This project is the successor to the Worst Forms of Child Labour in Agriculture Project (JOR/18/09/NOR), which was extended to 31st October 2020, due to the impact of the COVID-19 crisis on the implementation of project activities. The broader objectives of this project proposal remains the same, to ‘substantially reduce the incidence of the worst forms of child labour in agriculture and the service sector among host communities and Syrian refugees in Jordan’. All objectives, outputs and activities have been designed to support this medium-term objective. This project will concentrate on consolidating models and approaches to the removal of children from the worst forms of child labour and implementing effective methods for prevention. It will upscale, replicate and establish mechanisms for sustainability as well as improve coordination and collaboration between the government and humanitarian actors to bridge the gap in efforts to fight child labour. The project will continue to focus on the agriculture sector as well as expand to the service sector.

This project contributes towards achieving SDG Target 8.7, Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms. It falls in line with the priorities set for the Ministry of Labour and social partners in the Jordan Decent Work Country Programme 2018-2022, particularly with Output 2.2.5, The National Framework on Child Labour is piloted in targeted municipalities, with integrated protection, education and livelihoods services. It is also in line with the ILO 2020-21 Programme and Budget (P&B) Outcome 7, Adequate and effective protection at work for all, Output 7.1., Increased capacity of the member States to ensure respect for, promote and realize fundamental principles and rights at work. The project results will contribute to the achievement of the Jordan Country Programme Outcome (CPO), JOR153, Unacceptable forms of work eliminated through policy interventions.

III. Description of the Project

To achieve the overall objective of substantially reducing the incidence of the worst forms of child labour in agriculture and the service sector among host communities and Syrian refugees in Jordan, a multi-sectoral approach was required that reflected the regional strategic framework and “Do No Harm” principle. The following main outcomes have guided outputs and planned activities for the first year of the project (March 2021 – August 2022):

1. At-risk and working children are protected and have improved access to education
2. Economic security and work opportunities for families of children at risk and engaged in the worst forms of child labour are improved.
3. Local and national responses to child labour are enhanced and sustainable

The proposed interventions were designed to build on the lessons learned, partnerships and achievements of the pilot project. The following cross-cutting areas were integrated into outputs for each of the three main outcomes:

- Conducting research and analysis to support evidence-based policy-making;
- Strengthening social dialogue and partnerships to develop sustainable sectoral responses and solutions; and
- Raising awareness and improving the education of all actors to enhance the participation of Syrian refugees and vulnerable Jordanians in the labour market.

Promising approaches identified during the pilot were up-scaled and replicated as the project expanded geographically and to the service sector. Collaboration with national actors and UN agencies was strengthened to provide comprehensive and holistic services to beneficiaries with a view to ensuring sustainability of responses.

Activities were done in Mafraq (East and West Al badeya) and Jordan Valley (Der Alla, Kraime) where a significant number of vulnerable families have been identified. All activities were fully aligned with the Jordan Response Plan (JRP) and the National framework of child labour (NFCL) and closely coordinated with relevant Government line ministries, particularly MOL, MOSD and MOE, as well as the child labour task force and ILO livelihoods response programmes. They have further complied with humanitarian principles and have ensured the “Do No Harm” principle is at the forefront of all actions.

Targeted Beneficiaries

Project activities have mainly targeted Syrian and Jordanian families who reside in informal tented settlements or in dwells located near to the farms in which they work in. In the case where households from other nationalities were encountered, intervention has also included them regardless of their country of origin. More specifically, the intervention has targeted households which include children engaged in child labour, or at-risk children below the age of 18 years. Generally, those households would suffer from financial constraints, require medical attention, and live far from available services in their community.

Gender mainstreaming

The difference in circumstances of women and men was taken into account when planning and designing services such as choosing service delivery sites and time. All text publication and media products were gender sensitive, addressing both women and men. Both male and female had equal access to services taking into consideration their different needs.

The project team included an international Chief Technical Advisor on child labour, a National Officer and an Administrative Assistant. The Specialist and the National Officer reported directly to the ILO Country Coordinator and benefited from technical support provided by the Decent Work Team of the ILO Regional Office for Arab States and Child Labour Technical Specialist in Geneva.

➤ For more details on the project's Theory of Change see annex 1.

3. Purpose, objectives, and scope of the evaluation

1. Evaluation Background

ILO considers evaluation as an integral part of the implementation of development cooperation projects. It is used for learning and accountability purposes. Provisions are made in all projects in accordance with ILO evaluation policy and based on the nature of the project and the specific requirements agreed upon at the time of the project design and during the project as per established procedures. The Regional Evaluation Officer (REO) at the ILO ROAS supports the evaluation function for all ILO projects in the region.

According to the project documents, a final independent evaluation will be conducted. It will be used to assess the achievements of results, identify the main difficulties/constraints, assess the impact of the project for the targeted populations, sustainability of project interventions and formulate lessons learned and practical recommendations to improve future similar project. This evaluation will also look at the effect of COVID-19 on the project's timeline and its impact on project implementation. The findings of the evaluation will be used in in the design of new or potential future phases and other thematic evaluations on COVID-19.

2. Purpose

The purpose of the final evaluation is to assess the overall achievements of the project against its planned outcomes and outputs to generate lessons learned, best practices and recommendations.

It will provide analysis according to OECD criteria examining the efficiency, effectiveness, relevance, potential impact and sustainability of the projects. The evaluation report shall reflect findings from this evaluation on the extent to which the different milestones have achieved their stated objectives, produced the desired outputs, and realized the proposed outcomes. This evaluation will also identify strengths and weaknesses in the project design, strategy, and implementation as well as lessons learned with recommendations. Furthermore, it will touch upon cross cutting issues such as gender equality, disability, social dialogue, environmental sustainability, international labour standards, and covid-19 in line with guidelines and protocols set by EVAL/ILO.

The evaluation will comply with the ILO evaluation policy including the protocols and guidelines set by EVAL/ILO²³, which is based on the OECD DAC and United Nations Evaluation Norms and Standards and the UNEG ethical guidelines.

² Protocol on collecting evaluative evidence on covid-19 https://www.ilo.org/eval/WCMS_757541/lang--en/index.htm

3. Scope

The evaluation will assess the project duration covering March 2021 – August 2022. It will look at the project activities and assess them with their respective outputs and outcomes. The evaluation will take into consideration the project duration, political, security and environmental constraints. It will also look into the link between the project's objectives and the ILO's P&B strategy, DWCP in Jordan, and the UNSDCF in Jordan.

Depending on COVID-19 situation, the evaluation will include both home-based and field-work. If situation necessitates, a national consultant/enumerator might be consulted to support the evaluator.

The evaluation will take place from July until September through online/field work to collect information from different stakeholders. The areas covered will include Mafraq (East and West Al badeya) and Jordan Valley (Der Alla, Kraime). The consultancy shall start with initial briefing with the project team and the Regional Office for Arab States (ROAS).

The evaluation will integrate gender equality, inclusion of people with disabilities, environmental sustainability, ILS and social dialogue, and Covid-19 as crosscutting concerns throughout its methodology and deliverables, including the final report. This is based on EVAL's protocols on crosscutting issues including the one on covid-19.

4. Clients of Evaluation

The primary clients of this evaluation are ILO Jordan Office, ILO ROAS, ILO EVAL, ILO constituents in Jordan, Ministry of Labour, Ministry of Education, Ministry of Social Development, National Council for Family Affair (NCFA), Department of Statistics (DOS), Tamkeen, Noor Al Hussein Foundation (NHF), Madrasati, and Community Based Organizations. Secondary users include other project stakeholders and units that may indirectly benefit from the knowledge generated by the evaluation in addition to UN agencies (UNICEF, UNHCR, WFP and FAO).

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

The evaluation utilises the standard ILO framework and follows its major criteria while integrating gender equality² as a cross cutting issue throughout the evaluation questions:

- ✓ Relevance and strategic fit – the extent to which the objectives are aligned with sub-regional, national and local priorities and needs, the constituents' priorities and needs, and the donor's priorities for the country;
- ✓ Validity of design – the extent to which the project design, logic, strategy and elements are/remain valid vis-à-vis problems and needs;
- ✓ Efficiency - the productivity of the project implementation process taken as a measure of the extent to which the outputs achieved are derived from an efficient use of financial, material and human resources, including re-purposing in the mitigation of Covid-19 impacts;
- ✓ Effectiveness - the extent to which the project can be said to have contributed to the project objectives and more concretely whether the stated outputs have been produced satisfactorily

³ Guidance Note 3.1: Integrating gender equality in monitoring and evaluation: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746716.pdf

with gender equality, including in the Covid-19 context; in addition to building synergies with national initiatives and with other donor-supported project;

- ✓ Impact - positive and negative changes and effects caused by the project at the national level, i.e. the impact with social partners, government entities, beneficiaries, etc.
- ✓ Effectiveness of management arrangements - the extent of efficient operational arrangements that supported the timely, efficient, and effective delivery of the project
- ✓ Sustainability – the extent to which adequate capacity building of social partners has taken place to ensure mechanisms are in place to sustain activities and whether the existing results are likely to be maintained beyond project completion, in the case of infrastructure this refers concretely to whether operation and maintenance agreements are actually being implemented; the extent to which the knowledge developed throughout the project (research papers, progress reports, manuals and other tools) can still be utilised after the end of the project to inform policies and practitioners,

1. Relevance and strategic fit:

- How well did the project approach fit in context of the on-going crisis in Jordan? Were the problems and needs adequately analysed? Was gender prioritized?
- To what extent did the project avoid any duplication and coordinated with the relevant constituents working on child labour?
- How well were the project's objectives aligned with the framework of the ILO Decent Work Country Project of Jordan (2018-2022), the ILO's Project and Budget (P&B) 2018-19, and the SDGs?
- How did the project's objectives respond to the priorities of the donor (Norway) in Jordan?
- To what extent did the ILO project provide a timely and relevant response to constituents' needs and priorities in the COVID-19 context?

2. Validity of design:

- Were the project's strategies and structures coherent and logical (the extent of logical correlations between the objective, outcomes, and outputs)?
- Did the target selection remain valid throughout the project lifecycle considering the evolving situation in the country?
-
- How were the recommendations, results and lessons learned from the first phase incorporated into the design of the second phase?
- Were project's assumptions and targets realistic, and did the project undergo risk analyses and design readjustments when necessary?
- To what extent did the project designs take into account: Specific gender equality and non-discrimination concerns relevant to the project context? As well as concerns relating to inclusion of people with disabilities, environmental sustainability, ILS and social dialogue?
- Were the project risk assumptions and mitigation steps sufficient to cover the COVID-19 related implications on the project?

3. Efficiency:

- Were all resources utilized efficiently to reach the project's objectives?
- To what extent has the project been on track in terms of timely achieving the assigned milestones? If not, what factors contributed to the delays? How could they be mitigated in the future phases?
- To what extent has the project leveraged new or repurposed existing financial resources to mitigate COVID-19 effects in a balanced manner? Does the leveraging of resources take into account the sustainability of results?

4. Effectiveness:

- Were all set targets, outputs, and outcomes achieved according to plan? Did the pandemic (COVID-19) have any consequences on the achievements of results.
- How well did the project implementation take into account the needs and expectations of girls?
- How effective was the coordination with the different stakeholders in supporting the project's objectives?
- How did the outputs and outcomes contribute to ILO's mainstreamed strategies including gender equality, social dialogue, and labour standards?
- What positive or negative unintended outcomes can be identified?
- Has the project fostered ILO constituents' active involvement through social dialogue in articulating, implementing and sustaining coherent response strategies to mitigate the effects of the pandemic on the world of work? To what extent has the project engaged with stakeholders other than ILO constituents for sustainable results?

5. Impact orientation:

- Were the national and local knowledge and capacity to eliminate child labour in agriculture and service sector enhanced?
- To what extent has the project contributed to strengthening capacities of its national partners so they can better serve the needs of the public and communities?
- To what extent has the ILO's COVID-19 related action contributed to promote and strengthen a culture of social dialogue to anchor effective COVID-19 policy responses? What are the significant changes observed?

6. Sustainability:

- Are the results achieved by the project so far likely to be sustainable- in terms of (a) maintaining case management of at-risk and working children (both males and females), capabilities, mandate and commitment of stakeholders, (b) the potential effect of the

skills training provided to family members?

- What measures have been taken to ensure that the key components of the project are sustainable beyond the life of the project? Are they sufficient?

7. Effectiveness of management arrangements:

- What was the division of work tasks within the project's teams? Has the use of local skills been effective?
- How effective was communication between the project's teams, the regional office and the responsible technical department at headquarters? Has the project received adequate technical and administrative support/response from the ILO backstopping units?

8. Challenges, Lessons learned and Specific Recommendations for the formulation of new Phases:

- What good practices can be learned from the implementation of the project that can be applied to similar future projects?
- What were the main challenges identified? How were these different from the risk assumptions? What were the mitigation steps taken?
- What are the recommendations for future similar projects?
- What are the challenges, lessons learned and the recommendations regarding the cross-cutting issues of gender equality, social dialogue, and environmental sustainability?
- Assess the timeliness of response, relevance of contingency measures, and lessons learnt in relation to the Project's response to the impact of Covid-19.

5. Methodology

The following is the proposed evaluation methodology. Any changes to the methodology should be discussed with and approved by the evaluation manager.

This evaluation will follow a mixed method approach relying on available quantitative data and primary qualitative data collected through interviews and focus group discussions.

This evaluation will utilize all available quantitative and qualitative data from progress reports to monitoring studies and database. The information will be analysed in light of the main thematic questions, taking gender into consideration, and results will be integrated with the data from the primary collection.

The primary data collection will mainly focus on a qualitative approach investigating the perceptions and inputs of the different stakeholders that had some form of interface with the project. Triangulation of data will also be done using both the secondary and the primary data collected. The analysis will follow a thematic examination of the main evaluation areas as guided by the evaluation questions. Key Informant Interviews (KIIs) will be conducted with representatives from the constituents and implementing partners in addition to other relevant stakeholders such as the donor. FGDs will be conducted with the beneficiaries. Gender will be mainstreamed throughout the methodology from data collection to data analysis. Where appropriate, the methodology will ensure equal representation of women and men throughout data collection and provide separate

group meetings as relevant. The evaluation will follow the ILO EVAL Guidelines on integrating gender equality³. The specific evaluation methodology will be provided in the inception report prepared by the evaluation team and approved by the Evaluation Manager. Tool: The interview guides will be developed in light of the evaluation themes and main questions as well as the type of stakeholders. Sample: The study sample should be reflective of all relevant stakeholders taking into consideration the scope of the project and its evaluation as well as data saturation. All analysed data should be disaggregated by sex. The results shall address the crosscutting issues described above (including Covid-19).

6. Main deliverables

The Main Deliverables:

- Deliverable 1: Inception Report
- Deliverable 2: Draft evaluation report
- Deliverable 3: Stakeholder debrief, PowerPoint Presentation (PPP)
- Deliverable 5: Draft 2 evaluation report
- Deliverable 6: Comments log of how all comments were considered and taken on board by the evaluation team or not and why not.
- Deliverable 7: Final evaluation report with executive summary (report will be considered final after review by EVAL. Comments will have to be integrated).

1. Inception Report

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

- a. Project background
- b. Purpose, scope and beneficiaries of the evaluation
- c. Evaluation criteria and questions
- d. Methodology and instruments
- e. Main deliverables
- f. Management arrangements and work plan

2. Final Report

The final version of the report will follow the below format and:

1. Title page
2. Table of Contents, including List of Appendices, Tables
3. List of Acronyms or Abbreviations
4. Executive Summary with methodology, key findings, conclusions and recommendations
5. Background and Project Description
6. Purpose of Evaluation
7. Evaluation Methodology and Evaluation Questions
8. Clearly identified findings along OECD/DAC criteria, substantiated with evidence
9. Key results (i.e. figures and qualitative results) achieved per objective (expected and unexpected)
10. Clearly identified conclusions and recommendations that are linked to findings (identifying which stakeholders are responsible, priority of recommendations, and timeframe)
11. Lessons Learned per ILO template
12. Potential good practices per ILO template

13. Annexes (list of interviews, TORs, lessons learned and best practices in ILO EVAL templates, list of documents consulted, etc.) Annex: Different phases' log frames with results status, by phase.

The quality of the report will be assessed against the relevant EVAL Checklists. The deliverables will be submitted in the English language and structured according to the templates provided by the ILO.

7. Management arrangements and work plan (including timeframe)

1. Roles And Responsibilities

- a. *The External Evaluator (and the national consultant – if recruited) are responsible for conducting the evaluation according to the terms of reference (ToR). He/she/they will:*
 - Review the ToR and prepare questions/ clarifications or suggestions of refinements to assessment questions during the inception phase (evaluator);
 - Review project background materials (e.g., project document, progress reports, etc.) (evaluator and national consultant);
 - Prepare an inception report including a matrix of evaluation questions, workplan and stakeholders to be covered (evaluator);
 - Develop and implement the evaluation methodology (i.e., conduct interviews, review documents, etc.) to answer the evaluation questions (evaluator and national consultant);
 - Conduct preparatory consultations with the ILO REO prior to the evaluation mission (evaluator and national consultant);
 - Present preliminary findings to the stakeholders (evaluator and national consultant);
 - Prepare an initial draft of the evaluation report with input from ILO specialists and constituents/stakeholders (evaluator);
 - Prepare the final report based on the ILO, donor and stakeholders' feedback obtained on the **draft report (evaluator)**.
- b. *The ILO Evaluation Manager is responsible for:*
 - Drafting the ToR;
 - Finalizing the ToR with input from colleagues;
 - Preparing a short list of candidates for submission to the Regional Evaluation Officer, ILO/ROAS and EVAL for final selection;
 - Hiring the consultant;
 - Providing the consultant with the project background materials;
 - Participating in preparatory consultations (briefing) prior to the assessment mission;
 - Assisting in the implementation of the evaluation methodology, as appropriate (i.e., participate in meetings, review documents);
 - Reviewing the initial draft report, circulating it for comments and providing consolidated feedback to the External Evaluators (for the inception report and the final report);
 - Reviewing the final draft of the report;
 - Disseminating the final report to all the stakeholders;
 - Coordinating follow-up as necessary.
- c. *The ILO REO⁴:*
 - Providing support to the planning of the evaluation;

⁴ The REO is also the Evaluation Manager.

- Approving selection of the evaluation consultant and final versions of the TOR;
- Reviewing the draft and final evaluation report and submitting it to EVAL;
- Disseminating the report as appropriate.

d. *The Project Coordinator is responsible for:*

- Reviewing the draft TOR and providing input, as necessary;
- Providing project background materials, including studies, analytical papers, progress reports, tools, publications produced, and any relevant background notes;
- Providing a list of stakeholders;
- Reviewing and providing comments on the inception report;
- Participating in the preparatory briefing prior to the evaluation missions;
- Scheduling all meetings and interviews for the missions;
- Ensuring necessary logistical arrangements for the missions;
- Reviewing and providing comments on the initial draft report;
- Participating in the debriefing on the findings, conclusions, and recommendations;
- Making sure appropriate follow-up action is taken

2. Duration of Contract and Timeline for Delivery

The collaboration between ILO and the Consultant(s) is expected to start in July and last until September 2022 with an estimate of 33 working days.

3. Evaluation Timeframe (will be divided between the evaluator and the national consultant if the latter is recruited)

Tasks	Number of Working days
Kick-off meeting	1
Desk review of documents related with projects	4
Drafting Inception report (including data collection tools)	4
Interviews and FGDs	10
Debriefing of preliminary findings	1
Drafting report	8
Developing Second Draft	3
Integration of comments and finalization of the report	2
Total number of working days	33

4. Supervision

The evaluator will work under the direct supervision of the Evaluation Manager. The evaluator will be required to provide continuous updates on the progress of work and revert to the ILO with any challenges or bottlenecks for support. Coordination and follow-up with the evaluator will take place through e-mail or skype or any other digital communication mean.

8. Profile of the evaluation team

The evaluator should have:

- An advanced degree in social sciences;
- Proven expertise on evaluation methods, labour markets, conflict issues and the ILO approach;
- Extensive experience in the evaluation of development interventions;
- Expertise in child labour interventions, the Labour intensive modality, job creation projects, capacity building and skills development and other relevant subject matter;
- An understanding of the ILO's tripartite culture;
- Knowledge of Jordan, and the regional context;
- Full command of the English language (spoken and written) will be required.
- Command of the Arabic language would be an advantage.
- Ability to work on own initiative as well as a member of a team and ability to deal with people with diplomacy

The national consultant (if needed) should have:

- University degree in statistics, economics, social sciences, international studies or other relevant field. Master's Degree in one of these fields is an asset
- At least three years of professional experience in data collection and reporting
- Demonstrated experience in qualitative research (Professional facilitation skills)
- Previous experience with the UN
- Excellent command of English and Arabic (written and spoken)
- Ability to provide good quality translation between Arabic and English
- Extensive knowledge of Jordan context
- Profound knowledge of child protection principles
- Demonstrate good understanding of project evaluations
- Ability to work on own initiative as well as a member of a team and ability to deal with people with diplomacy

The final selection of the evaluator and national consultant will be approved by the Regional Evaluation Focal Point in the ILO ROAS.

9. Legal and ethical matters

- ❖ This independent evaluation will comply with ILO evaluation guidelines and UN Norms and Standards.
- ❖ These ToRs will be accompanied by the code of conduct for carrying out the evaluation "Code of conduct for evaluation in the ILO" (See attached documents).
- ❖ UNEG ethical guidelines will be followed throughout the independent evaluation.
- ❖ The consultant will not have any links to project management or any other conflict of interest that would interfere with the independence of the evaluation.

Annex 1: Project Theory of Change

Substantially reduce the incidence of the worst forms of child labour in agriculture among host communities and Syrian refugees in Jordan

