

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

## **TERMS OF REFERENCE**

### **Independent terminal evaluation of project**

**Job creation for youth and women through improvement of business environment and SMEs competitiveness**

**UNIDO ID: 160264**

**Grant: 2000004060**

**May 2023**

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## I. PROJECT BACKGROUND AND CONTEXT

### 1. Project factsheet<sup>12</sup>

|                                                                                                           |                                                                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Project title</b>                                                                                      | Job creation for youth and women through improvement of business environment and SMEs competitiveness                                                                                   |
| <b>UNIDO ID</b>                                                                                           | 160264                                                                                                                                                                                  |
| <b>Country(ies)</b>                                                                                       | Jordan                                                                                                                                                                                  |
| <b>Project donor(s)</b>                                                                                   | Italian Agency for Development Cooperation                                                                                                                                              |
| <b>Project approval date</b>                                                                              | 15-16 August 2017                                                                                                                                                                       |
| <b>Planned project start date (as indicated in project document)</b>                                      | n/a                                                                                                                                                                                     |
| <b>Actual project start date (First PAD issuance date)</b>                                                | 25 June 2019                                                                                                                                                                            |
| <b>Planned project completion date (as indicated in project document/or GEF CEO endorsement document)</b> | 30 June 2022                                                                                                                                                                            |
| <b>Actual project completion date (as indicated in UNIDO ERP system)</b>                                  | 30 June 2023                                                                                                                                                                            |
| <b>Project duration (year):</b><br><b>Planned:</b><br><b>Actual:</b>                                      | 3 years<br>4 years (in July 2022 the project was first extended by 6 months till 31 December 2022 and then again in November 2022 till 30 June 2023 - no cost extensions in both cases) |
| <b>Implementing agency(ies)</b>                                                                           | UNIDO                                                                                                                                                                                   |
| <b>Government coordinating agency</b>                                                                     | Ministry of Industry, Trade and Supply of Jordan                                                                                                                                        |
| <b>Executing Partners</b>                                                                                 |                                                                                                                                                                                         |
| <b>Donor funding</b>                                                                                      | EUR 2,568,264 (incl. 13% support costs)                                                                                                                                                 |
| <b>UNIDO input (in kind, USD)</b>                                                                         | N/A                                                                                                                                                                                     |
| <b>Total project cost (USD), excluding support costs</b>                                                  | USD 2,407,627 in cash excl. support costs (March 2023 Exchange rate)                                                                                                                    |
| <b>Mid-term review date</b>                                                                               | N/A                                                                                                                                                                                     |
| <b>Planned terminal evaluation date</b>                                                                   | May-June 2023                                                                                                                                                                           |

(Source: Project document, UNIDO ERP system)

### 2. Project context

Since the project's launch in July 2019, challenges faced by Jordan have not significantly changed. Furthermore, the COVID-19 pandemic outbreak in March 2020 has aggravated the pre-existing challenges while impeding Jordanian socioeconomic development and imposing negative impact on public welfare, employment and livelihoods, social cohesion and financial stability. The country is still affected by the regional uncertainty and particularly the crisis in Syria and Iraq which are causing

<sup>1</sup> Data to be validated by the Consultant

influxes of refugees (Jordan hosts 1.3 million Syrian refugees), higher public expenditures (health and education costs) and disruption to trade routes.

Jordan is however recovering from the COVID-19 shock — real GDP grew by 2.2% in 2021 following a 1.6% contraction in 2020 and Jordan's growth has quickened in 2022 despite global economic turbulence, with expected 2022 growth of 2.7 % (IMF). Despite the observed rebound, the Jordanian economy is still operating below its potential and the productive sector is not creating enough job opportunities to absorb the estimated 60,000 young citizens who enter the labour market annually (ILO, 2016).

Overall, Jordan has one of the lowest labour force participation rates in the world, with under 40 per cent for 4 years in a row (2018-2021; ILO). Moreover, Jordanian labour force participation rate has not recovered its pre-COVID level. Jordan's female labour force participation rate is also the second lowest globally (14 % in 2021 against 62 % for males). Women who have not withdrawn from the labour force struggle to find a job as shown by an unemployment rate among them (25.6 % in 2021) that is 1.5 times higher than for men (16.9 % in 2021). As for youth (15-24), the overall unemployment rate exceeds 40% (40.3 % in 2021) never dropping below 30% since 2015. Though less pronounced than within the overall working age population, the gender gap in youth unemployment is well marked (52 % for young females against 37.5% for young males) (ILO estimates).

Besides challenges contingent on circumstances or social norms, Jordan's labour market is also structurally unbalanced, still relying on low-skilled labour while at the same time most of the new entrants are highly educated. Over 40 per cent of unemployed Jordanians hold at least a bachelor's degree, compared with just 18 per cent for the entire working-age population, suggesting that the economy does not create a sufficient number of high-skilled jobs to meet the career expectations and skills of tertiary-educated Jordanian youth.

To address the low economic inclusion of women and youth, in November 2016, the Ministry of Industry, Trade and Supply (MITS) of Jordan requested UNIDO's support to increase the country's small and medium-sized enterprises' competitiveness in order to boost job creation, particularly for youth and women. Previously, in July 2016, the MITS had requested UNIDO's technical assistance to build Jordan's institutional capacities in terms of Strategic Industrial Intelligence. In agreement with the MITS and considering their complementarity, both requests were integrated into a unique project approved by UNIDO's executive board in August 2017.

The rationale behind the project was that with the adequate support, youth and women can be a driving force for Jordan's private-sector development and an engine for job creation, provided that the challenges they meet in starting or growing a business are addressed. To increase Jordan's private-sector contribution to job creation and promote the economic inclusion of youth and women (including through self-employment), the project hence aimed at supporting the development of competitive small and medium-sized enterprises (SMEs) in value chains selected based on their capacity to drive economic inclusion opportunities for women and youth.

By working at strengthening the capacities of the MITS to implement and monitor its industrial strategy, including towards the objective of creating more jobs for women and youth, the project embeds the conditions to create a positive lasting impact, which is likely to translate into a self-sustained local dynamic benefitting the most vulnerable.

In April 2018, the Italian Ministry of Foreign Affairs confirmed its interest in funding the project by approving its inclusion in the Italian Agency for Development Cooperation (AICS) 2018 programming with a funding of EUR 2.57 million to be released in three annual instalments. In agreement with the donor, the project duration was reduced to 36 months instead of 42 months as originally foreseen. The

project's first instalment was released in June 2019 allowing for actual project implementation to start in July 2019.

The relevance of the intervention was only strengthened following the COVID-19 outbreak in March 2020, provided that the project offers solutions to build resilience to crisis, maintain the existing jobs, while preparing for recovery and transformation and thus, creating sustainable employment and economic resilience in the long run.

### 3. Project objective and expected outcomes

The main objective of the project is to increase Jordan's private-sector contribution to job creation and promote the economic inclusion of youth and women (including through self-employment) by supporting the development of competitive small and medium-sized enterprises (SMEs)

The following **project components** have been developed, in addition to project management, to achieve the project objectives:

**Component 1:** Jordan's Ministry of Industry, Trade and Supply, produces and disseminates regular evidence-based industrial intelligence analysis

This component aims to support the development of an information system on the industrial sector able to support the production of evidence-based industrial and market intelligence analysis, and to facilitate overall monitoring of industrial development, including its impact on the economic inclusion of women and youth. To this end, an Industrial Intelligence Observatory, designed as a computerized, statistical database to track the performance of the industrial sector, is to be created. In addition, the project will support the establishment of an Industrial Intelligence Unit with methodological tools to assess the performance, capabilities and market opportunities of the industrial sector.

The anticipated impact would be on two levels: (i) increasing the efficiency of the MITS in formulating, implementing and monitoring an evidence-based industrial policy in support of the inclusive and sustainable industrial development of Jordan and (ii) For the private sector, ensuring the availability of industrial and market intelligence analysis to facilitate the identification of opportunities to generate new, innovative products and services that can lead to new businesses and identification of market opportunities.

**Component 2:** SMEs offer more job opportunities, including through self-employment, to youth and women in both urban and rural areas

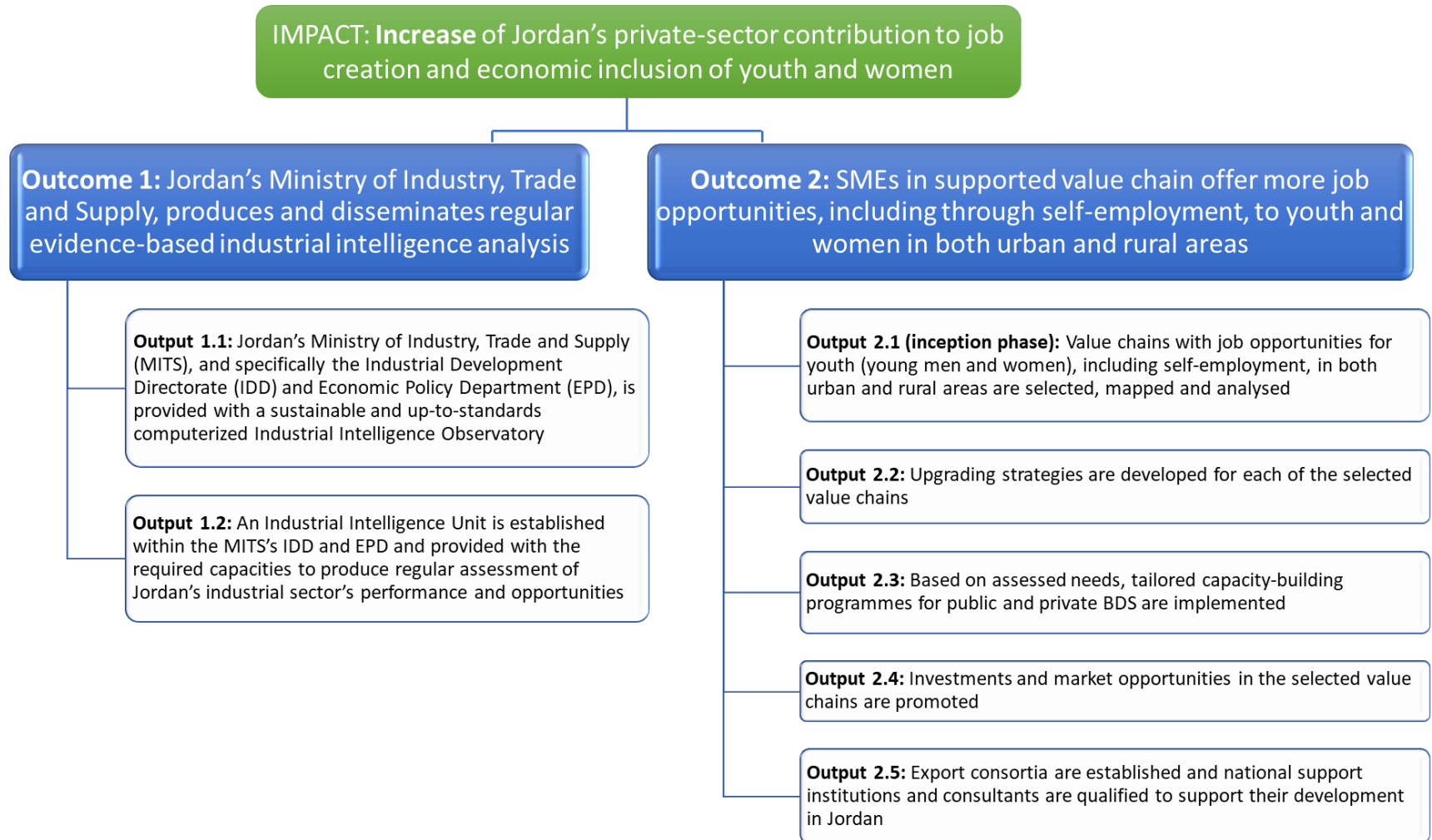
The project's second component aims at enhancing investment and market opportunities in selected value-chain drivers of job creation (including self-employment) for youth and women in both urban and rural regions as a result of a three-pronged intervention:

- At companies/entrepreneurs' level: by enhancing the capabilities of entrants or established firms in the selected value chains to compete, connect and adapt, particularly in terms of managerial skills, financial literacy and capability to raise financing. ICT competences, including information access and processing, with an emphasis on industrial and market intelligence analysis, would also be improved.
- Immediate business environment: by strengthening the capacities of supporting institutions, such as business development services (BDS) providers, vocational training centres, and business associations, that have a positive impact on the structure and growth of value chains, to improve the quality of services provided to SMEs/groups of SMEs.
- Systemic level: by providing efforts to connect firms with each other and with their environment to improve access to markets, technology and finance resulting in (1) the creation of export consortia

linked to the selected value chains (2) creating business partnerships and access to finance opportunities for SMEs in the targeted value chains.

To that end, at the onset of the project, gender and youth sensitive screenings of value chains were carried out.

Figure 1: Project Logframe



The following are, in brief, some of the expected results of the project/programme:

- An industrial intelligence observatory hosted by the MITS is established
- An Industrial Intelligence Unit is established within the MITS and provided with the required capacities to produce regular assessment of Jordan's industrial sector's performance and opportunities
- 3 Value chains with job opportunities for youth (men & women) and women, incl. self-employment opportunities analyzed and upgrading action plans developed
- Meso-level institutions have strengthened capacities to support the upgrading of selected value chains (based on upgrading action plans)
- The capabilities of 80 entrants or established firms in the selected value chains to compete, connect and adapt will be enhanced, particularly in terms of managerial skills, financial literacy and capability to raise financing.
- Investment promotion and access to finance facilitated for 80 selected SMEs
- Business partnerships facilitated for 80 selected SMEs
- Two export consortia created

#### 4. Project implementation arrangements

**UNIDO is the projects' implementing agency.** Originally, the overall project implementation was led by UNIDO's Rural Entrepreneurship, Job Creation and Human Security Division (PTC/AGR/RJH), in collaboration with the Department of Policy Research and Statistics and specifically the Statistic Division (EPR/PRS/STA) and the Research and Industrial Policy Advice Division (EPR/PRS/RPA) responsible for technical and substantive guidance on Component 1. In addition, the Department of Trade, Investment and Innovation and specifically the Business Environment, Cluster and Innovation Division (PTC/TII/BCI) was involved as responsible of the Export Consortia component of the project's outcome 2.

Following UNIDO's restructuring implemented in 2022, the project's overall implementation responsibility was first moved to IET/PPP Division (SDG Innovation and Economic Transformation directorate / Public Private Partnership) and early 2023 to TCS/SME/SDJ (Technical Cooperation and Sustainable Industrial Development Directorate/Small and Medium Enterprises Division/ SME Development and Job Creation Unit) leading specifically the implementation of Component 2. Component 1 fell under the responsibility of the CPS division (Capacity Development, Industrial Policy Advice and Statistics) and specifically to ISR (Industrial Statistics and SDG9 Reporting unit) for Output 1.1 and to CDA (Capacity Development and Policy Unit) for output 1.2.

As a result of the involvement of several divisions within UNIDO, the project team structure includes an overall project manager (PM)/allotment holder from TCS/SME/SDJ and two sub-allotment holders (originally three) for output 1.1 (TCS/CPS/ISR) and output 1.2 (TCS/CPS/CDA) all operating from UNIDO HQ in Vienna.

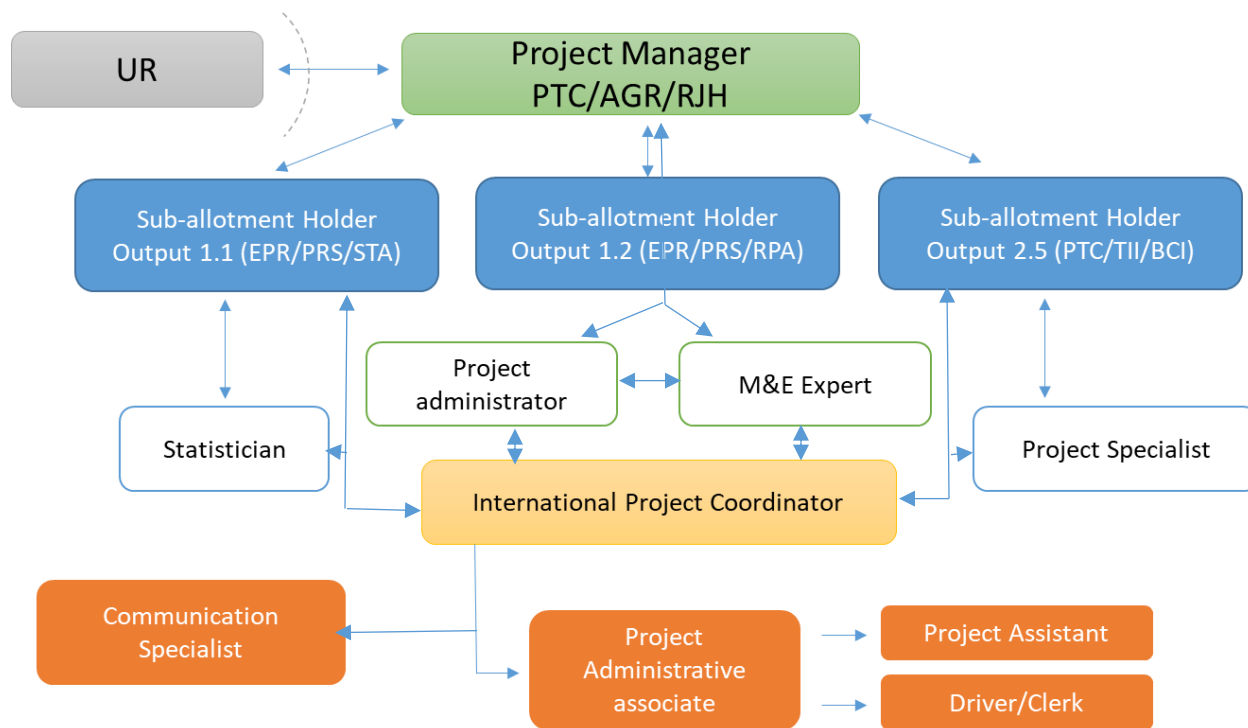
A project office was established in Amman in January 2019, first within the premises of the Ministry of Industry Trade and Supply, and starting 27 September 2021 within separate offices located at UNOPS premises in Amman (aside UNIDO's Country Office in Amman).

The Jordan-based project management unit currently comprises, an international Project Coordinator, a Project Assistant, a communication specialist and a driver/clerk. Technical expertise is provided by national and international experts, including a home-based International Project Management Expert providing technical backstopping on a part time basis and national senior Export Consortia expert. Since July 2021 the national support functions team (Project assistant, Communication specialist and



Driver/Clerk) is cost-shared with another UNIDO project in Jordan (Supporting the textile value chain to create employment and economic opportunities in Jordan SAP ID: 180072).

The team structure at the onset of the project early 2020 was the following:



*Fig 2: Original Project team structure*

The following **main project’s counterparts** were confirmed on the occasion of the 1st project’s Steering Committee meeting that took place in October 2019:

- The Jordanian Ministry of Industry and Trade and particularly the Economic Policy Directorate (EPD). The Industrial Development Directorate (IDD) and the Information Technology Directorate (ITD) will also be involved in the implementation of Outcome 1 of the project.
- JEDCO (Jordan Enterprise Development Corporation) that will be specifically involved in the implementation of outcome 2 of the project.
- JORDAN EXPORT that will be specifically involved in the implementation of output 2.5 (Establishing export consortia).

## 5. Main findings of the Mid-term review (MTR)

N/A

## 6. Budget information

**Table 1. Financing plan summary - Outcome breakdown excluding support costs**

| Project outcomes/components | Donor (AICS) EUR    | Co-Financing EUR | Total EUR           |
|-----------------------------|---------------------|------------------|---------------------|
| Preparatory Assistance      | -                   | 19 449.82        | 19 449.82           |
| Outcome 1                   | 671 800.00          | -                | 671 800.00          |
| Outcome 2                   | 1 021 000.00        | -                | 1 021 000.00        |
| Outcome 3 (Management)      | 580 000.00          | -                | 580 000.00          |
| <b>Total (EUR)</b>          | <b>2 272 800.00</b> | <b>19 449.82</b> | <b>2 292 249.82</b> |

Source: Project document/SAP

**Table 2. Co-Financing source breakdown**

| Name of Co-financier<br>(source)                             | In-kind | Cash             | Total Amount<br>(EUR) |
|--------------------------------------------------------------|---------|------------------|-----------------------|
| UNIDO Regular Programme<br>of Technical Assistance<br>(RPTC) | -       | 19 449.82        | 19 449.82             |
| <b>Total Co-financing EUR</b>                                | -       | <b>19 449.82</b> | <b>19 449.82</b>      |

Source : Project document/ SAP

## II. SCOPE AND PURPOSE OF THE EVALUATION

The purpose of the evaluation is to independently assess the project to help UNIDO improve performance and results of ongoing and future programmes and projects. The terminal evaluation (TE) will cover the whole duration of the project from its starting date in [07/2019] to the estimated completion date in [06/2023].

The evaluation has two specific objectives:

- (i) Assess the project performance in terms of relevance, effectiveness, efficiency, sustainability, coherence, and progress to impact; and
- (ii) Develop a series of findings, lessons and recommendations for enhancing the design of new and implementation of ongoing projects by UNIDO.

## III. EVALUATION APPROACH AND METHODOLOGY

The TE will be conducted in accordance with the Charter of the Office of Evaluation and Internal Oversight<sup>3</sup>, the Evaluation Policy<sup>4</sup>, the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle<sup>5</sup>, and UNIDO [Evaluation Manual](#).

The evaluation will be carried out as an independent in-depth exercise using a participatory approach whereby all key parties associated with the project will be informed and consulted throughout the process. The evaluation team leader will liaise with the UNIDO Independent Evaluation Unit (EIO/IEU) on the conduct of the evaluation and methodological issues.

The evaluation will use a theory of change approach<sup>6</sup> and mixed methods to collect data and information from a range of sources and informants. It will pay attention to triangulating the data and information collected before forming its assessment. This is essential to ensure an evidence-based and credible evaluation, with robust analytical underpinning.

The evaluation team will review the project log frame, assess its validity and, if necessary, reconstruct a theory of change, to identify the causal and transformational pathways from the outputs to outcomes and longer-term impacts. It will identify drivers as well as barriers to achieve intended results/outcomes.

The learning from this analysis will be useful for the design of the future projects so that the management team can effectively use the theory of change to manage the project based on results.

### 1. Data collection methods

Following are the main instruments for data collection:

- (a) **Desk and literature review** of documents related to the project, including but not limited to:

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<sup>3</sup> UNIDO (2020). Director General's Bulletin: Charter of the Office of Evaluation and Internal Oversight (DGB/2020/11, 11 December 2020)

<sup>4</sup> UNIDO. (2018). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/2018/08)

<sup>5</sup> UNIDO. (2006). Director-General's Administrative Instruction No. 17/Rev.1: Guidelines for the Technical Cooperation Programme and Project Cycle (DGAI.17/Rev.1, 24 August 2006)

<sup>6</sup> For more information on Theory of Change, please see chapter 3.4 of UNIDO [Evaluation Manual](#)

- The original project document, monitoring reports (such as progress and financial reports, mid-term review report, technical reports, back-to-office mission report(s), end-of-contract report(s) and relevant correspondence.
  - Notes from the meetings of committees involved in the project.
- (b) **Stakeholder consultations** will be conducted through structured and semi-structured interviews and focus group discussion. Key stakeholders to be interviewed include:
- UNIDO Management and staff involved in the project; and
  - Representatives of donors, counterparts and stakeholders.
- (c) **Field work in JORDAN**.
- On-site observation of results achieved by the project, including interviews of actual and potential project beneficiaries.
  - Interviews with the relevant UNIDO Country Office(s) representative to the extent that he/she was involved in the project, and the project's management members and the various national [and sub-regional] authorities dealing with project activities as necessary.
- (d) **Online data collection** methods: will be used to the extent possible.

## 2. Evaluation key questions and criteria

The key evaluation questions are the following:

- 1) How well has the project performed in terms of relevance, coherence, effectiveness, efficiency, sustainability, gender and other cross-cutting issues (environmental and social safeguards, human rights)?
- 2) What are the project's key results (outputs, outcome)? To what extent have the expected results been achieved or are likely to be achieved?
- 3) To what extent does the project generate or is expected to generate higher-level effects (impact)?
- 4) To what extent will the achieved results and benefits be sustained after completion of the project (sustainability)?
- 5) What are the key drivers and barriers to achieve the long term objectives of the project? To what extent has the project helped put in place the conditions likely to address the drivers, overcome barriers and contribute to the long term, transformational objectives?
- 6) What are the key risks (e.g. in terms of financial, socio-political, institutional and environmental risks) and how these risks may affect the continuation of results after the project ends?
- 7) Has the project addressed cross-cutting issues (environmental and social safeguards, human rights and disability)?
- 8) What lessons can be drawn from the successful and unsuccessful practices in designing, implementing and managing the project?

The ET will further revise the evaluation questions and develop an evaluation matrix in the inception report.

The table below provides the key evaluation criteria to be assessed by the evaluation. The details questions to assess each evaluation criterion are in annex 2 of UNIDO [Evaluation Manual](#).

**Table 5. Project evaluation criteria**

| #        | Evaluation criteria                                                           | Mandatory rating |
|----------|-------------------------------------------------------------------------------|------------------|
| <b>A</b> | <b>Progress to Impact</b>                                                     | <b>Yes</b>       |
| <b>B</b> | <b>Project design</b>                                                         | <b>Yes</b>       |
| 1        | • Overall design                                                              | Yes              |
| 2        | • Project results framework/log frame                                         | Yes              |
| <b>C</b> | <b>Project performance and progress towards results</b>                       | <b>Yes</b>       |
| 1        | • Relevance                                                                   | Yes              |
| 2        | • Coherence                                                                   | Yes              |
| 3        | • Effectiveness                                                               | Yes              |
| 4        | • Efficiency                                                                  | Yes              |
| 5        | • Sustainability of benefits                                                  | Yes              |
| <b>D</b> | <b>Gender mainstreaming</b>                                                   | <b>Yes</b>       |
| <b>E</b> | <b>Project implementation management</b>                                      | <b>Yes</b>       |
| 1        | • Results-based management (RBM)                                              | Yes              |
| 2        | • Monitoring and Evaluation, Reporting                                        | Yes              |
| <b>F</b> | <b>Performance of partners</b>                                                |                  |
| 1        | • UNIDO                                                                       | Yes              |
| 2        | • National counterparts                                                       | Yes              |
| 3        | • Implementing partner (if applicable)                                        | Yes              |
| 4        | • Donor                                                                       | Yes              |
| <b>G</b> | <b>Environmental and Social Safeguards (ESS), Disability and Human Rights</b> | <b>Yes</b>       |
| 1        | • Environmental Safeguards                                                    | Yes              |
| 2        | • Social Safeguards, Disability and Human Rights                              | Yes              |
| <b>H</b> | <b>Overall Assessment</b>                                                     | <b>Yes</b>       |

### **Performance of partners**

The assessment of performance of partners will **include** the quality of implementation and execution of the executing entities in discharging their expected roles and responsibilities. The assessment will take into account the following:

- Quality of Implementation, e.g. the extent to which the agency delivered effectively, with focus on elements that were controllable from the given implementing agency's perspective and how well risks were identified and managed.
- Quality of Execution, e.g. the appropriate use of funds, procurement and contracting of goods and services.

### 3. Rating system

In line with the practice adopted by many development agencies, the UNIDO Independent Evaluation Unit uses a six-point rating system, where 6 is the highest score (highly satisfactory) and 1 is the lowest (highly unsatisfactory) as per table below.

**Table 6. Project rating criteria**

| Score |                           | Definition                                                                                                                    | Category       |
|-------|---------------------------|-------------------------------------------------------------------------------------------------------------------------------|----------------|
| 6     | Highly satisfactory       | Level of achievement presents no shortcomings (90% - 100% achievement rate of planned expectations and targets).              | SATISFACTORY   |
| 5     | Satisfactory              | Level of achievement presents minor shortcomings (70% - 89% achievement rate of planned expectations and targets).            |                |
| 4     | Moderately satisfactory   | Level of achievement presents moderate shortcomings (50% - 69% achievement rate of planned expectations and targets).         |                |
| 3     | Moderately unsatisfactory | Level of achievement presents some significant shortcomings (30% - 49% achievement rate of planned expectations and targets). | UNSATISFACTORY |
| 2     | Unsatisfactory            | Level of achievement presents major shortcomings (10% - 29% achievement rate of planned expectations and targets).            |                |
| 1     | Highly unsatisfactory     | Level of achievement presents severe shortcomings (0% - 9% achievement rate of planned expectations and targets).             |                |

### IV. EVALUATION PROCESS

The evaluation will be conducted from [05/2023] to [07/2023]. The evaluation will be implemented in five phases which are not strictly sequential, but in many cases iterative, conducted in parallel and partly overlapping:

- 1) Inception phase: The evaluation team will prepare the inception report providing details on the evaluation methodology and include an evaluation matrix with specific issues for the evaluation to address; the specific site visits will be determined during the inception phase, taking into consideration the findings and recommendations of the mid-term review.
- 2) Desk review and data analysis;
- 3) Interviews, survey and literature review;
- 4) Country visits (whenever possible) and debriefing to key relevant stakeholders in the field;
- 5) Data analysis, report writing and debriefing to UNIDO staff at the Headquarters; and
- 6) Final report issuance and distribution with management response sheet, and publication of the final evaluation report in UNIDO website.

## V. TIME SCHEDULE AND DELIVERABLES

The evaluation is scheduled to take place from 05/2023 to 06/2023. The evaluation field work in JORDAN is tentatively planned for 05/2023. At the end of the field work in JORDAN, the evaluation team will present the preliminary findings for key relevant stakeholders involved in this project in the country. The tentative timelines are provided in the table below.

After the evaluation field work in JORDAN, the evaluation team leader will visit UNIDO Headquarters for debriefing and presentation of the preliminary findings of the terminal evaluation. Online presentation is to be arranged in case the visit cannot take place. The draft TE report will be submitted 4 to 6 weeks after the end of the mission. The draft TE report is to be shared with the UNIDO Project Manager (PM), UNIDO Independent Evaluation Unit, and other stakeholders for comments. The ET leader is expected to revise the draft TE report based on the comments received, edit the language and submit the final version of the TE report in accordance with UNIDO ODG/EIO/EID standards.

**Table 7. Tentative timelines**

| <b>Timelines</b> | <b>Tasks</b>                                                                                                                        |
|------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| May 2023         | Desk review and writing of inception report                                                                                         |
| May 2023         | Online briefing with UNIDO project manager and the project team based in Vienna                                                     |
| May/June 2023    | Field work in JORDAN                                                                                                                |
| June 2023        | Debriefing in Vienna<br>Preparation of first draft evaluation report                                                                |
| June 2023        | Internal peer review of the report by UNIDO's Independent Evaluation Unit and other stakeholder comments to draft evaluation report |
| June 2023        | Final evaluation report                                                                                                             |

## VI. EVALUATION TEAM COMPOSITION

The evaluation team will be composed of one international evaluation consultant acting as the team leader and one national evaluation consultant. The evaluation team members will possess a mixed skill set and experience including evaluation, relevant technical expertise, social and environmental safeguards and gender. Both consultants will be contracted by UNIDO.

The tasks of each team member are specified in the job descriptions annexed to these terms of reference.

According to UNIDO Evaluation Policy, members of the evaluation team must not have been directly involved in the design and/or implementation of the project under evaluation.

The UNIDO Project Manager and the project management team in JORDAN will support the evaluation team.

An evaluation manager from UNIDO Independent Evaluation Unit will provide technical backstopping to the evaluation team and ensure the quality of the evaluation. The UNIDO Project Manager and national project teams will act as resourced persons and provide support to the evaluation team and the evaluation manager.

## VII. REPORTING

### **Inception report**

This Terms of Reference (ToR) provides some information on the evaluation methodology, but this should not be regarded as exhaustive. After reviewing the project documentation and initial interviews with the project manager, the Team Leader will prepare, in collaboration with the team member, a short inception report that will operationalize the ToR relating to the evaluation questions and provide information on what type and how the evidence will be collected (methodology). It will be discussed with and approved by the responsible UNIDO Evaluation Manager.

The Inception Report will focus on the following elements: preliminary project theory model(s); elaboration of evaluation methodology including quantitative and qualitative approaches through an evaluation framework (“evaluation matrix”); division of work between the evaluation team members; field work plan, including places to be visited, people to be interviewed and possible surveys to be conducted and a debriefing and reporting timetable<sup>7</sup>.

### **Evaluation report format and review procedures**

The draft report will be delivered to UNIDO Independent Evaluation Unit (with a suggested report outline) and circulated to UNIDO staff and key stakeholders associated with the project for factual validation and comments. Any comments or responses, or feedback on any errors of fact to the draft report will be sent to UNIDO’s Independent Evaluation Unit for collation and onward transmission to the evaluation team who will be advised of any necessary revisions. On the basis of this feedback, and taking into consideration the comments received, the evaluation team will prepare the final version of the terminal evaluation report.

The evaluation team will present its preliminary findings to the local stakeholders at the end of the field visit and take into account their feed-back in preparing the evaluation report. A presentation of preliminary findings will take place at UNIDO HQ afterwards.

The evaluation report should be brief, to the point and easy to understand. It must explain the purpose of the evaluation, what was evaluated, and the methods used. The report must highlight any methodological limitations, identify key concerns and present evidence-based findings, consequent conclusions, recommendations and lessons. The report should provide information on when the evaluation took place, the places visited, who was involved and be presented in a way that makes the information accessible and comprehensible. The report should include an executive summary that encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.

Findings, conclusions and recommendations should be presented in a complete, logical and balanced manner. The evaluation report shall be written in English and follow the outline given by UNIDO Independent Evaluation Unit.

## VIII. QUALITY ASSURANCE

All UNIDO evaluations are subject to quality assessments by UNIDO Independent Evaluation Unit. Quality assurance and control is exercised in different ways throughout the evaluation process (briefing of consultants on methodology and process of UNIDO Independent Evaluation Unit, providing inputs

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<sup>7</sup> The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by UNIDO Independent Evaluation Division.



regarding findings, lessons learned and recommendations from other UNIDO evaluations, review of inception report and evaluation report by UNIDO's Independent Evaluation Unit).

The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality. The applied evaluation quality assessment criteria are used as a tool to provide structured feedback. UNIDO Independent Evaluation Unit should ensure that the evaluation report is useful for UNIDO in terms of organizational learning (recommendations and lessons learned) and is compliant with UNIDO's evaluation policy and these terms of reference. The draft and final evaluation report are reviewed by UNIDO Independent Evaluation Unit, which will circulate it within UNIDO together with a management response sheet.

## Annex 1: Project Logical Framework

| Result Level                          | Narrative Summary                                                                                                                             | Objectively verifiable indicators                                                   | Unit of measurement | Baseline and predicted cumulative target values |                                         | Sources of verification / documentation to submit                            | Total allocated Budget (EUR) |
|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------|-------------------------------------------------|-----------------------------------------|------------------------------------------------------------------------------|------------------------------|
|                                       |                                                                                                                                               |                                                                                     |                     | Baseline                                        | Target value                            |                                                                              |                              |
| OBJECTIVE/<br>Development goal/impact | Increase of Jordan's private sector contribution to job creation and economic inclusion of youth and women                                    | Number of additional jobs created (IRPF [SOC.1]) - Breakdown by gender and age      | #                   | tbd*<br><i>As per mapping conducted</i>         | tbd*<br><i>As per mapping conducted</i> | Business level survey, national statistics (ISIC 4 digit level UNIDO - 2016) | 2,272,800                    |
|                                       |                                                                                                                                               | Number of firms with economic gains (IRPF [ECO.1])                                  | #                   | tbd*<br><i>As per mapping conducted</i>         | tbd*<br><i>As per mapping conducted</i> | VC Business level survey                                                     |                              |
| Outcome 1                             | Outcome 1. Jordan's Ministry of Industry, Trade and Supply, produces and disseminates regular evidence-based industrial intelligence analysis | Industrial competitiveness reports is officially launched by the end of the project | Y/N                 | N                                               | Y                                       | JIC report and event report                                                  | 671,800                      |
|                                       | <u>Output 1.1</u> Jordan's Ministry of Industry, Trade and Supply (MoIT), and specifically the Industrial Development                         | The new Jordan's OECD TiVA database is in place and accessible to MoIT              | Y/N                 | N                                               | Y                                       | Project reports, the Jordanian TiVA database is accessible                   | 300,000                      |

| Result Level | Narrative Summary                                                                                                                                                                                                             | Objectively verifiable indicators                                                                    | Unit of measurement | Baseline and predicted cumulative target values |              | Sources of verification / documentation to submit                      | Total allocated Budget (EUR) |
|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|---------------------|-------------------------------------------------|--------------|------------------------------------------------------------------------|------------------------------|
|              |                                                                                                                                                                                                                               |                                                                                                      |                     | Baseline                                        | Target value |                                                                        |                              |
|              | Directorate (IDD) and Economic Policy Department (EPD), is provided with a sustainable and up-to-standards computerized Industrial Intelligence Observatory                                                                   | The Jordanian Industrial Intelligence Observatory is operational                                     | Y/N                 | N                                               | Y            | The Observatory is operated on the Ministry website                    | 371,800                      |
|              | Output 1.2 An Industrial Intelligence Unit is established within the MoIT's IDD and EPD and provided with the required capacities to produce regular assessment of Jordan's industrial sector's performance and opportunities | # of capacity building activities on industrial performance analysis provided                        | #                   | 0                                               | 3            | Training Evaluation Reports +                                          |                              |
|              |                                                                                                                                                                                                                               | % participation of women in capacity building activities on industrial performance analysis provided | %                   | n/a                                             | 40%          | Attendance sheet                                                       |                              |
|              |                                                                                                                                                                                                                               | Guidelines are produced for conducting industrial analysis                                           | Y/N                 | 0                                               | 1            | Guidelines for conducting industrial analysis in Jordan from trainings |                              |
|              |                                                                                                                                                                                                                               | # of workshops on industrial diagnosis held                                                          | #                   | 0                                               | 3            | Workshops/seminars reports                                             |                              |
|              |                                                                                                                                                                                                                               | % participation of women in industrial diagnosis workshops held                                      | %                   | n/a                                             | 40%          | Attendance sheet                                                       |                              |
|              |                                                                                                                                                                                                                               |                                                                                                      |                     |                                                 |              |                                                                        |                              |

| Result Level              | Narrative Summary                                                                                                                                                                                 | Objectively verifiable indicators                                                                                                                                | Unit of measurement | Baseline and predicted cumulative target values |              | Sources of verification / documentation to submit                      | Total allocated Budget (EUR) |
|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------------------------------------|--------------|------------------------------------------------------------------------|------------------------------|
|                           |                                                                                                                                                                                                   |                                                                                                                                                                  |                     | Baseline                                        | Target value |                                                                        |                              |
| Outcome 2                 | Outcome 2. SMEs in the target value chains offer more job opportunities, including through self-employment, to youth and women in both urban and rural areas                                      | Number of businesses financed ( <b>that have successfully mobilized funding</b> ) of which :<br>-Youth-led (incl. young women)<br>-Women-led (incl. young women) | #                   | 0                                               | 30           | Correspondance, coaching reports, signed agreements, follow-up surveys | 1,021,000                    |
|                           |                                                                                                                                                                                                   | Supported companies that signed new deals for export sales                                                                                                       | %                   | n/a                                             | 20%          | New products (pictures), Coaching reports, follow-up surveys           |                              |
|                           |                                                                                                                                                                                                   | Job opportunities created for youth and women, including self-employment (sex and age disaggregation) in supported companies                                     | #                   | 0                                               | 200          | Business level survey                                                  |                              |
| Output 2.1 (Formerly 2.0) | Output 2.1 Value chains with job opportunities potential for youth (men & women) and women, incl. self-employment opportunities, in both urban and rural areas, are selected, mapped and analysed | At least 3 value chains selected for their potential in terms of job opportunities (incl. self-employment) for youth and women and validated by the MoIT         | Y/N                 | N                                               | Y            | VC selection report and minutes of SC                                  | 125,000                      |
|                           |                                                                                                                                                                                                   | At least 3 value chains mapped and analysed                                                                                                                      | Y/N                 | N                                               | Y            | Mapping and VC analysis reports validated (1 per VC)                   |                              |

| Result Level              | Narrative Summary                                                                                                  | Objectively verifiable indicators                                                                                        | Unit of measurement | Baseline and predicted cumulative target values |                  | Sources of verification / documentation to submit                               | Total allocated Budget (EUR) |
|---------------------------|--------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------------------------------------|------------------|---------------------------------------------------------------------------------|------------------------------|
|                           |                                                                                                                    |                                                                                                                          |                     | Baseline                                        | Target value     |                                                                                 |                              |
| Output 2.2 (Formerly 2.1) | Output 2.2 Upgrading strategies incl. action plan are developed for each of the selected value chains              | Upgrading strategies and action plans developed for each one of the selected value chains                                | #                   | 0                                               | 3                | Upgrading strategy reports + Action plans developed (1 per VC), workshop report | 105,000                      |
|                           |                                                                                                                    | Public/Private task forces established                                                                                   | Y/N                 | N                                               | Y                | TF terms of reference, minutes of meetings incl. Attendance sheets              |                              |
| Output 2.3 (Formerly 2.2) | Output 2.3 Public and Private BDS have strengthened capacities to support the development of selected value chains | Capacity building programs prepared based on identified gaps                                                             | #                   | 0                                               | 10               | Assessment reports including programme for capacity reinforcement               | 102,000                      |
|                           |                                                                                                                    | Beneficiaries of provided capacity reinforcement services (breakdown by nature and participants gender)                  | #                   | 0                                               | 30               | Progress reports, trainings' attendance sheets                                  |                              |
| Output 2.4 (Formerly 2.3) | Output 2.4 Investments and market opportunities in the selected value chain are promoted                           | Investment opportunities formulated of which<br>- led by youth (incl. young women)<br>- led by women (incl. young women) | #<br>%<br>%         | 0<br>n/a<br>n/a                                 | 80<br>30%<br>50% | IIIPP forms                                                                     | 305,000                      |

| Result Level | Narrative Summary | Objectively verifiable indicators                                                                                                                                 | Unit of measurement | Baseline and predicted cumulative target values |              | Sources of verification / documentation to submit              | Total allocated Budget (EUR) |
|--------------|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------------------------------------|--------------|----------------------------------------------------------------|------------------------------|
|              |                   |                                                                                                                                                                   |                     | Baseline                                        | Target value |                                                                |                              |
|              |                   | Bankable business plans developed (IRPF [TCO.4])                                                                                                                  | #                   | 0                                               | 60           | Business plans prepared                                        |                              |
|              |                   | Business proposals promoted among investors networks, chambers of commerce, business associations, business development services providers (in Jordan and abroad) | #                   | 0                                               | 320          | Project reports, mailing lists                                 |                              |
|              |                   | Proportion of supported projects that submitted funding requests to financing institutions                                                                        | %                   | n/a                                             | 50%          | Business Plans submitted, business level/beneficiaries surveys |                              |
|              |                   | Proportion of supported projects engaged in at least one business negotiation (technological, commercial, joint venture) of which:                                | %                   | n/a                                             | 50%          | B2B follow-up reports, business level/beneficiaries surveys    |                              |
|              |                   | - south-south partnerships                                                                                                                                        | %                   | n/a                                             | 20%          |                                                                |                              |
|              |                   | # of participants to sectorial technical tours/business missions organized                                                                                        | Y/N                 | 0                                               | 60           | Project reports/List of participants, Pictures                 |                              |

| Result Level              | Narrative Summary                                                                                                                                               | Objectively verifiable indicators                                                                                                                            | Unit of measurement | Baseline and predicted cumulative target values |              | Sources of verification / documentation to submit                                                                                                               | Total allocated Budget (EUR) |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------------------------------------|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
|                           |                                                                                                                                                                 |                                                                                                                                                              |                     | Baseline                                        | Target value |                                                                                                                                                                 |                              |
|                           |                                                                                                                                                                 |                                                                                                                                                              |                     |                                                 |              |                                                                                                                                                                 |                              |
| Output 2.5 (Formerly 2.4) | Output 2.5 Export consortia are established (and national support institutions and consultants are qualified to support export consortia development in Jordan) | Export consortia created                                                                                                                                     | #                   | 0                                               | 2            | Project reports                                                                                                                                                 | 384,000                      |
|                           |                                                                                                                                                                 | Representatives of national support institutions and/or associated experts are qualified to support export consortia development in Jordan of whom women (%) | #                   | 0                                               | 20 (40%)     | Lists of participants in seminars and training workshops<br>Communications by the national authorities and other national partners, articles on the media, etc. |                              |
|                           |                                                                                                                                                                 | women-led enterprises or enterprises with a majority of female workers included in the membership of the established consortia                               | %                   | 0                                               | 60           | Project reports                                                                                                                                                 |                              |
| Outcome 3                 | Project Management, M&E and communication                                                                                                                       |                                                                                                                                                              |                     |                                                 |              |                                                                                                                                                                 | 580,000                      |

## Annex 2: Job descriptions



### UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

#### TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

|                                        |                                                        |
|----------------------------------------|--------------------------------------------------------|
| <b>Title:</b>                          | Senior Evaluation Consultant, Team Leader              |
| <b>Main Duty Station and Location:</b> | Home-based - Islamabad, Pakistan                       |
| <b>Start of Contract (EOD):</b>        | 15/05/2023                                             |
| <b>End of Contract (COB):</b>          | 30/06/2023                                             |
| <b>Number of Working Days:</b>         | 35 working days spread over the above-mentioned period |

#### 1. ORGANIZATIONAL CONTEXT

The United Nations Industrial Development Organization (UNIDO) is the specialized agency of the United Nations that promotes industrial development for poverty reduction, inclusive globalization and environmental sustainability. The mission of UNIDO, as described in the Lima Declaration adopted at the fifteenth session of the UNIDO General Conference in 2013, is to promote and accelerate inclusive and sustainable industrial development (ISID) in Member States. The relevance of ISID as an integrated approach to all three pillars of sustainable development is recognized by the 2030 Agenda for Sustainable Development and the related Sustainable Development Goals (SDGs), which will frame United Nations and country efforts towards sustainable development in the next fifteen years. UNIDO's mandate is fully recognized in SDG-9, which calls to "Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation". The relevance of ISID, however, applies in greater or lesser extent to all SDGs. Accordingly, the Organization's programmatic focus is structured in four strategic priorities: Creating shared prosperity; Advancing economic competitiveness; Safeguarding the environment; and Strengthening knowledge and institutions.

Each of these programmatic fields of activity contains a number of individual programmes, which are implemented in a holistic manner to achieve effective outcomes and impacts through UNIDO's four enabling functions: (i) technical cooperation; (ii) analytical and research functions and policy advisory services; (iii) normative functions and standards and quality-related activities; and (iv) convening and partnerships for knowledge transfer, networking and industrial cooperation. Such core functions are carried out in Departments/Offices in its Headquarters, Regional Offices and Hubs and Country Offices.

The UNIDO Independent Evaluation Unit (EIO/IEU) is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement and accountability, and provides evidence-based analysis and assessment on result and practices that feed into the programmatic and strategic decision-making processes. Independent evaluations provide credible, reliable and useful assessment that enables



the timely incorporation of findings, recommendations and lessons learned into the decision-making processes at organization-wide, programme and project level. EIO/IEU is guided by the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

## **2. PROJECT CONTEXT**

The project aims to increase Jordan's private-sector contribution to job creation and promote the economic inclusion of youth and women (including through self-employment) by supporting the development of competitive small and medium-sized enterprises (SMEs). The rationale supporting the project is based on two components: 1. Developing an information system on the industrial sector that supports the production of evidence-based industrial and market intelligence analysis, and that facilitates overall monitoring of industrial development, including its impact on the economic inclusion of women and youth. To this end, an Industrial Intelligence Observatory, designed as a computerized, statistical database to track the performance of the industrial sector, will be created and hosted jointly by the Industrial Development Department (IDD) and Economic Policy Department (EPD) of Jordan's Ministry of Industry, Trade and Supply (MITS). In addition, the project will support the establishment of an Industrial Intelligence Unit with methodological tools to assess the performance, capabilities and market opportunities of the industrial sector. The anticipated impact of this will be on two levels: (i) It will increase the efficiency of the MITS in formulating, implementing and monitoring an evidencebased industrial policy in support of the inclusive and sustainable industrial development of Jordan and (ii) For the private sector, the availability of industrial and market intelligence analysis will facilitate the identification of opportunities to generate new, innovative products and services that can lead to new businesses and identification of market opportunities. 2. Enhancing investment and market opportunities in four selected value-chain drivers of job creation (including self-employment) for youth and women in both urban and rural regions. This will be made possible as a result of three-pronged intervention: a. Firm/entrepreneurs: The capabilities of 80 entrants or established firms in the selected value chains to compete, connect and adapt will be enhanced, particularly in terms of managerial skills, financial literacy and capability to raise financing. ICT competences, including information access and processing, with an emphasis on industrial and market intelligence analysis, will also be improved. b. Immediate business environment: The capacities of supporting institutions, such as business development services (BDS) providers, vocational training centres, and business associations, that have a positive impact on the structure and growth of value chains to improve the services provided to SMEs/groups of SMEs, will be enhanced. c. Systemic level: Efforts to connect firms with each other and with their environment to improve access to markets, technology and finance will be carried out and result in: → The creation of two export consortia → Investment promotion and access to finance facilitation for 80 selected SMEs → Business partnerships facilitation for 80 selected SMEs The project is perfectly aligned with Jordan's government strategy laid out in 'JORDAN 2025: A national vision and strategy', the Jordan national entrepreneurship and micro, small and medium enterprises (MSME) growth strategy, and the country's Industrial Policy 2017-2021. Jordan's private sector is expected to be the primary engine for growth, job creation, economic inclusion and poverty alleviation, and in this regard, developing the ability of the Jordanian economy to attract investments and to increase its exports is particularly important. Furthermore, the project will directly serve SDG 9, "Build resilient infrastructure, promote sustainable industrialization and foster innovation", as well as SDG 8, "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all".

## **3. ROLE AND RESPONSIBILITIES**

The International Evaluation Consultant/Team Leader will evaluate the project in accordance with the evaluation-related terms of reference (TOR). S/he will perform, inter alia, the following main tasks:

| MAIN DUTIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Concrete/ Measurable Outputs to be achieved                                                                                                                                                                                                                                                    | Working Days | Location       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|----------------|
| <p>1. Review project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data).</p> <p>Define technical issues and questions to be addressed prior to the field work.</p> <p>Determine key data to collect in the field and adjust the key data collection instrument if needed.</p> <p>In coordination with the project manager, the project management team and the national technical evaluator, determine the suitable sites to be visited and stakeholders to be interviewed.</p> | <ul style="list-style-type: none"> <li>Adjusted table of evaluation questions, depending on country specific context.</li> <li>Draft list of stakeholders to interview during the field work.</li> <li>Identify issues and questions to be addressed by the local technical expert.</li> </ul> | 5 days       | Home-based     |
| <p>2. Prepare an inception report which streamlines the specific questions to address the key issues in the TOR, specific methods that will be used and data to collect in the field visits, confirm the evaluation methodology, draft theory of change, and tentative agenda for field work.</p> <p>Provide guidance to the national evaluator on activities to be undertaken</p> <p>Prepare division of tasks</p>                                                                                                                                                | <ul style="list-style-type: none"> <li>Draft inception report (incl. review or reconstruction of theory of change) and Evaluation framework to submit to the Evaluation Manager for clearance.</li> <li>Agreement with national evaluator on division of tasks.</li> </ul>                     | 3 days       | Home-based     |
| <p>3. Briefing with the UNIDO Independent Evaluation Unit, project managers and other key stakeholders at UNIDO HQ.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Detailed evaluation schedule with tentative mission agenda (incl. list of stakeholders to interview and site visits); mission planning.</li> <li>Division of evaluation tasks with the National Consultant.</li> </ul>                                  | 1 day        | Virtual/hybrid |

|                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                      |         |                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|----------------|
| 4. Conduct field work.                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>• Conduct virtual/hybrid meetings with relevant project stakeholders, beneficiaries, etc. for the collection of data and clarifications.</li> <li>• Evaluation presentation of the evaluation’s preliminary findings, conclusions and recommendations to stakeholders in the country at the end of the field work.</li> </ul> | 12 days | Virtual/hybrid |
| 5. Prepare the draft evaluation report, with inputs from the National Consultant, according to the TOR;<br><br>Share the evaluation report with UNIDO HQ and national stakeholders for feedback and comments. | <ul style="list-style-type: none"> <li>• Draft evaluation report.</li> </ul>                                                                                                                                                                                                                                                                                         | 10 days | Home-based     |
| 6. Present overall findings and recommendations to the stakeholders at UNIDO HQ (virtual).                                                                                                                    | <ul style="list-style-type: none"> <li>• Presentation on preliminary findings, recommendations and conclusions.</li> </ul>                                                                                                                                                                                                                                           | 1 day   | Home-based     |
| 7. Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Unit and stakeholders and edit the language and form of the final version according to UNIDO standards.     | <ul style="list-style-type: none"> <li>• Final evaluation report.</li> </ul>                                                                                                                                                                                                                                                                                         | 3 days  | Home-based     |

## MINIMUM ORGANIZATIONAL REQUIREMENTS

### Education:

Advanced degree in economics, econometrics, development studies or related areas.

### Technical and functional experience:

- Minimum of 10-15 years’ experience in evaluation of development projects and programmes, including in the area of Private Sector Development and Job creation.
- Good working knowledge in the region (incl. Jordan).

- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks. Knowledge of UNIDO's work specifically would be an asset.
- Familiarity with gender analysis tools and methodologies would be an asset.
- Working experience in developing countries.

**Languages:**

Fluency in written and spoken English is required. All reports and related documents must be in English and presented in electronic format.

**Absence of conflict of interest:**

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the UNIDO Independent Evaluation Unit.

**REQUIRED COMPETENCIES**

**Core values:**

WE LIVE AND ACT WITH INTEGRITY: work honestly, openly and impartially.

WE SHOW PROFESSIONALISM: work hard and competently in a committed and responsible manner.

WE RESPECT DIVERSITY: work together effectively, respectfully and inclusively, regardless of our differences in culture and perspective.

**Core competencies:**

WE FOCUS ON PEOPLE: cooperate to fully reach our potential –and this is true for our colleagues as well as our clients. Emotional intelligence and receptiveness are vital parts of our UNIDO identity.

WE FOCUS ON RESULTS AND RESPONSIBILITIES: focus on planning, organizing and managing our work effectively and efficiently. We are responsible and accountable for achieving our results and meeting our performance standards. This accountability does not end with our colleagues and supervisors, but we also owe it to those we serve and who have trusted us to contribute to a better, safer and healthier world.

WE COMMUNICATE AND EARN TRUST: communicate effectively with one another and build an environment of trust where we can all excel in our work.

WE THINK OUTSIDE THE BOX AND INNOVATE: To stay relevant, we continuously improve, support innovation, share our knowledge and skills, and learn from one another.



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION  
TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

|                                        |                                                        |
|----------------------------------------|--------------------------------------------------------|
| <b>Title:</b>                          | National Evaluation Consultant                         |
| <b>Main Duty Station and Location:</b> | Home-based - Amman, Jordan                             |
| <b>Mission/s to:</b>                   | Travel to potential sites within Jordan                |
| <b>Start of Contract:</b>              | 15/05/2023                                             |
| <b>End of Contract:</b>                | 30/06/2023                                             |
| <b>Number of Working Days:</b>         | 30 working days spread over the above-mentioned period |

## 1. ORGANIZATIONAL CONTEXT

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strategic decision-making processes. Independent evaluations provide credible, reliable and useful assessment that enables the timely incorporation of findings, recommendations and lessons learned into the decision-making processes at organization-wide, programme and project level. ODG/EIO/IED is guided by the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

## **2. PROJECT CONTEXT**

The project aims to increase Jordan's private-sector contribution to job creation and promote the economic inclusion of youth and women (including through self-employment) by supporting the development of competitive small and medium-sized enterprises (SMEs). The rationale supporting the project is based on two components: 1. Developing an information system on the industrial sector that supports the production of evidence-based industrial and market intelligence analysis, and that facilitates overall monitoring of industrial development, including its impact on the economic inclusion of women and youth. To this end, an Industrial Intelligence Observatory, designed as a computerized, statistical database to track the performance of the industrial sector, will be created and hosted jointly by the Industrial Development Department (IDD) and Economic Policy Department (EPD) of Jordan's Ministry of Industry, Trade and Supply (MITS). In addition, the project will support the establishment of an Industrial Intelligence Unit with methodological tools to assess the performance, capabilities and market opportunities of the industrial sector. The anticipated impact of this will be on two levels: (i) It will increase the efficiency of the MITS in formulating, implementing and monitoring an evidence based industrial policy in support of the inclusive and sustainable industrial development of Jordan and (ii) For the private sector, the availability of industrial and market intelligence analysis will facilitate the identification of opportunities to generate new, innovative products and services that can lead to new businesses and identification of market opportunities. 2. Enhancing investment and market opportunities in four selected value-chain drivers of job creation (including self-employment) for youth and women in both urban and rural regions. This will be made possible as a result of three-pronged intervention: a. Firm/entrepreneurs: The capabilities of 80 entrants or established firms in the selected value chains to compete, connect and adapt will be enhanced, particularly in terms of managerial skills, financial literacy and capability to raise financing. ICT competences, including information access and processing, with an emphasis on industrial and market intelligence analysis, will also be improved. b. Immediate business environment: The capacities of supporting institutions, such as business development services (BDS) providers, vocational training centres, and business associations, that have a positive impact on the structure and growth of value chains to improve the services provided to SMEs/groups of SMEs, will be enhanced. c. Systemic level: Efforts to connect firms with each other and with their environment to improve access to markets, technology and finance will be carried out and result in: The creation of two export consortia; Investment promotion and access to finance facilitation for 80 selected SMEs; Business partnerships facilitation for 80 selected SMEs; The project is perfectly aligned with Jordan's government strategy laid out in 'JORDAN 2025: A national vision and strategy', the Jordan national entrepreneurship and micro, small and medium enterprises (MSME) growth strategy, and the country's Industrial Policy 2017-2021. Jordan's private sector is expected to be the primary engine for growth, job creation, economic inclusion and poverty alleviation, and in this regard, developing the ability of the Jordanian economy to attract investments and to increase its exports is particularly important. Furthermore, the project will directly serve SDG 9, "Build resilient infrastructure, promote sustainable industrialization and foster innovation", as well as SDG 8, "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all".

### 3. ROLES AND RESPONSIBILITIES

The National Evaluation Consultant will evaluate the projects according to the terms of reference (TOR) under the leadership of the International Evaluation Consultant/Team leader. S/he will perform the following tasks:

| <b><u>MAIN DUTIES</u></b>                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Concrete/measurable outputs to be achieved</b>                                                                                                                                                                                                                                                | <b>Expected duration</b>        | <b>Location</b>     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|---------------------|
| <p>Desk review</p> <p>Review and analyze project documentation and relevant country background information; in cooperation with the team leader, determine key data to collect in the field and prepare key instruments in English (questionnaires, logic models);</p> <p>If need be, recommend adjustments to the evaluation framework and Theory of Change in order to ensure their understanding in the local context.</p> | <p>Evaluation questions, questionnaires/interview guide, logic models adjusted to ensure understanding in the national context;</p> <p>A stakeholder mapping, in coordination with the project team.</p>                                                                                         | 4 days                          | Home-based          |
| <p>Carry out preliminary analysis of pertaining technical issues determined with the Team Leader.</p> <p>In close coordination with the project staff team verify the extent of achievement of project outputs prior to field visits.</p> <p>Develop a brief analysis of key contextual conditions relevant to the project</p>                                                                                                | <ul style="list-style-type: none"> <li>• Report addressing technical issues and question previously identified with the Team leader</li> <li>• Tables that present extent of achievement of project outputs</li> <li>• Brief analysis of conditions relevant to the project</li> </ul>           | 6 days                          | Home-based          |
| <p>Coordinate the evaluation mission agenda, ensuring and setting up the required meetings with project partners and government counterparts, and organize and lead site visits, in close cooperation with project staff in the field.</p>                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>• Detailed evaluation schedule.</li> <li>• List of stakeholders to interview during the field missions.</li> </ul>                                                                                                                                        | 2 days                          | Home-based          |
| <p>Coordinate and conduct the field mission with the team leader in cooperation with the Project Management Unit, where required;</p> <p>Consult with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.</p>                                                                                                                                                        | <ul style="list-style-type: none"> <li>• Presentations of the evaluation’s initial findings, draft conclusions and recommendations to stakeholders in the country at the end of the mission.</li> <li>• Agreement with the Team Leader on the structure and content of the evaluation</li> </ul> | 12 days (including travel days) | In-country missions |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                               |        |            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|--------|------------|
| Conduct the translation for the Team Leader, when needed.                                                                                                                                                                                                                                                                                                                                                                                                | report and the distribution of writing tasks. |        |            |
| <p>Follow up with stakeholders regarding additional information promised during interviews</p> <p>Prepare inputs to help fill in information and analysis gaps (mostly related to technical issues) and tables to be included in the evaluation report as agreed with the Team Leader.</p> <p>Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Unit and stakeholders and proof read the final version.</p> | Part of draft evaluation report prepared.     | 6 days | Home-based |

**MINIMUM ORGANIZATIONAL REQUIREMENTS**

**Education:** Advanced university degree in economics, econometrics, development studies or other relevant discipline.

**Technical and functional experience:**

- Excellent knowledge and competency in the field of Private Sector Development and Job creation
- At least 7 years of evaluation experience, including evaluation of development cooperation in developing countries is an asset
- Exposure to the development needs, conditions and challenges in their country and region.
- Familiarity with gender analysis tools and methodologies and asset
- Familiarity with the institutional context of the project is desirable.

**Languages:** Fluency in written and spoken English and in Arabic is required.

**Absence of conflict of interest:**

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the UNIDO Independent Evaluation Unit.

**REQUIRED COMPETENCIES**

**Core values:**

WE LIVE AND ACT WITH INTEGRITY: work honestly, openly and impartially.

WE SHOW PROFESSIONALISM: work hard and competently in a committed and responsible manner.

WE RESPECT DIVERSITY: work together effectively, respectfully and inclusively, regardless of our differences in culture and perspective.

**Core competencies:**



**WE FOCUS ON PEOPLE:** cooperate to fully reach our potential –and this is true for our colleagues as well as our clients. Emotional intelligence and receptiveness are vital parts of our UNIDO identity.

**WE FOCUS ON RESULTS AND RESPONSIBILITIES:** focus on planning, organizing and managing our work effectively and efficiently. We are responsible and accountable for achieving our results and meeting our performance standards. This accountability does not end with our colleagues and supervisors, but we also owe it to those we serve and who have trusted us to contribute to a better, safer and healthier world.

**WE COMMUNICATE AND EARN TRUST:** communicate effectively with one another and build an environment of trust where we can all excel in our work.

**WE THINK OUTSIDE THE BOX AND INNOVATE:** To stay relevant, we continuously improve, support innovation, share our knowledge and skills, and learn from one another.

## **Annex 3. Outline of an in-depth project evaluation report**

### **Project factsheet**

#### **Executive summary (maximum 3-5 pages)**

- Evaluation purpose and methodology
- Key findings
- Conclusions and recommendations
- Project ratings
- Tabular overview of key findings – conclusions – recommendations

#### **Introduction**

- 1.1. Evaluation objectives and scope
- 1.2. Overview of the Project Context
- 1.3. Overview of the Project
- 1.4. Theory of Change: assessment of the intervention logic
- 1.5. Evaluation Methodology
- 1.6. Limitations of the Evaluation

#### **2. Project assessment**

##### **2.1. Project's contribution to Development Results - Effectiveness and Impact**

- 2.1.1. Project's achieved results and overall effectiveness (output and outcome levels)
- 2.1.2. Progress towards impact (economy, environment, social)
  - 2.1.2..1. Behavioral change
  - 2.1.2..2. Broader adoption
- 2.1.3. Unintended impacts and trade-offs (economic, environmental, social)

##### **2.2. Project's quality and performance**

- 2.2.1 Design
  - 2.2.1.Relevance
  - 2.2.2.Coherence
  - 2.2.3.Efficiency
  - 2.2.4.Sustainability
  - 2.2.5.Gender mainstreaming
  - 2.2.6.Environmental impacts
  - 2.2.7.Human rights and social impacts

#### **3. Performance of Partners**

- 3.1 UNIDO
  - 3.1. National counterparts
- 3.2. Implementation partners/subcontractors
- 3.3. Donor

#### **4. Factors facilitating or limiting the achievement of results**

- 4.1 Monitoring & evaluation
  - 4.1. Results-Based Management
- 4.2. Other factors
- 4.3. Overarching assessment and rating table

#### **5. Conclusions, recommendations, and lessons learned**

- 5.1 Conclusions
  - 5.1. Recommendations
  - 5.2. Lessons learned
- 5.3. Good practices

## **Annexes**

- Evaluation Terms of Reference
- Evaluation framework/matrix
- List of documentation reviewed
- List of stakeholders consulted and sites visited
- Project logframe/Theory of Change
- Primary data collection instruments: evaluation survey/questionnaire
- Statistical data from evaluation survey/questionnaire analysis

## Annex 4. Quality Checklist

Project Title:

UNIDO Project No. /ID:

Evaluation team leader:

Quality review done by:

Date:

| Quality criteria |                                                                                                                                                                             | UNIDO EIO/IED assessment notes | Rating |
|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|--------|
| 1.               | The inception report is well structured, logical, clear and complete                                                                                                        |                                |        |
| 2.               | Was the evaluation report well-structured and timely? (Clear language, correct grammar, clear and logical structure)                                                        |                                |        |
| 3.               | The report presents a substantive description of the 'object' of the evaluation.                                                                                            |                                |        |
| 4.               | The evaluation's purpose, objective and scope are clearly defined.                                                                                                          |                                |        |
| 5.               | The report presents a transparent description of the evaluation methodology and clearly explains how the evaluation was designed.                                           |                                |        |
| 6.               | Findings respond directly to the evaluation criteria and evaluation questions. They are clearly formulated and based on evidence derived from data collection and analysis. |                                |        |
| 7.               | Conclusions presented are based on findings, are substantiated by evidence and present strengths and weaknesses.                                                            |                                |        |
| 8.               | Recommendations are relevant to the evaluation object and purpose and supported by evidence and conclusions.                                                                |                                |        |
| 9.               | Report includes a section on lessons learned.                                                                                                                               |                                |        |
| 10.              | The report adequately addresses a) gender mainstreaming, b) human rights & social impacts and c) environmental issues                                                       |                                |        |

### Rating system for quality of evaluation reports

A number rating 1-6 is used for each criterion: Highly satisfactory = 6, Satisfactory = 5, Moderately satisfactory = 4, Moderately unsatisfactory = 3, Unsatisfactory = 2, Highly unsatisfactory = 1, and unable to assess = 0.

