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INDUSTRIAL DEVELOPMENT ORGANIZATION



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independent
evaluation

Job Creation for Youth and Women through Improvement of Business Environment and SME Competitiveness (Project ID 160264)

Jordan

Office of Evaluation and Internal Oversight

**OFFICE OF EVALUATION AND INTERNAL OVERSIGHT
INDEPENDENT EVALUATION UNIT**

Independent Terminal Evaluation

**Job Creation for Youth and Women through Improvement of
Business Environment and SMEs Competitiveness**

JORDAN

Project ID 160264



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

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Abstract

The project, funded by the Italian Agency for Development Cooperation and implemented by UNIDO aimed at increasing Jordan's private-sector contribution to job creation and at promoting the economic inclusion of youth and women by supporting the development of competitive small and medium-sized enterprises (SMEs). Outcome 1 achieved milestones like the establishment of the Jordan Industrial Intelligence Observatory, the development of the first ever Jordan Industrial Competitiveness Report (JICR), and the inclusion of Jordan in OECD's TiVA database. Outcome 2 faced challenges in relation to the dissemination of developed value chain studies and planned capacity building initiative for selected SMEs. Other critical factors affecting the efficiency and effectiveness of the project were delays in funds disbursements, COVID-19 and a high staff turnover.

Despite setbacks, the evaluation found the overall project implementation to be moderately satisfactory. Notably, the Industrial Intelligence Observatory and TiVA database additions contribute to potential long-term impact and sustainability.

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Evaluation team:

Ms. Umm e Zia, International Evaluation Expert

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Abbreviations and Acronyms

Abbreviation	Meaning
AICS	Italian Agency for Development Cooperation
BDS	Business Development Services
DOS	Department of Statistics
IEU	UNIDO Independent Evaluation Unit
EPD	Economic Policy Directorate
EPR/PRS/RPA	Research and Industrial Policy Advice Division
EPR/PRS/STA	Statistic Division
ET	Evaluation Team
FGD	Focus Group Discussion
GoJ	Government of Jordan
HQ	Headquarters
IDD	Industrial Development Directorate
IIU	Industrial Intelligence Unit
IIO	Industrial Intelligence Observatory
ILO	International Labour Organisation
IPC	International Project Coordinator
ICIS rev.4	International Standard on Industrial Classification of Economic Activities (revision 4)
JCI	Jordan Chamber of Industry
JEDCO	Jordan Enterprise Development Corporation
JIC	Jordan Investment Commission
JICR	Jordan Industrial Competitiveness Report
M&E	Monitoring and Evaluation
MITS	Ministry of Industry, Trade, and Supply
MTR	Mid Term Review
NGOs	Non-governmental Organisation
OECD	Organisation for Economic Cooperation and Development
PMU	Project Management Unit
PSC	Project Steering Committee
PTC/AGR/RJH	Rural Entrepreneurship, Job Creation and Human Security Division
PTC/TII/BCI	Business Environment, Cluster, and Innovation Division
SDG	Sustainable Development Goal
SME	Small and Medium-sized Enterprise
TE	Terminal Evaluation
TiVA	Trade in Value Added
TL	Team Leader
ToC	Theory of Change
TORs	Terms of Reference
UNIDO	United Nations Industrial Development Organisation

Executive Summary

This report presents the Final Evaluation of the UNIDO project '**Job creation for youth and women through improvement of business environment and SMEs competitiveness**' that was conducted between 2018 and 2023. The evaluation was conducted using a theory of change approach and mixed methods to collect data and information from a range of sources and informants. Key evaluation questions were related to the relevance, coherence, effectiveness, and efficiency of the project, as well as the project's impact, sustainability, key risks, and work on cross-cutting issues.

The project was comprised of two major outcomes which would enable job creation in Jordan, especially for youth and women. Outcome 1 involved developing the capacity of the Ministry of Industry, Trade, and Supply (MITS) by helping it create a public database/Industrial Observatory that would regularly monitor Jordan's industrial sector productivity and an Industrial Competitiveness Report. Outcome 2 involved the development of SME capabilities through capacity building, training, and providing support for them to raise finance for the business activities and the development of export consortia that would provide a platform for companies to export Jordanian products abroad.

Since the project was designed based on requests from Jordan's MITS, which oversees Jordan's overall industrial development and national development plans, the evaluation team found the project to be highly **relevant** to the needs of local stakeholders. Additionally, the project was relevant to the priorities set by UNIDO itself and the donor agency, the Italian Agency for Development Cooperation.

The project's **coherence** was found to be moderately satisfactory, as it involved a lengthy inception phase where the project was modified after extensive consultation with various local stakeholders. The evaluation team did find however, that the design of outcome 1 was not sufficiently expanded on in the project document or inception report, which meant that targets for specific activities were open to interpretation.

In terms of **effectiveness**, the project was found to have achieved a mixed amount of success in its outputs and outcomes. Despite, some technical difficulties and varying levels of support from the MITS, the results of outcome 1 were found to be satisfactory. By the end of the project, MITS had significantly improved capacity to monitor industrial productivity levels through the creation of the Jordan Industrial Observatory (JIO) and the Jordan Industrial Competitiveness Report (JICR). Additionally, the addition of Jordan into the TiVA database will support the promotion of Jordanian exports.

The results of outcome 2 however, were more varied. Outputs 2.1 and 2.2, which were related to developing analysis and upgradation strategies of select value chains, respectively, were completed and results were shared with relevant stakeholders. Output 2.4, relating to promoting investment and marketing opportunities in the selected value chains evolved into a multi-stage online business accelerator called the LevelUp project after the onset of COVID-19. However, the accelerator faced significant challenges. Many businesses were dissatisfied with the programme for various reasons including time-consuming training modules, modules being irrelevant to their business needs, and lack of clarity on the programme's selection criteria. The evaluators found that 30% of the 50 businesses moving to gate 3 had voluntarily dropped out of the programme; while another 3 out of the 10 Champions of Digital Change (CoDC) dropped out during Gate 4. The twinning programme

in Italy was also found to be relatively ineffectual as only two Jordanian businesses were found to have developed any linkages with Italian businesses, of which one did not materialize into partnership.

The project's development of export consortia under output 2.5 also received somewhat mixed results. Although two export consortia have been developed and benefitted from UNIDO assistance in terms of export linkages, etc., they have not been registered. Also, the established consortia still require considerable cohesion and guidance to move forward. The consortia have so far received little support from the Jordanian government and any other stakeholders. Overall, the project's effectiveness was found to be moderately satisfactory.

In terms of **efficiency**, the project faced significant problems due to the slow release of funds and time taken to get approval for project extensions. On multiple occasions, project staff was out of contract and had to wait months before restarting work on the project. Staff turnover was also a significantly challenging aspect of the project, as the project has seen four different project coordinators (with limited handover protocols) since its inception. This led the team to determine the project's efficiency as moderately unsatisfactory.

Due to several project outputs having significant potential for long-term change, including the Industrial Observatory, addition of Jordan into the TiVA database, and likelihood of greater support for export consortia in the future being high, and the possible upgradation of value chains, the project is estimated to have sustainable impact. However, due to uncertainty in terms of the results and sustainability of activities under outputs 2.4 and 2.5, the evaluation team have determined that the project's sustainability of results is moderately satisfactory.

Overall, the evaluation team found that the project performance to be moderately satisfactory.

Overall, the evaluation team found that the project performance to be moderately satisfactory.

The following are the **key recommendations**:

1. Continued development and review and utilization of key outputs under Outcome 1 (JIO, JICR, TiVA)
2. Support the development of a comprehensive Trade Policy for Jordan
3. Support to project results under Outcome 2
4. Enhance the Effectiveness of future online business development programs
5. Improving efficiency of future interventions
6. Improve management processes to avoid pauses in project implementation

Major **lessons learned** from the implementation of the Level-Up project in Jordan are:

- Key initiatives are replicable but require long term assistance beyond project life.
- Collaboration among stakeholders is key to the continuation of policy development tools.
- Online delivery of business development programmes needs to be complemented with in person contact as well as clearly verifiable criteria for participant selection.

1. Introduction

In line with UNIDO project guidelines, the UNIDO Independent Evaluation Unit (EIO/IEU) commissioned the terminal evaluation of the project entitled '**Job creation for youth and women through improvement of business environment and SMEs competitiveness**', also known as the LevelUp project. The evaluation took place between May 2023 and September 2023 by a two-member team, comprising of Dr. Rama Erekat (Evaluation Consultant/National Expert) and Ms. Umm e Zia (Senior Evaluation Consultant/Team Leader).

1.1. Evaluation Purpose

The purpose of the evaluation was to independently assess the project to help UNIDO improve performance and results of ongoing and future programmes and projects.

The intended users of the evaluation are UNIDO project management, UNIDO country offices, partner organizations, the donor of the project, as well as other prospective donors interested in UNIDO's project portfolio.

The findings and recommendations of this evaluation are expected to be used to guide decisions in the future, including whether to explore further interventions, scale up current interventions, or replicate this project in other countries in the region. Additionally, the evaluation will assist UNIDO in identifying key lessons learnt that will inform design and implementation of such future programmes.

1.2. Evaluation Objectives and Scope

The evaluation had 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.

In line with the assignment TORs, the following **key evaluation questions** were explored.

- 1) How well did the project perform in terms of **relevance, coherence, effectiveness, efficiency, sustainability, gender, and other cross-cutting issues** (environmental and social safeguards, human rights, disability, etc.)?
- 2) What were the project's **key results** (outputs, outcome)? To what extent had the expected results been achieved or are likely to be achieved?
- 3) To what extent did 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 have been the **key drivers and barriers to achieve the long-term objectives** of the project? To what extent did the project help put in place the conditions likely to address the drivers, overcome barriers and contribute to the long term, transformational objectives?

- 6) What have been 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) Did the project address **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?

It is to be noted that **the terminal evaluation (TE) covered the project from its starting date in 07/2019 until 06/2023¹.**

1.3. Theory of Change

The project's **primary objective** was to improve Jordan's industrial sector's contribution to the employment of youth and women. Project activities were divided into two broad outcomes and seven corresponding outputs.

Outcome 1 focused on Jordan's Ministry of Industry, Trade, and Supply's (MITS) ability to produce and disseminate regular evidence-based analysis on Jordan's industrial sectors performance and opportunities. Two specific outputs were designed for this outcome. The first output was that the MITS, Industrial Development Directorate (IDD), and Economic Policy Directorate (EPD) would be provided with a sustainable and up to standards Industrial Intelligence Observatory (**Output 1.1**). In addition to this, an Industrial Intelligence Unit with the MITS, IDD, and EPD would be set up with the capacities to produce regular assessments of Jordan's industrial sector performance and opportunities (**Output 1.2**). These outputs were expected to have **two broad results**, the first being the development of MITS' efficiency in formulating, implementing, and monitoring an evidence-based industrial policy for the inclusive and sustainable development of Jordan. Secondly, with the increased availability of industrial data and market intelligence analysis, the private sector will be facilitated in their identification of opportunities to generate new and innovative products and services.

Outcome 2 was to ensure that small to medium sized enterprises (SMEs) offer more job opportunities, including through self-employment, to youth and women in both urban and rural areas. These were to be achieved through five outputs, each targeting different aspects of the industrial value chain that would help strengthen SMEs' ability to employ youth and women. **Outputs 2.1 and 2.2** pertained to the selection and analysis of value chains with potential for job opportunities as well as the formulation of upgrading strategies and their related action plans. This was to be done by partnering with 80 SMEs whose capacities were to be enhanced in the realms of management, financial literacy, and capacity to raise financing. **Output 2.3** focused on building the capacity of public and private business development services (BDS) so they can further support the identified value chains in the previous outputs to develop and generate business. This increased capacity would result in a higher likelihood of these SMEs to be successful in their operations and eventually hire more youth and women in their companies. **Output 2.4** was to focus on promoting market opportunities and investments in these identified value chains. Finally, **Output 2.5** was to establish export consortia that would contribute to business development opportunities for the SMEs selected in the earlier outputs. These outputs

¹ It is to be noted that during the TE process, the project received a no cost extension in August that will extend the project to 12/2023. However, the TE did not cover project activities between 06/2023 and 12/2023.

would combine to grow the SMEs' businesses that would eventually result in their hiring of more of Jordan's population, especially youth and women.

1.4. Methodology

The TE was conducted in accordance with the Charter of the Office of Evaluation and Internal Oversight (EIO) of UNIDO², the Evaluation Policy³, the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle⁴, and UNIDO Evaluation Manual⁵.

The evaluation was carried out as an independent in-depth exercise using a participatory approach whereby all key parties associated with the project were informed and consulted throughout the process. With support from the National Evaluator, the **evaluation team leader** (TL) led the development of the inception report, participated in Key Informant Interviews and other interviews that could be conducted online and in English language, analysed all information and data gathered, and developed the Draft and Final TE Reports. The TL also liaised with the UNIDO EIO/IEU on the conduct of the evaluation and methodological issues. Key tasks performed by the **national evaluation expert** included support to gathering any additional project-related documents and data from the project management team, identification of key stakeholders to be interviewed, coordination with stakeholders to set up evaluation interviews, participation in interviews led by the TL, leading other evaluation interviews and Focus Group Discussions (FGDs), documentation and sharing of all meeting notes in English, contribution to and review of Key Deliverables to ensure accuracy of presented analysis, and coordination with the project management team and other stakeholders in Jordan.

To ensure an evidence-based and credible evaluation, the evaluation used a theory of change (ToC) approach and mixed methods to collect data and information from a range of sources and informants. It also triangulated the data and information collected before forming its assessment.

1.5. Limitations

The evaluation team (ET) faced some limitations during the TE process. These were not major issues and did not have an effect on the results of the evaluation, however they did slow down the process.

Firstly, while the project documentation was found to be detailed and informative, the TE team faced delays in receiving and accessing these documents. Initially the supporting documents were supposed to be sent to the TE on the 22nd of May, however, the evaluation team obtained complete access by the 12th of June. In addition, as the quarterly progress reports for 2023 were still under process, these became available to the TE on 3rd July.

² The revised Charter of the Office of Evaluation and Internal Oversight (EIO) of UNIDO as approved by the forty-eighth session of the Industrial Development Board in decision IDB.48/Dec.10 on 25 November 2020.

³ The UNIDO Evaluation Policy 2021 is a supplementary policy under the framework of the Charter of the Office of Evaluation and Internal Oversight (EIO), which was approved by the Industrial Development Board at its forty-eighth session in decision IDB.48/Dec.10 and subsequently promulgated in DGB/2020/11 of 11 December 2020

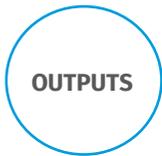
⁴ Director-General's Administrative Instruction No. 17/Rev.1: Guidelines for the Technical Cooperation Programme and Project Cycle, *UNIDO*, DGAI.17/Rev.1, 24 August, 2006

⁵ Evaluation Manual; UNIDO Independent Evaluation Division; 2018

There was also some delay in the approval of the Draft Inception Report submitted by the ET due to unavailability of stakeholders.

Furthermore, during the data collection phase, the ET faced some delays as some relevant stakeholders were unavailable during the assigned data collection period or had left their respective organization altogether. This was a factor that the ET had considered during the development of the inception report. The ET remained flexible and accommodated the remaining stakeholder interviews at later dates. The data collection period which was to conclude on the 21st of August eventually concluded on the 20th of October 2023.

Theory of Change



Output 1.1:
Jordan's Ministry of Industry, Trade and Supply (MITS), and specifically the Industrial Development Directorate (IDD) and the Economic Policy Directorate (EPD), is provided with a sustainable and up-to-standards computerized Industrial Intelligence Observatory.

Output 1.2:
An Industrial Intelligence Unit within the MITS's IDD and EPD is set up with the required capacities to produce regular assessments of Jordan's industrial sector performance and opportunities, including for the purpose of SDGs monitoring.

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

Output 2.2:
Upgrading strategies are developed for each of the selected value chains

Output 2.3:
Public and private BDS have strengthened capacities to support the development of selected value chains

Output 2.4:
Investments and market opportunities in the selected value chains are promoted

Output 2.5:
Export consortia are established (and national support institutions and consultants are qualified to support export consortia development in Jordan)

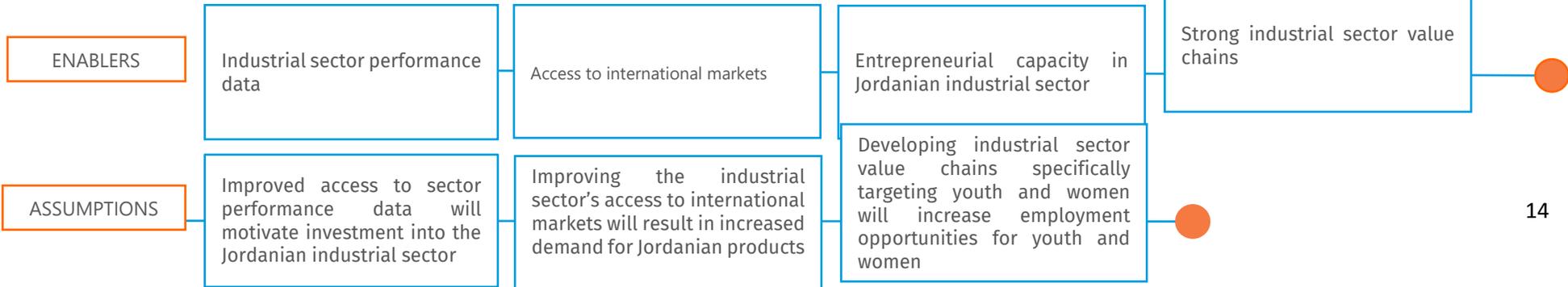
Outcome 1:
Jordan's Ministry of Industry, Trade, and Supply produces and disseminates regular evidence-based analysis on Jordan's industrial sectors performance and opportunities

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

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

Impact 1:
Increase in rhythm of annual job creations by the private sector in target value chains

Impact 2:
Decrease in youth and women's unemployment rates



2. Project Background and Context

Jordan has some of the lowest labor force participation rates in the world, averaging around 39 percent over the last decade, with participation rates for women and young people being even lower. Reducing unemployment and poverty are the main development challenges in Jordan, with structural unemployment among youth and women particularly high.

Both unemployment and labour-force participation rates have worsened since 2009 as a result of a series of the exogenous shocks, in particular the closing of trade routes with Iraq and Syria which has led to a weakening of external demand. In this already challenging context, the latest refugee influx due to the war in Syria has increased the stretch on the country's limited resources and imposed severe stress on Jordan's economy, host communities, fiscal position, and public services.

Due to the reasons mentioned above as well as Jordan's poor sectoral performance data, administrative barriers, and lack of well-trained Jordanian labour force, the industrial sector of Jordan has been shrinking in terms of its contribution to Jordan's employment figures, specifically for women and the youth population. According to modelled ILO estimates, as of 2021, the industrial sector employed less than 17⁶ percent of the total employed population, and only 6 percent of employed women. These numbers are a significant drop as compared to industrial employment in 2004, where the sector employed 26 percent of total employed people and 14 percent of employed women.

This is in part the result of a prevailing social norm in Jordan that supports the traditional view of the division of labour within the family, with the male being the main breadwinner and the woman being the caretaker. This influences women's educational choices (concentrating on 'care' fields and jobs in public administration) and what they perceive as an 'acceptable' job (one that can be reconciled with housework and raising children). However, besides challenges contingent on circumstances or social norms, Jordan's labor market is also structurally unbalanced, still relying on low-skilled labor while at the same time most of the new entrants are highly educated.

Government ministries such as the MITS have a responsibility to continually develop Jordan's industrial sector in an inclusive and sustainable manner. They, along with other actors such as UNIDO, have the mandate to work on industrial sector development in Jordan, and have the opportunity to partner together to build the country's industrial sector back up to a level where it can play a role in employing the country's significant unemployed population, particularly unemployed women and youth.

Realising this, in November 2016, Jordan's MITS requested UNIDO's support to increase the country's SME competitiveness in order to boost job creation, particularly for youth and women. Previously, in July 2016, the MITS had also 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.

In April 2018, the Italian Ministry of Foreign Affairs confirmed its interest in the project by approving its inclusion in the Italian Agency for Development Cooperation 2018 programming with a **funding of EUR 2,568,000 to be released in three annual instalments.**

⁶ International Labor Organisation, Modelled ILO Estimates, *ILOSTAT*, 2021, <https://data.worldbank.org/indicator/SL.IND.EMPL.ZS?locations=JO>

3. Findings

3.1. Relevance

Relevance was assessed to determine whether the project was well aligned with the stakeholders' priorities, including the Government of Jordan, UNIDO, the AICS, local partners, and beneficiaries.

In view of the low employment and labor force participation, the **Government of Jordan** (GOJ) released a National Employment Strategy 2011 – 2020, highlighting the private sector as a key player and the primary job-creator in the Jordanian economy if recommended interventions were to take place. In a subsequent document, titled *Jordan 2025: A National Vision and Strategy*, the government further reiterated this idea while adding that more work must be done to attract youth and women to participate in the workforce. Hence, the LevelUp project's aim to improve the industrial sector's data monitoring and reporting and development of value chains towards generating employment opportunities was found to be well aligned with the priorities of the Government of Jordan.

The project also aligned with the country's international commitments to the Agenda 2030 for Sustainable Development. A strong and vibrant industrial sector is central to such achievement, both in terms of SDG 9 (directly related to industrial development) and of several other goals (namely SDG 1, SDG 2, SDG 3, SDG 5, SDG 8 and SDG 10).

UNIDO has the global mandate to achieve Inclusive and Sustainable Industrial Development in developing countries and transition economies, especially through economic empowerment of the private sector. Accordingly, UNIDO has extensive experience in providing advisory services to improve the business and policy environment for the private sector, assisting with the creation of productive capacities.

Furthermore, UNIDO states that the primary focus of its "activities in this area is on the knowledge, skills, technologies, and business support services needed to enable women and youth to engage in productive activities, generate income, and thereby reduce poverty. UNIDO assists governments in developing policies that are gender and age responsive."⁷ Also, within Jordan, UNIDO is reportedly the only UN agency working with the MITS for trade development. The project was therefore well-aligned with the UNIDO's global and country-level priorities.

Since 2017, the **governments of Italy** and Jordan have agreed to work together towards the development of Jordan. A brochure from the Amman office of the AICS states that the partnership between the two countries aims to achieve the goals mentioned in the programmatic documents issued by the government of Jordan, such as the Jordan 2025 document. The Amman office also mentions that the organisation wishes to achieve Jordan's goals, specifically through "sustainable growth through the efficient use of local resources" and "investing in people and social cohesion"⁸. As the LevelUp project encapsulates both priorities, it can be understood that the project is in line with the donor's priorities as well.

The project was also found to be highly relevant to the needs of its intended **beneficiaries**. In particular, the project was developed in response to request for assistance by the

⁷ Our Focus, UNIDO, 2023, <https://www.unido.org/our-focus/creating-shared-prosperity/women-and-youth-productive-activities>

⁸ Development and Humanitarian Aid Interventions: Jordan, *Italian Agency for Development Cooperation – AICS Amman*, 2019, <https://amman.aics.gov.it/wp-content/uploads/2020/01/AICS-brochure.pdf>

Government of Jordan as well as consultations with key public and private sector stakeholders. In particular, UNIDO received requests for assistance by the MITS in 2016 for support to competitiveness in the country's small and medium-sized enterprises (SME) sector as well as technical assistance relative to the institutional capacity building for strategic industrial intelligence in Jordan. Whereas the component related to development of trade consortia was included in the project design in response to requests from SME representatives.

In summary, the project was found to be **Highly Relevant/ Highly Satisfactory** to the priorities and needs of all stakeholders, including Government of Jordan, Jordanian SMEs, AICS, and UNIDO.

3.2. Coherence

When assessing coherence of the project design and implementation strategy, the evaluation learned that to develop the project, UNIDO fielded two project formulation missions to Jordan, one each in 2016 and 2017. These missions reportedly included more than 20 meetings and consultations with relevant stakeholders, both public (JEDCO, JCI, JIC) and private (business associations, chambers of commerce, NGOs, incubators and accelerators, and consultants) that represent the views of SMEs. Accordingly, the project's intervention logic integrated the major recommendations collected from these beneficiaries to ensure that its design would be compliant with the realities and needs of the country.

The project design was also found to be unique as the key aspects, including industrial observatory, support to SMEs, and development of consortia necessitated input from and collaboration among three different program units at the UNIDO HQ, and also incorporated tested UNIDO approaches, such as consortia development. In addition, the design also included the development of new tools and approaches, such as the Jordan Industrial Observatory (JIO) that could be eventually replicated elsewhere.

A review of the project document further revealed that the project was documented in line with UNIDO guidelines, providing a country-level situation assessment, stakeholder analysis, implementation strategy, and logical framework providing SMART impact and outcome-level indicators. Furthermore, the project management was also found to be proactive in making adjustments to the implementation strategy, both during the inception and implementation phases.

In particular, the project benefitted from a well utilized inception period by undertaking consultations to review the original project document and provide clarity on key aspects, including project management structure, stakeholders' identification, selection of specific value chains, adjustments to indicators of the logical framework to make them SMART and gender-specific, and monitoring and reporting framework. Furthermore, in view of the changed context since the time of the project design, some key changes were also made to the programmatic scope. These primarily included: i) a shift in focus from the establishment of an Industrial Intelligence Unit (IIU) to instead strengthening the industrial analytical capacities in the Economic Policy Department (EPD) of MITS; and ii) bringing down the number of target value chains from four to three value chains. Moreover, as elaborated later in the section on Effectiveness, in view of challenges posed by COVID-19, the project also modified its strategy to include an activity under Outcome 1 on 'Integrating Jordan in OECD's TiVA (Trade in Value Added) database' and the harmonization of MITS' SME registration

system with the International Standard on Industrial Classification of Economic Activities (ISIC rev.4) (1.1.5); as well as an online business incubation and acceleration program under Component 2. The incorporation of TiVA in the project also established a linkage between the otherwise standalone Components 1 and 2 of the project.

Nevertheless, the TE noted that the project implementation strategy for Component 1 was not sufficiently specified in the project design or during the inception period, and therefore resulted in challenges during implementation. In particular, the implementation strategy for the development of the Industrial Observatory did not delve into specifics, such as particular data sources envisaged to be used, types of analysis to be made available, and the expertise required to develop and maintain the observatory. Consequently, an assessment of aspects such as scant in-country data availability and limited data analysis capacities in the EPD along with respective mitigation strategies were not included in the project design.

In summary, the TE found that the project was demand-based and developed based on consultations with multiple relevant stakeholders, while also having benefitted from a detailed inception period. Furthermore, the design built on the expertise of three related programme units at UNIDO HQ, and also included standard UNIDO tools and approaches. Nevertheless, the strategy for Outcome 1 (evidence-based industrial intelligence analysis) was not duly detailed and therefore open to interpretation by different stakeholders. Consequently, Coherence of the project design and implementation strategy were rated ***Moderately Satisfactory***.

3.3. Effectiveness

This section provides an output and outcome-wise assessment of the project's effectiveness in achieving the results that it set out for itself in the project document and subsequent inception report of 2020.

Output 1.1: Jordan's MITS, and specifically the IDD and EPD, are provided with a sustainable and up-to-standards computerized Industrial Intelligence Observatory (IIO).

The indicators associated with this output were whether Jordan was successfully added to the OECD TiVA database and whether the IIO was operational.

The Industrial Intelligence Observatory (IIO) was a key component of the project since its initial design in 2017. The observatory's scope and indicators were identified and validated with stakeholders and a pilot observatory was launched in 2020 that was accessible to all stakeholders. In 2022, the UNIDO team and the MITS worked towards developing agreements with various international and national entities that could provide MITS with databases that could be added to the observatory in order to allow users to compare Jordan's progress with other countries. The project also trained MITS staff on developing datasets, automating databases, and harmonising the various forms of data which was then used to further develop the observatory. In early 2023, the observatory was thoroughly reviewed by UNIDO and MITS technical staff in line with stakeholder feedback and determined that the observatory was fully functional, almost fully automated, and had adopted an intuitive and contemporary design⁹. Subsequently, the observatory was officially launched on 22nd May

⁹ Quarterly Progress Report, Q1 & Q2, 2023, UNIDO, p 2

2023 and is available to public sector stakeholders. As of the TE it contains data from UNIDO's Manufacturing Value Added (MVA) and Industrial Statistics Database (INDSTAT) as well as data collected from the Jordan Industrial Survey which contains information from the DoS, Ministry of Energy, and Ministry of Environment. The IIO is accessible in English and Arabic and is accompanied by a user manual.

To facilitate Jordan's inclusion in the TiVA database, the project in collaboration with the OECD provided virtual trainings to 10 relevant national stakeholders, including government departments and private stakeholders, such as the Department of Statistics (DoS), Central Bank of Jordan, directorates within the MITS, Customs Department, Jordan Chamber of Industry (JCI), Amman Chamber of Industry, and Al Balqa Applied University on developing datasets that were compatible with the TiVA database. In addition, UNIDO also assisted JCI in ISIC classification of ten industrial sectors including the technical revision of JCI classification. The project's efforts resulted in Jordan's successful integration into the TiVA database in 2023.

Stakeholder interviews conducted by the TE team with MITS representatives revealed that stakeholders in the Jordanian government were highly satisfied with the current status of the observatory as well as UNIDO's efforts to integrate Jordan into the OECD'S TiVA database. They also reported that the trainings provided by UNIDO were of a high quality and significantly improved the capacity of trainees. This was further confirmed by the evaluation results of these trainings. Nevertheless, despite the project's eventual achievements under output 1.1, the TE found that the project staff faced several challenges, including COVID 19, administrative delays, and technical issues. Among the later, key hindrances included: dataset harmonisation, lack of capacity, and database limitations.

To begin, project staff found that accessing and harmonising of datasets from various sources was a difficult and lengthy process for both national and international databases. Secondly, it was evident to UNIDO staff early on that the MITS and its IT department had little capacity or infrastructure to develop and maintain a database such as the observatory. This was compounded by the availability of little support from the IT team in the development of the observatory, which resulted in significant delays to the project activities. One of the most significant aspects of this lack of support was the unavailability of an official domain for the observatory to be hosted on, compelling UNIDO experts to host the IIO on third party websites for majority of the project duration. This problem was reportedly resolved in Q4 of 2022, however it should be noted that as of the TE period, the observatory website could not be accessed by the TE team. Another challenge was the near virtual absence of IT staff from trainings provided by the project during the course of design and implementation of the IIO.

Finally, it should be noted that the observatory itself does have some limitations that reduce its utility. As this is the first time that such an observatory has been developed in Jordan, there is room for more international and national datasets, e.g. DoS, FDI, Customs, and the Jordan Standards and Metrology Organization (JSMO), to be added to provide a more comprehensive information source. In addition, some databases that have already been added are not automated, and therefore require constant manual input. Also, the observatory does not provide sex and age disaggregated data or filters to identify companies headed by women or youth. Moreover, while the project design intended to develop the observatory both for public and private sector use.

Despite the limitations and issues mentioned above, the TE concluded that the availability of the IIO itself as well as Jordan's addition into the OECD TiVA database are significant steps in Jordan's economic development.

Output 1.2: An Industrial Intelligence Unit (IIU) within the MITS's IDD and EPD is set up with the required capacities to produce regular assessments of Jordan's industrial sector performance and opportunities, including for the purpose of SDGs monitoring.

The key indicator to measure this output's performance was the successful development of an industrial competitiveness report by the MITS.

It is important to recall that during the inception period, it was decided to not establish a standalone IIU and instead the project was to build capacity of EPD staff engaged in industrial intelligence activities. To this end, UNIDO provided several capacity building trainings focusing on indicators of trade and industry competitiveness, manufacturing trade analysis, value chain analysis, and industrial employment and drivers' analysis. Despite the onset of the pandemic these trainings were completed by the end of 2020. In addition to these trainings UNIDO staff provided daily coaching sessions to designated EPD staff in the first six months of 2021, which were reduced to weekly sessions in the latter six months of 2021. TE interviews with MITS representatives revealed that they were highly appreciative of the efforts by UNIDO for this staff capacity building. This was also confirmed by the results of training evaluations, with participants scoring the courses 80% or above¹⁰ on average for overall course score and instructor rating.

The primary outcome of these trainings was the development of JICR by national stakeholders on their own with some technical support from UNIDO. After a technical review by UNIDO in mid-April, the JICR was finalised in May 2023.

Despite the success of this output and its activities, the TE did find that the project's several delays affected the speed at which this outcome was achieved. This can once again be attributed to COVID-19 related challenges and subsequent administrative delays in no-cost extension approvals. In addition, the first International Industrial Competitiveness Specialist was unable to adjust to Jordan's on-field realities, while the second individual recruited left due to personal reasons. It was later decided that rather than hiring an external resource for this role, the outcome manager, and experts from UNIDO headquarters would take responsibility for this role.

Overall, the TE team found that the project's performance on Outcome 1 was **Satisfactory**.

¹⁰ Training Evaluation Results, UNIDO Jordan, 2020 – 2022

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.

Output 2.2: Upgrading strategies are developed for each of the selected value chains.

The activities for outputs 2.1 and 2.2 were subcontracted to a Jordanian company, Competence Management Consulting (CMC), and were finalized in December 2021. The resulting value chain assessment reports and upgrading strategies and action plans were presented to relevant stakeholders, including MIST, Jordan Export (JE), JEDCO, JSMO, Jordan Customs, VCT, HCST, and JNCW at a workshop in August 2021. The TE learned that completion of these activities was delayed due to the onset of COVID-19 as they required in person interviews and market visits, etc. Furthermore, CMC's unfamiliarity with UNIDO value chain assessment process as well as their limited capacity necessitated extensive hands-on support from UNIDO to finalize the deliverables under this output.

The TE also learned that the Value Chain studies were shared with the MOIT in early 2022, while short summaries of these were disseminated in Arabic by the MOIT at the Jordan Business Forum held in Amman in May 2023. Nevertheless, the main reports were not shared with broader stakeholders and the project planned to share these in the second half of 2023 before the project closure.

Output 2.3: Public and private BDS have strengthened capacities to support the development of selected value chains

In 2020, while the value chain analysis was being conducted, UNIDO met with 8 stakeholder organizations who had been identified as business development services (BDS) to support the development of the selected value chains. However, work on this output was abandoned following these initial contacts due to a variety of reasons, including the delays in establishing a capacity building taskforce (activity 2.2.5), project staff turnover, and higher prioritisation of other project activities. Nevertheless, after a long hiatus, the TE learned that the project planned to resume work on this capacity building initiative in the second half of 2023. However, the TE believe that initiating capacity development at this late stage in the project would pose the risk of hastily delivered trainings, which can lead to limited effectiveness and sustainability.

Output 2.4: Investments and market opportunities in the selected value chains are promoted

Output 2.4 was to select businesses and entrepreneurs in the selected value chains; and provide them tailored trainings through BDS providers, help them develop their business plans, and eventually promote these business plans to potential investors, as well as provide access to an Italian credit line for MSMEs¹¹. Due to COVID-19, the project was forced to redesign this activity to make it compatible with social distancing restrictions placed by the government of Jordan. This resulted in the formulation of the LevelUp Accelerator initiative which was a 5-stage/Gate process that was intended to eventually culminate in the selection of and support to 10 businesses that would be 'Champions of Digital Change' (CoDC). After a call for applications in Gate 1, 50 businesses were selected out of 300 online

¹¹ According to project sources, the Italian credit line was obsolete by the time the project started.

applicants to progress to Gate 2 in August 2021. During this gate businesses were provided a 4–6-week training on Design Thinking, Innovation, Brand & Digital Identity and Digitization/Marketing. Upon the completion of Gate 2, the 50 participating businesses were split into two groups of 35 and 15, each, based on their needs and maturity level. Of these, 35 of the 50 businesses started Gate 3, which was a 4-month incubation track delivered in partnership with the Bridge for Billions, whereas, the 15 remaining businesses were provided acceleration support with support from Seedstars. Of these, eventually, 10 businesses were selected to progress to Gate 4, which was a month-long industrial immersion experience in the Italian region of Friuli Venezia Giulia where the businesses attended several trainings and networking activities.

The TE learned that the LevelUp Accelerator was one of UNIDO's first business development initiatives that was completely online for most of its duration. This presented opportunities as well as significant challenges. The TE found that this was a significant step that UNIDO took to make the project relevant to the beneficiaries' needs in the context of COVID-19. On the other hand, the online training and mentoring modality resulted in limited efficacy as it lacked the face-to-face interaction necessary for an activity of this kind. Additionally, Gate 4 of the project could not benefit from the standard UNIDO approach of hands-on support, personalized mentoring, and on-site visits to the beneficiary companies by UNIDO trade experts that would help determine business needs and suitability for twinning.

Furthermore, the selection of enterprises at various stages of development, i.e. established businesses vs. start up and idea stage enterprises being placed in the same cohorts, also limited the effectiveness of this output significantly throughout the multiple Gates. For instance, Gate 4 comprised of both advanced stage businesses as well as idea-stage enterprises/startups. Also, although the selection criteria were developed and approved by UNIDO experts and project stakeholders, UNIDO staff and project stakeholders interviewed during the TE reported that the selection guidelines were not always clearly followed and/or were not clarified to stakeholders participating in the business selection process. While these challenges were reported at all Gates, the selection process of Gate 4 companies particularly suffered from these challenges, eventually resulting in significant shortcomings, as some eligible companies were reportedly left out while others that did not fully qualify were selected to participate in this Gate, as reported by interviewed key informants during the TE. For instance, while the activity aimed at developing Jordanian exports, some of the companies selected for Gate 4 did not possess the basic credentials, such as export certification. In fact, a number of the companies selected for Gate 4 were only idea stage enterprises.

Through various interviews with project staff and project beneficiaries, the TE found that overall, training participants found the selection and delivery process for Gate 3 and Gate 4 dissatisfactory. Generally, the lack of Training Needs Assessment (TNA), absence of tailored trainings in accordance with company growth stage, lack of clarity on selection criteria for the various gates were the factors responsible for this dissatisfaction, and limited follow up from project staff. Also, while companies at initial development stages were happy to receive basic information on business management fundamentals as well as the opportunity for networking, advanced-stage enterprises found this information to be redundant. Furthermore, some business representatives with limited or no English proficiency reported having to attend trainings where the main language of instruction as well as majority of modules were often in English. This resulted in 15 of the 50 selected enterprises (30%) voluntarily dropping out from the Level-Up Accelerator program at various stages. These and

other problems were faced more acutely by applicants and participants of Gate 4, mainly including: lack of clarity from project on the selection criteria for identifying CoDCs and potential benefits of participation in Gate 4, combining companies at different stages of growth in same activities instead of tailoring activities to their respective business models and sizes, etc., mismatch between Italian and Jordanian company expectations selected for twinning, lack of preparing companies to participate in twinning program, no prior information provided to participants about Italian economy or companies participating in the twinning program, and lack of response to companies who submitted their business plans to the PMU upon the latter's request, etc. This led to three out of the 10 (30%) Champions of Digital Change (CoDC) dropping out of the program. While a 30% drop out rate is normal for the type of trainings delivered in Gates 1-3, the Evaluators believe that 30% dropouts among the CoDC is a significant proportion, considering the high level of effort and funds invested into activities of this nature.

A review by the TE revealed that Gate 4 documentation stated that the experience's purpose was to provide "fully-fledged tailored business acceleration services to complete their Proof of Concept"¹² and "a twinning programme with Italian companies in the Friuli Venezia Giulia region including fundraising bootcamp to scale business models and promote opportunities to access seed funds"¹³. This suggests that there was miscommunication between UNIDO staff and the participants, which resulted in mismatched expectations from the 4th Gate, as the interviewed UNIDO staff as well as participating businesses said that the programme did not give most of them a full opportunity to complete their Proof of Concept. Consequently, while some participating entrepreneurs reported that although the training provided to them in Gates 2 and 3 was informative, a common complaint from Accelerator participants was that the initiative did not result in business generation for their companies, as was expected by them.

Resultantly, before the start of Gate 4, 2 selected businesses voluntarily dropped out of the programme before its start while a third participant dropped out after spending one week in Italy. Of the remaining 7 that visited Italy, 2 businesses reported developing linkages, of which one (E-Fresco (a foods company)) can potentially mature into export partnerships between Jordan and Italy.

Furthermore, at the time of the TE, the project had yet to implement Gate 5 under which it aimed to provide assistance to selected businesses in development of financial linkages. However, this activity was instead scheduled for the second half of 2023, during the final extension period granted to the project through the development of business financial linkages for the CoDC's with USAID's Business Growth Activity project, Jordan Export, GIZ and JEDCO, etc.

In summary, the virtual accelerator program presented significant challenges. In addition, the selection process employed by the project had significant shortcomings, including clarity on selection criteria and lack of verifying business suitability when using online delivery.

¹² Quarterly Progress Report, Q1 & Q2, 2023, *UNIDO*, p 5.

¹³ Quarterly Progress Report, Q1 & Q2, 2023, *UNIDO*, p 5.

Output 2.5:

Export consortia are established (and national support institutions and consultants are qualified to support export consortia development in Jordan)

Output 2.5 involved project staff identifying companies in three separate value chains to form export consortia. Selected companies would be provided with awareness raising sessions on the advantages export consortia provide, followed by training and facilitation on establishing and maintaining sustainable functioning of the said consortia. Activities under this output also involved delivering training to relevant national stakeholders that could provide effective support for the sustainable functioning of these consortia.

The project developed two consortia, including the Natural Cosmetics Consortium (NCC) and the Jordan Uniform Consortia (JUC). The NCC contained five companies (Bloom, KIMA, Numeira, Fairouz, and Futna) while the JUC contained six (Hadayana, AWG, Zhagal, Tawileh, Sanjoukieh, and Abu Herra). A third consortium for Food Supplements was also incorporated, but after 2021, the participating companies did not participate in the project, which resulted in project staff focusing on activities surrounding the NCC and JUC.

The TE learned that due to COVID-19 the execution of the export consortia activities was slower than expected, but by the end of 2021, several key project activities had been undertaken that involved identifying SMEs that would build export consortia in two separate value chains, training the SMEs on the sustainable functioning of consortia, as well as identifying and training key national stakeholders to support and incentivise consortia. In 2022, UNIDO began providing tailored coaching to the consortia, which included establishing their branding guidelines and developing social media and their respective websites. By the time of TE in September 2023, the two consortia were facilitated by UNIDO to organise trips to exhibitions in Dubai, Istanbul, and Milan where consortium members were successful in developing their brand awareness and building their business networks.

Despite the apparent success, not all members of the consortia were satisfied. This is due to a variety of challenges faced by the consortium members. The most apparent problem faced by the NCC was that the consortium members were companies of varying size. Some companies were well-established and were both willing and able to participate in industry exhibitions and export their products, however other members were only start-ups and were unable to fully benefit from participation in such events. Furthermore, there was also a degree of miscommunication that had occurred between project staff and consortia members. Established companies were aware of what the consortia would provide but newer companies did not have the same level of clarity. Furthermore, at least one consortium, the NCC, reported high dissatisfaction with the website developed by the project-assigned contractor, as this was aimed to serve as a key marketing tool. Also, companies from both consortiums expected significant financial support to be provided by UNIDO despite the fact that such support was not a part of the project strategy. Furthermore, despite having agreed to participate in the consortia, the relatively well established companies participating in the consortia reported that, having painstakingly built individual business identities over time, they were somewhat reluctant to conduct business under a unified logo/brand.

On the other hand, the project has struggled to generate enough support from national stakeholders. Initially, this was because MITS did not have policies that supported businesses/consortia that were under two years old. However, after extensive

communication with UNIDO staff, MITS and JE have agreed to waive the requirement of two years registration, which will ensure support to the project formed consortia despite their recent formation. It is expected that the registration of the two consortia will occur in the second half of 2023. This will be a significant step in helping the consortia achieve their goals.

In conclusion, the TE team found that the formulation of the consortia has, up until the TE period been a moderate success, with UNIDO successfully establishing two consortia in separate value chains, as was their target, and also convincing relevant government entities to support them. Although some members are reportedly yet to see any increase in their sales or exports, these aspects of the consortia are expected to improve in the longer-term, given that the consortia are registered and the relevant government ministries (MITS, JE, JEDCO) support them after the project.

In view of the above assessment, the TE concluded that the performance of Outcome 2 was **Marginally Unsatisfactory**. In particular, while the planned value chain studies and upgradation plans have been completed (output 2.1 and 2.2), these were not disseminated. Also, capacity building of selected BDS providers has not been achieved at the time the TE took place (output 2.3) and the Level Up Accelerator activity suffered from significant planning and management shortcomings.

Output 3.1: Establishment of project management mechanisms

Output 3.2 Project coordination and M&E¹⁴

Output 3.3 Develop and implement a communication and visibility strategy

The efficient management and visibility of the project was added to the project's monitoring framework as outcome 3. Activities for Output 3.1 involved recruiting project staff, establishing stakeholder relationships and cementing their continued role in the project, establishing steering and technical committees, developing a monitoring and evaluation mechanism, work plan and an inception phase report. These activities were successfully completed in 2020.

Under output 3.3, a communication strategy was finalised in 2020, determining channels of communication and a social media calendar for the promotion of project activities. The team focused their activities on LevelUp Accelerator, as this activity required a digital presence that would attract companies to apply to it. Following the application phase, the social media team made regular social media posts and updated the LevelUp website as project activities commenced. The strategy was effectively implemented as was demonstrated by the nearly 300 applications received for the accelerator activity.

Overall, the TE found that the project's Effectiveness was **Moderately Satisfactory**. While Outcomes 1 and 3 were relatively effective, there were significant shortcomings in the effectiveness of Outcome 2, as detailed above.

¹⁴ For an assessment of the project's M&E, please refer to section 3.12 on Project Reporting and Monitoring

3.4. Efficiency

The project's efficiency was assessed by reviewing the utilization of available resources, including staffing, time, and finances.

Staffing

The project was supported by a combination of international and national staff and short-term technical experts. The **Project Management Unit (PMU)**, located in the UNIDO Office in Amman was headed by an International Project Coordinator, a National Communications Expert, a Senior National SME Expert, a Project Administrative Associate, and a Project Assistant.

At the **UNIDO HQ**, the overall project implementation was led by a Project Manager assigned by the Rural Entrepreneurship, Job Creation and Human Security Division (PTC/AGR/RJH). In addition, three additional departments at the HQ supported specific project components as sub-allotment holders. These included: the Statistic Division (EPR/PRS/STA) responsible for output 1.1 and the Research and Industrial Policy Advice Division (EPR/PRS/RPA) responsible for technical and substantive guidance on output 1.2, while the Department of Trade, Investment and Innovation was involved through the Business Environment, Cluster and Innovation Division (PTC/TII/BCI), responsible of the Export Consortia component of the project's outcome 2 (Output 2.5). Whereas, the overall PM / allotment holder also acted as the main PM for Outcomes 2.1, 2.2, 2.3 and 2.4. The HQ also provided the project with operations and coordination functions, while a part time International M&E expert was also assigned to the project. In fact, the TE found that such cooperation among the various specialized units at the HQ resulted in effective delivery of the project, especially activities under Outcome 1, as elaborated in the section on Effectiveness.

The TE learned that during the inception phase the project structure proposed in the project document was reviewed in accordance with the perceived project needs. During the course of implementation, the project management was also found to be responsive to evolving project needs as well as demands by the main counterparts at MITS for additional short-term experts, such as the recruitment of a junior statistical expert.

However, staffing issues have been among the top critical challenges faced by the project, primarily including high turnover and availability of suitable expertise. As of the TE, the project was managed by four successive International Project Coordinators (IPCs), each departing after an average duration of 6 to 8 months, except the fourth IPC, who continued to be onboard since his appointment in January 2023. Furthermore, at the HQ, since its start, the project has been managed by four different Project Managers. Other turnover included: the project's Administrative Associate leaving in 2020 and not being replaced; the International Technical Advisor; and the Industrial Competitiveness Specialist (the latter having been selected after considerable effort). On the other hand, only the part time M&E expert as well as key national UNIDO staff assigned to the project, including the Senior National SME Expert and Communications Specialist, remained associated with the project since its very start.

Although, most interviewed staff cited personal reasons for their departure, this high level of turnover is unusual for a project of such duration and nature. Lengthy UNIDO recruitment processes and contract breaks due to delayed fund transfers/extension approvals by donors were cited as some of the contributing factors. In addition, the organizational restructuring at UNIDO in 2022 also resulted in staff changes. Lastly, COVID-19 affected

availability of international staff as well as their access for in-country missions, thereby affecting progress as detailed in the section on Effectiveness. Nevertheless, the TE found that the project management tried to deal with these staffing challenges creatively by adopting strategies such as hybrid or long-distance work, recruitment of short-term experts, and at times also either merging or dividing tasks into a single or multiple positions, respectively.

Moreover, despite being mentioned in the project design, the project never hired a gender expert or a national monitoring expert.

Furthermore, there were also frequent changes among senior staff at the counterpart departments, affecting not only institutional memory and momentum but also the level of support available to the project from the Government of Jordan. For instance, the CEOs of JEDCO and Jordan Export, who were both champions of the project changed, whereas the Director at MITS changed four times during the course of the project.

Timeliness

The project was launched in July 2019 for three years, with a planned closing date of June 2022. However, as a result of chronic delays that led to three no-cost extensions, the project is set to finally close in December 2023, thereby taking 50% more time than planned.

Within nine months of project launch, the COVID-19 outbreak in March 2020 proved to be a major delaying factor. Several activities under Outcome 2 particularly suffered, such as those related to investment promotion, as they required field and company visits, etc. Nevertheless, a shift to online modality for important meetings as well as trainings facilitated progress under Outcome 1. Similarly, mitigation measures under Outcome 2 involved the design of the online pilot accelerator program to support SMEs remotely, which eventually proved to be challenging, as elaborated in the section on Effectiveness.

In addition, the donor’s financial disbursements procedures also often contributed to uncertainty and substantial delays. The project was to receive funding from the AICS in three annual instalments, each contingent upon spending levels in the previous year. While the first tranche of Euro 1,109,770 was released in June 2019, the second tranche was not released until 2021 (project year 3), while the third tranche was released in Year 4. The two subsequent tranches took 1 and 5 months to be delivered, respectively, as shown in Table 1.

Table 1: Tranche Release Schedule

Installment No.	Date Installment Requested by UNIDO	Date Installment Released by AICS
1	Upon Signature of Agreement	24/06/2019
2	26/04/2021	31/05/2021
3	03/03/2022	22/08/2022

These delayed transfers were owing to the conditions for utilization of funds from the previous tranche as well as long administrative processes at the AICS. Also, belated transfer of funds caused a chain reaction leading to further implementation delays, as these resulted in suspension of project activities twice during the course of the project for 1 to 2 months at a time, each time breaking the momentum built as staff contracts had to be

suspended and/or funds from other projects had to be utilized, and also cooperation with stakeholders had to be put on hold until resumption of contracts. In particular, it took over five months from the date of funds request in March 2022 for the third tranche to be released in August 2022.

Finance

The project was funded by the Italian Agency for Development Cooperation (AICS) for a total of EUR 2,568,264. Table 2 provides an overview of the budget breakdown across the various project outcomes as well as project management cost.

Table 2: Component-wise Allocation (as of TE)

Outcome	Allocation in ProDoc (EUR)	Total Budget Allocated at TE EUR (AICS) (As of 30 June 2023)	Percentage of Total AICS Resources Allocated (As of 30 June 2023)
Outcome 1 (Evidence-based Industrial Intelligence Analysis)	671,800.00	671,800.00	26%
Outcome 2 (SME Development)	1,021,000.00	991,673.52	39%
Outcome 3 (Project Management, M&E, and Communication)	580,000	609,326.48	24%
Project Management Cost (13%)	295,464.00	295,464.00	12%
Total (EUR)	2,568,264.00	2,568,264.00	100%

As mentioned, the total budget of EUR 2.56m was to be released in three annual instalments. As of 30 June 2023 the project had spent 86.96% of these funds, equalling EUR 2,233,308.95. Table 3 provides an overview of the project's annual expenditure rate since its start until 30 June 2023.

Table 3: Project Annual Delivery Rate

	Year 1 (2019)	Year 2 (2020)	Year 3 (2021)	Year 4 (2022)	Year 5 (2023)	Total (EUR)
AWP Budget (EUR) (as per budget allocated in the grant)	982,098	-	713,400	577,302	-	2,272,800
Total Expenditure (EUR)	87,126.51	406,649.13	535,335.45	606,141.07	341,205.15	1,976,457
Percentage Delivery (%)	8.87%	-	75.04%	104.99%	-	86.96%

It is to be noted that since the project delivery rate was low in Year 1, the second tranche was not released until Year 3. Also, in June 2023, as EUR 334,955.05 remained unutilized, the project was granted a no-cost extension until December 2023 to spend the outstanding amount and complete some of the unfinished activities.

TE interviews also revealed that the hosting region in Italy, Friuli Venezia Giulia, also provided Eur 15,000 as in-kind support to project to arrange the visit to Italy for the Champions of Digital Change (CoDC). However, while the Government of Jordan as well as

Jordanian enterprises participating in the project also provided in-kind contribution in the form of staff resources, time, training venues, and product samples, etc., this contribution has not been quantified in monetary terms.

In view of the above analysis, the TE found that the project's Efficiency was ***Moderately Unsatisfactory***.

3.5. Sustainability

The project's sustainability was assessed with regard to institutional, financial, technical, and socio-economic aspects.

Accordingly, the TE determined that the sustainability of project outputs under Outcome 1 was subject to continued improvement in technical knowledge and capacity. In particular, despite the extensive training and technical support provided, capacities among public stakeholders remain limited for maintenance and utilization of the policy development tools developed through the project, including the IIO, JICR, and inclusion in TiVA. Nevertheless, the knowledge transferred by the project can be utilized and improved upon through continued application.

Furthermore, the availability of financial resources will considerably dictate the sustainability of activities both under Outcomes 1 and 2. Funding availability will facilitate the ongoing updating and utilization of the IIO, development of JICR, and providing data to TiVA. Similarly, nearly all businesses supported by the project mentioned the need for financing. This will to a great extent be determined by the success of the interventions planned in the second half of 2023, including development of financial linkages under Gate 5, registration of consortia, etc. Moreover, the TE found that UNIDO has been actively looking for alternative donors, especially in the absence of possibility of any follow up phases by AICS.

Furthermore, policy and institutional factors will also determine the project's sustainability. Updating the data in the IIO and TiVA database will require continuous cooperation between different stakeholders. Similarly, the development of subsequent JICRs will depend on planning and cooperation between MITS, Chambers of Commerce, and DOS, etc. Whereas active cooperation among consortia members and support to the consortia from JEDCO and other stakeholders will be also necessary for continued operations. In view of the challenges faced with institutional collaboration during project implementation, the TE believes that this factor will make sustainability of initiatives marginally likely.

Overall, the TE determined that in the absence of continued financial and technical support as well as stakeholder collaboration, the chances for sustainability of the project's interventions in Jordan are ***Moderately Satisfactory***.

On the other hand, it is important to note that based on the lessons learned from the Level-Up project, UNIDO reportedly plans to replicate the idea of the IIO in a similar project in Egypt. Similarly, the Level-Up accelerator program is reportedly planned for replication in nine other countries using a hybrid delivery approach, including Palestine and Tunisia in the MENA region.

3.6. Progress to Impact

As the project has not undertaken an impact assessment, it was not possible for the TE to systematically assess impact. Moreover, although project implementation started in 2020, the majority of activities were backloaded so that their implementation culminated only in the final year of the project. Nevertheless, the TE observed that some activities had already borne results while a number of other project outcomes have the potential to have positive impact in the medium to long term.

In particular, despite its aforementioned drawbacks, the IIO development has resulted in availability of a consolidated data source for policy making for the first time in Jordan. Also, the IIO coupled with capacity development has resulted in the development of the first ever Jordan Industrial Competitiveness Report (JICR) by local stakeholders. Whereas, the integration of Jordan in the TiVA database is likely to benefit trade over the medium to long term. Having said that, the limited baseline capacities of stakeholders, including public sector staff, in technical disciplines such as econometrics and statistics are likely to limit project impact.

Furthermore, the project built the capacity of local existing and aspiring entrepreneurs through training, exposure visits, and networking opportunities, etc. Conversely, the mostly online modality of delivering the incubator / accelerator program has resulted in limited impact, as was reported both by institutional stakeholders and participating enterprises. Nevertheless, at least one business participating in the accelerator activity and some businesses participating in the consortia may potentially develop export linkages. Similarly, businesses participating in the Jordan Uniforms Consortium (JUC) reported benefitting from joint operations.

Overall, the TE observed that most of the activities undertaken by the project will take consistent support over the long term in order to demonstrate meaningful impact. Furthermore, a large number of activities that were implemented only in the last year of the project are likely to have limited impact, since in the absence of a follow up project/initiatives, they are not likely to benefit from the required prolonged project support. Consequently, it was concluded that the project's progress to impact was ***Moderately Unsatisfactory***.

3.7. Gender Mainstreaming

The TE team assessed the gender mainstreaming of the project for both Outcomes 1 and 2. This assessment was guided by the project's design and monitoring framework.

Gender mainstreaming was a core part of the project, as the project targeted the economic inclusion of women, particularly those under the age of 30. The project document mentioned that project activities would display gender mainstreaming in three ways: i) value chains would be selected based on their potential to generate job opportunities for women (and youth); ii) the capacity building of businesses and support institutions would specifically address the particular needs of women in terms of content and training locations; and iii) the investment promotion component of the project would promote women-led investment projects. These activities were to be supported by the recruiting of a gender expert who would ensure gender mainstreaming was consistently occurring in the project.

The TE found that the project's design and monitoring framework were both highly inclusive of the project's gender-based goals. Most project activities were designed with women's involvement being a priority. The monitoring framework established several gender-based targets in its final list of indicators to ensure project staff would work towards gender-inclusivity.

As of TE, it can be said that the project has had a moderate amount of success in mainstreaming gender. These include having a 54.4% women participation level in industrial diagnosis workshops in output 1.1. On the other hand, the project failed to achieve its export consortia gender target of 60% as only 30% of the businesses in the export consortia were women-led or had a women majority staff. Importantly, interviews with participating companies revealed that the project did not clearly communicate its gender and youth targets to them, and as such, only one of the interviewed companies reported hiring women specifically after participating in the project.

There were also some instances where the project went beyond its design to mainstream gender. In particular, the IIO, completely new indicators were developed on women's involvement in the industrial sector, while 64% of the companies involved in the LevelUp Accelerator were women-led.

To conclude, the TE found that the project was **Moderately Satisfactory** in mainstreaming gender.

3.8. Environmental Impacts

The TE learned that environmental impacts were not considered during the project design or implementation.

3.9. Human Rights

The TE found that human rights were not factored into the project, neither at the design stage nor during implementation.

3.10. Performance of Partners

The project was implemented through a collaboration between UNIDO and MITS, with the financial support of AICS. Other major stakeholders included JEDCO, Jordan Exports, Chambers of Commerce and Industry, Jordan DOS, and the Italian Friuli Venezia Giulia region.

The TE learned that UNIDO Jordan led the implementation of the project with substantial technical support and strategic guidance from UNIDO HQ. This facilitated introduction of new tools and methods such as the IIO and registration in OECD's TiVA database, and capacity development of public and private stakeholders. Similarly, the UNIDO's Investment and Technology Promotion Office (ITPO) in Italy facilitated the development of contacts with Italian stakeholders, including Friuli Venezia Giulia region and Italian businesses. However, the high turnover among UNIDO key project staff, including project managers and international project coordinators, proved to be a significant challenge for the project. Moreover, under Output 2.4, project communication with key partners such as JEDCO was less than optimal. For instance, interviewed partners reported that they were not fully taken on board when selecting participants of the various Gates.

Furthermore, while the project occasionally received substantial support from the MITS, high turnover among key ministry staff resulted in change in priorities and management styles from one management to the next, thereby derailing progress from time to time. For instance, at one point, a key official in the ministry decided to scrap the IIO; whereas their successor found the IIO to be an important tool and therefore demanded more sophisticated trade data to be integrated into the system. In addition, despite being a key stakeholder, the IT department at the MITS did not actively support project activities. Other stakeholders such as JEDCO and Jordan Exports provided substantial support to the project, but occasionally suffered from high staff turnover.

Also, AICS proved to be a flexible and cooperative donor. However, the financial mechanism that entailed fund transfers in three tranches and lengthy approval processes resulted in significant difficulties for the project.

Overall, while partners worked in close collaboration and also provided significant technical support to the project, high turnover and time taking procedures affected project implementation.

3.11. Monitoring & Reporting

The project's M&E system was developed during the inception phase by an international expert. In addition, the project was designed to have a national M&E officer to support data collection and analysis during the course of implementation as well as develop progress reports, such as QPRs and APRs. However, the said officer was never recruited. Instead, the project team was tasked with undertaking these functions collectively with remote support and backstopping from the international M&E expert.

In the absence of a designated expert, the project's M&E suffered as progress information was found to be scattered across various sources, not updated regularly, and at times was also reportedly incomplete, such as absence of attendance sheets for some trainings. In addition, limited attention was paid to collect and/or report quantitative data. Nevertheless, the TE found that the project management regularly developed Quarterly Progress Reports (QPRs) and Annual Progress Reports (APRs). In fact, due to their frequency, QPRs were found to give relatively real time information on the project's progress. Nevertheless, although progress reports were detailed in their description of project activities, they did not sufficiently quantify progress towards all indicators. While the QPRs do not measure indicators at any level, the APRs measured progress towards indicators at the outcome and output level but not at impact level, making it difficult for the TE to measure progress towards impact.

On the other hand, a major gap in implementing the project's monitoring framework was the lack of a Mid Term Review (MTR). Despite the critical importance of an MTR in providing guidance for improved project implementation, an MTR was never commissioned, mostly owing to the delays and uncertainties faced by the project due to fund transfers and no-cost extensions.

In addition, the TE found that the PSC met regularly since the project start albeit not in accordance with biannual meeting plan as specified in the project document. As of June 2023, 04 PSC meetings were held. the Project Steering Committee (PSC) comprised inter alia

of MITS, AICS, UNIDO, and JEDCO officials met on average once a year, except in 2022¹⁵. The PSC monitored progress, provided input and support for improvements in project implementation, and helped build consensus among key stakeholders.

4. Conclusions and Recommendations

4.1. Conclusions

The project design was responsive to demands of the Government of Jordan and private sector stakeholders, and therefore remained highly relevant throughout its life. Under Outcome 1, the project has delivered unique outputs, including the establishment of the Jordan Industrial Intelligence Observatory (JIO) for the first time, development of the first ever Jordan Industrial Competitiveness Report (JICR), and inclusion of Jordan in OECD's TiVA database for the first time. These activities were also supported by extensive capacity building of stakeholders. Going forward, the sustainability of these initiatives will depend on availability of funding, political will for institutions to work together, regular upgrades to the developed data collection and presentation mechanisms, and continued capacity building of stakeholders.

Under Outcome 2, the project selected women and youth-centric value chains; conducted value chain assessments and developed value chain upgradation plans; set up an online incubation and acceleration initiative for the first time in response to COVID-19 that facilitated training of 50 Jordanian enterprises and also organized a capacity building and twinning visit for 08 of these businesses to Italy; and developed two trade consortia. However, Outcome 2 suffered significant setbacks, including the lack of dissemination of developed value chain studies, non-delivery of planned capacity building initiative for selected SMEs, and disenchantment of businesses participating in the accelerator program. Overall, Outcome 2 suffered from lack of clarity on selection of businesses for the incubator/accelerator initiative; the lack of a verification mechanism to test suitability of participating enterprises in the online training program; lack of clear communication to stakeholders (including beneficiaries and institutional partners); and late implementation of critical activities, (Gates 4 and 5). Furthermore, the planned financial and business development linkages of businesses were not developed as of the TE and this initiative was planned to be commenced in the second half of 2023. Furthermore, formal registration of the consortia was not achieved until the TE and was instead planned to be undertaken in the second half of 2023.

COVID-19, high staff turnover, and lengthy processes for funds disbursement from the donor were all responsible for creating significant delays and limited effectiveness, resulting in 50% extra implementation time than planned.

In conclusion, the evaluation found the overall project implementation to be ***Moderately Satisfactory***, as elaborated in the table below:

¹⁵ The PSC Meeting for 2020 faced COVID delays and eventually undertaken in March 2021

Table 4: Final Criteria

#	Evaluation criteria	Mandatory rating
A	Progress to Impact	Moderately Satisfactory
B	Project design	
1	Overall design	Satisfactory
2	Project results framework/log frame	Moderately Satisfactory
C	Project performance and progress towards results	
1	Relevance	Highly Satisfactory
2	Coherence	Moderately Satisfactory
3	Effectiveness	Moderately Unsatisfactory
4	Efficiency	Moderately Unsatisfactory
5	Sustainability of benefits	Moderately Satisfactory
D	Gender mainstreaming	Moderately Satisfactory
E	Project implementation management	Satisfactory
2	Monitoring and Evaluation, Reporting	Moderately Satisfactory
F	Performance of partners	
1	UNIDO	Moderately Satisfactory
2	National counterparts	Moderately Satisfactory
4	Donor	Moderately Satisfactory
G	Environmental and Social Safeguards (ESS), Disability and Human Rights	N/A
1	Environmental Safeguards	N/A
2	Social Safeguards, Disability and Human Rights	N/A
H	Overall Assessment	Moderately Satisfactory

4.2. Recommendations and Management Response

Based on the in-depth evaluation review, the Terminal Evaluation Team presents the following recommendations to inform the design and implementation of similar future projects:

Table 5: Recommendations and Management Response

#	Recommendation	Management Response	Responsible Entity	Target Date
1.	<p>Continued development and review and utilization of key outputs under Outcome 1 (JIO, JICR, TiVA)</p> <ul style="list-style-type: none"> ○ Assign competent staff to the maintenance and utilization of the said tools. ○ Facilitate ongoing collaboration between different stakeholders. ○ Ensure regular data updates in JIO. ○ Develop partnerships with UNIDO and other donors to provide financial and technical support for capacity building of stakeholders and updates to the said tools 	<p>Recommendation fully agreed.</p> <ul style="list-style-type: none"> ○ Assign competent staff to the maintenance and utilization of the said tools. Agreed. <p>The current MoIT staff assigned to JICR have significantly increased their competence and it would be good to ensure that JICR stays with them.</p> <ul style="list-style-type: none"> ○ Facilitate ongoing collaboration between different stakeholders. Strongly agreed. <p>This is bread and butter of any policy work and without such collaboration implementation of any policy is bound to fail.</p> <ul style="list-style-type: none"> ○ Ensure regular data updates in JIO. Strongly agreed. <p>The recommendation pins the way of maintaining sustainability of the JIO.</p> <ul style="list-style-type: none"> ○ Develop partnerships with UNIDO and other donors to provide financial and technical support for capacity building of stakeholders and updates to the said tools. Strongly agreed. 	<p>PM/UNIDO upon consultation with responsible(s) within:</p> <p>Ministry of Industry, Trade and Supply (MoIT) and the Economic Policy Directorate (EPD)</p>	<p>Ongoing, Commencing Immediately</p>

2.	<p>Support the development of a comprehensive Trade Policy for Jordan</p> <ul style="list-style-type: none"> ○ Design a new project in response to the request by the Government of Jordan ○ Also include support to resulting policy tools under Outcome 1 (JIIO and JICR) in the project ○ Seek donor funding for the project 	<p>Recommendation fully agreed.</p> <p>However, UNIDO has yet to receive a gov. request for the development of a trade policy. The work on the trade policy should be carried out together with appropriate capacity development activities. UNIDO has several policy tools that speak to the topic, and these should be used in such a project. TiVA would also be one of the tools to leverage to support trade policy making. Finally, donor funding for the project should be sought <i>together</i> with MITS, not by UNIDO alone.</p>	<p>PM/UNIDO upon consultation with responsible(s) within:</p> <p>Ministry of Industry, Trade and Supply (MoIT)</p>	2024
3.	<p>Support to project results under Outcome 2</p> <ul style="list-style-type: none"> ○ Review and finalization of business plans developed by the enterprise and facilitate business development and financial linkages for the trained enterprises under Gates 3 and 4. ○ Registration of business consortia and linkages with government agencies and development organizations for continued capacity building ○ Dissemination of value chain studies and upgradation plans. 	<p>Recommendation fully agreed.</p> <p>Gate 5 of the LevelUp Accelerator Programme has now started since Nov. 2023 with mapping out the full range of financial instruments and mechanisms locally administered and available to Jordanian Start-ups, SMEs and entrepreneurs including modality and eligibility criteria. A matchmaking between the available financial mechanisms and the businesses based on their preferred financial instruments and eligibility is well underway facilitating business development and financial linkages.</p> <p>According to new regulations set forth by the Companies Control Department in MoIT, the export consortia registration as a non-for-profit limited liability company is no longer possible. An alternative legal model to registering the export consortia in March 2024 within the context of an agreement ratified by the court and filed by the MoIT is now agreed. This model</p>	PM / UNIDO	Second half of 2023

		<p>was recently used for a Pilgrims' companies consortium.</p> <p>Dissemination of value chain studies and upgradation plans. Agreed</p> <p>Fully-fledged value chain studies were already disseminated among major stakeholders (those involved in the two validation workshops held while conducting the studies) via the Ministry of Industry following their finalization in December 2021. Executive Summaries of the 3 value Chain reports were prepared and translated in Arabic for larger dissemination. Paper versions of the 3 shorter reports were disseminated during the Regional Business Forum organized by the project in May 2023 in Amman (more than 100 attendees). Reports were also uploaded on the project's website for larger dissemination. <u>Complementary efforts to disseminate the reports among the community of donors will be undertaken by end of the project.</u></p>		
4.	<p>Enhance the Effectiveness of future online business development programs.</p> <ul style="list-style-type: none"> ○ Devise an effective mechanism for assessing business suitability when implementing online/remote training programs. ○ Develop clarity on selection criteria accompanied by verifiable indicators. ○ Develop clear stakeholder and beneficiary engagement strategy for implementation. 	<p>Recommendation partially agreed.</p> <ul style="list-style-type: none"> ○ Devise an effective mechanism for assessing business suitability when implementing online/remote training programs. Partially agreed. <p>The specific context (COVID 19) within which the project took place led to adopting remote selection of businesses, due to the impossibility of conducting field visits. This practice has its limits and should, as much as possible, not be replicated. <u>Except for early-stage startups, company visits should remain the general rule.</u></p>	PM / UNIDO	Immediate and ongoing

		<ul style="list-style-type: none"> ○ Develop clarity on selection criteria accompanied by verifiable indicators. Partially agreed. <p>4 rounds of selection took place during the implementation of the LevelUp accelerator component of the project (output 2.4). All of them relied on selection grids developed in collaboration with international renowned companies specialized in delivering startups' incubation and acceleration programmes (Changelabs, Seedstars and Bridge for Billions) and focusing on early-stage startups which constituted a large majority of the applicants. The startups' selection process was hence compliant with international and up-to-date practice, relying mostly on qualitative indicators. However, and because mostly designed for start-ups, the selection grid might have been less favorable to the more advanced companies (6) enrolled in the program. More than clarity on selection criteria and verifiable indicators, the recommendation should be about implementing <u>differentiated selection grids based on a segmentation of companies according to their development stage</u>.</p> <ul style="list-style-type: none"> ○ Develop clear stakeholder and beneficiary engagement strategy for implementation. Strongly agreed. <p>While a multistakeholder task force was established at the launch of the LevelUp accelerator with clear terms of reference</p>		
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		agreed by all, partners' engagement has been challenging to maintain over the duration of the project. Formal letters of intention clarifying the rights and obligations of all parties should be prepared and signed by counterparts and beneficiaries at the beginning of the project/activities.		
5.	Assign priority to M&E and Gender in future projects and hire staff accordingly.	Recommendation fully agreed.	PM / UNIDO	2024 and ongoing
6.	<p>Improve management processes to avoid pauses in project implementation.</p> <ul style="list-style-type: none"> ○ Review financial disbursement processes to expedite funding transfers. ○ Review project extension processes to expedite no-cost extensions 	<p>Recommendation fully agreed.</p> <p>Project extensions and disbursement requests should be planned and processed well ahead to avoid any gap in project implementation</p>	<p>PM/UNIDO in consultation with responsible(s) within GLO/FPR</p> <p>Italian Agency for Development Cooperation (AICS)</p>	2024 and ongoing

5. Lessons Learned

Major lessons learned from the implementation of the Level-Up project in Jordan are:

- Key initiatives are replicable, but require long term assistance beyond project life in the areas of financial support, capacity building, and linkages development. Specifically, technical capacities of government staff can be significantly low in comparison to the support requested; whereas businesses that are linked with export markets often need financing, assistance with feasibility studies in order to develop trade linkages, and ongoing technical support to meet export standards, etc. Collaboration among stakeholders is key to the continuation of policy development tools.
- Online delivery of business development programmes needs to be complemented with in person contact as well as clearly verifiable criteria for participant selection.

6. Annexes

Annex 1: Evaluation Matrix

Evaluative Questions	Indicators	Sources	Methodology
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)?			
<ol style="list-style-type: none"> 1. Is the project aligned with major country development policies and strategy documents? 2. Is the project aligned with the needs of targeted communities? 3. Is the project design and implementation strategy coherent? 	<ol style="list-style-type: none"> 1. Project's contribution to attainment of country development objectives and priorities 2. Project activities addressing challenges faced by target businesses 3. Involvement of key stakeholders in project design, planning, and implementation 4. Is the project design well documented, demonstrates sound intervention logic, logframe developed according to UNIDO guidelines, and are indicators SMART? 5. Is the project aligned with the UNIDO and national policies on gender equality, women empowerment, and youth development? 6. Were target beneficiaries identified and disaggregated by sex, age, race, ethnicity, and socio-economic group? 	<ol style="list-style-type: none"> 1. Project Documents 2. UNIDO Project Team and Consultants 3. Government and Private Sector Executing Partners 4. Project Beneficiary Entrepreneurs 	<ol style="list-style-type: none"> 1. Desk Review 2. Key Informant Interviews 3. In-Depth Interviews 4. Focus Group Discussions
2) Project Performance and Progress Towards Results: To what extent have the expected results been achieved or are likely to be achieved?			
<ol style="list-style-type: none"> 1. Has the project attained its planned targets? 2. What have been the challenges in achieving these targets? 3. Does the project have any unattained targets? 4. What are the reasons for not achieving these targets? 	<ol style="list-style-type: none"> 1. What are the project's key planned results (outcomes and outputs)? 2. Extent to which targets have been achieved/underachieved/overachieved 3. Challenges/Reasons for non-achievement of targets 4. Extent to which the project addresses country priorities 5. Review of project planning and management processes (project management and staffing, timeliness, financial management, monitoring and evaluation, coordination and stakeholder management) 	<ol style="list-style-type: none"> 1. Project Document 2. Project Results Framework 3. Project Implementation Reports 4. Interviews with UNIDO Project Management, Partners, and Beneficiaries, etc. 	<ol style="list-style-type: none"> 1. Desk Review 2. Key Informant Interviews 3. In-Depth Interviews 4. Focus Group Discussions 5. Field Visits

a. Impact: To what extent does the project generate or is expected to generate higher-level effects?			
<ol style="list-style-type: none"> 1. Project impact on availability of data for policy-level decision making. 2. Project impact on capacities of public and private stakeholders 3. Project impact on strengthening of enterprises that have high participation from women and youth. 	<ol style="list-style-type: none"> 1. Availability and utility of trade data and statistics for public-sector decision making; 2. Results of training, advocacy, and linkages, etc. developed by the project; 3. Trade agreements and volumes reported by assisted companies, etc. 	<ol style="list-style-type: none"> 1. Documents 2. UNIDO Project Team 3. Project Monitoring System and Reports 4. Project Financial Management system and reports 	<ol style="list-style-type: none"> 1. Desk Review 2. Key Informant Interviews
4) Sustainability: To what extent will the achieved results and benefits be sustained after completion of the project?			
<ol style="list-style-type: none"> 1. Are sufficient financial resources available to build on project achievements? 2. Are policy and institutional arrangements sound for continuation of project results? 3. Are the socio-economic conditions conducive? 4. Are there potential trade and environmental threats to the project's outcomes? 	<ol style="list-style-type: none"> 1. Availability of financial resources, e.g. integration into long-term government plans 2. The extent to which project activities/outcomes have been streamlined in legal frameworks, policies, governance structures, etc. 3. Acceptance/adoption by enterprises of project's activities/outcomes 4. Potential of future trade and environmental threats 	<ol style="list-style-type: none"> 1. Documents 2. UNIDO Project Team 3. Government and Private Sector Partners 4. Beneficiaries 	<ol style="list-style-type: none"> 1. Desk Review 2. Key Informant Interviews 3. In-depth Interviews 4. Focus Group Discussions 5. Field Visits
5) Has the project addressed gender and cross-cutting issues (environmental and social safeguards, human rights and disability)			
<ol style="list-style-type: none"> 1. Did the project design adequately consider the gender dimensions in its interventions, indicators and expected results? 2. How gender-balanced was the composition of the programme or project management team, the Steering Committee, experts and consultants and the beneficiaries? 3. Did project monitoring collect and analyse sex-disaggregated data? Were decisions and recommendations 	<ol style="list-style-type: none"> 1. The extent to which the project analyse gender-related risks and include a dedicated mitigation strategy 2. The extent to which the needs and priorities of women, girls, boys and men were reflected in the design 3. Efforts made by the project to improve/ensure the engagement of women throughout project implementation 4. Any special efforts made by the project to collect gender-segregated data 5. Were adequate resources (e.g., funds, staff time, methodology, experts) allocated to address gender concerns? 6. To what extent are output/outcome indicators gender disaggregated? 	<ol style="list-style-type: none"> 1. Documents 2. UNIDO Project Team 3. Government and Private Sector Partners 4. Beneficiaries 5. Project Monitoring System and Reports 	<ol style="list-style-type: none"> 1. Desk Review 2. Key Informant Interviews 3. In-depth Interviews 4. Focus Group Discussions

<p>based on the analyses? If so, how?</p> <p>4. Did the project address cross-cutting issues of environmental and social safeguards, human rights, and disability?</p>	<p>7. Did the project design integrate cross-cutting issues?</p> <p>8. Were environment, social safeguards, human rights, and disability addressed in project implementation?</p>		
<p>6) What lessons can be drawn from the project design and implementation experience?</p>			
<p>1. Lessons that can be drawn from successful project design and implementation practices</p> <p>2. Lessons that can be drawn from unsuccessful project design and implementation practices</p>	<p>1. What particular factors contributed to the project's successes, including endogenous and exogenous factors?</p> <p>2. What particular factors contributed to the project's failure to achieve certain planned outcomes/outputs, including endogenous and exogenous factors?</p>	<p>1. Documents</p> <p>2. UNIDO Project Team</p> <p>3. Government and Private Sector Partners</p> <p>4. Beneficiaries Project Monitoring System and Reports</p>	<p>1. Desk Review</p> <p>2. Key Informant Interviews</p> <p>3. In-depth Interviews Focus Group Discussions</p>

Annex 2: List of Documentation Reviewed

#	Document
1	Signed Project Document
Annual + Inception Phase Reports	
2	Inception Phase Report 2019-2020
3	Annual Progress Report 2020
4	Annual Progress Report 2021
5	Quarterly Progress Reports 2022
6	Quarterly Progress Reports 2023
BTOMR	
7	Back to Office Mission Report Dec 2016
8	Back to Office Mission Report July 2019
9	Back to Office Mission Report Oct 2019
10	Back to Office Mission Report Feb 2023
11	Back to Office Mission Report May 2023
12	Back to Office Mission Report Sep 2022
13	Mission Report January 2017
Evaluation Exercise	
14	Terms of Reference
Export Consortia	
Food Supplements	
15	Food Supplements Factsheet
16	Food Supplements Incorporation Agreement (Arabic)
Clothing	
17	Export Readiness Agreement
18	Jordan Uniform Consortium Branding Guidelines
19	Jordan Uniform Consortium Factsheet
20	Jordan Uniform Consortium Incorporation Agreement (Arabic)
Natural Cosmetics Consortium	
21	NCC Fact Sheet
22	NCC Incorporation Agreement (Arabic)
23	NCC Branding Guidelines
24	Export Readiness Agreements
Miscellaneous	
25	Overview on Export Consortia Achievements
Inception Report	
26	Inception Report Mar 2020
M&E Plan	
27	Work Plan 2021
28	Jordan M&E System Final Update
Main Deliverables	

28	Jordan Competitiveness Report 2022
29	Industrial Observatory Final Report
30	Industrial Observatory Introduction
31	Industrial Observatory Supporting Documents
32	Value Chain Analysis Garment Industry
33	Value Chain Upgrading Strategy Garment Industry
34	Value Chain Analysis Medicinal Aromatic Plants and Food Supplements
35	Value Chain Upgrading Strategy Medicinal Aromatic Plants and Food Supplements
36	Value Chain Analysis Natural Cosmetics
37	Value Chain Upgrading Strategy Natural Cosmetics
38	Value Chain Needs Assessment - MITS/JEDCO/Mol etc
39	COVID-19 Response Training Catalogue
40	Output 2.3 Institutional Capacity Building
41	Value Chain Needs Assessment
42	COVID 19 Rapid Response Training Catalogue
43	LevelUp Accelerator Brochure
44	LevelUp Accelerator Gate 1 Impact Report
45	LevelUp Accelerator Gate 2 Impact Report
46	LevelUp Accelerator Gates 1 and 2 Closing Report
47	LevelUp Accelerator Gate 3 Impact Report
48	LevelUp Accelerator Gate 3 Final Report
49	LevelUp Accelerator Gate 4 Impact Report
50	LevelUp Task Force Meeting Minutes
51	Additional Accelerator Documentation
Finance Data	
52	Personnel Functional Roles
53	Finance Data Request
54	Project Extensions

Annex 3: List of Stakeholders Consulted

Name	Position	Organization
Fabio Russo	Project Manager and Chief	UNIDO HQ Vienna
Dong Guo	Lead PM Output 1.1	
Anders Isaksson	Lead PM Output 1.2	
Fokeer Smeeta	Ex-Lead PM Output 1.1	
Sulafa Mdanat	UNIDO Country Representative	UNIDO Country Office
Victor Cobby Baah	Project Coordination Expert	UNIDO Project Office
Abdallah Hindawi	Senior National SME Expert	
Hazem Nawaiseh	National Communications Expert	
Shifa Hawatmeh	Project Assistant	
Dino Fortunato	Chief Technical Advisor	UNIDO ITPO
Neila Amara	International Project Management Expert, M&E	Project Experts (International and National)
Elisabetta Vignando	International Marketing Expert	
Thamer Al-Shoshan	National Industrial Expert	
Mine Kolukirik	International Technical Advisor	Previous Project Coordinators
Andrea Antonelli	Coordinator	
Roberto Talente		AICS
Yasmin Khraisat	Assistant SG	MITS
Moutasem Al Jaloudi	Director	
Nisreen Odeh	Engineer	
Sima Al Oran	Head of Business Development	JEDCO
Majd Maragah	Senior Manager	JE
Obaida Qasim Abueid	Director Industrial Relations Service	JCI
Giulio Tarlao	Coordinator	Region Representative – Friuli Venezia Giulia
Elissa Fabbro	Coordinator Twinning Programme	Palo Alto Adriatico
Stefania Muran	Founder - Owner	The Official
Abdallah Dabbas	CEO	Dead Sea Glory
Jana Almasri	Founder	Mwwarad o Sadah
Ibtisam Salamat	Founder	Beesan
Dana Rousan	Founder	Dana Rousan Jewellery
Aseel Farraj & Alaa Farraj	Co-founder and CEO	Balagan Vintage
Rasha Aleid	Founder	Juman Dead Sea
Ammar Alshami	Founder	E-Fresco
Amer Qaisi	Marketing Director	Numeira Mixed Salts & Mud Co.

Elham Ziadat	CEO	BLOOM Dead Sea Gift Enterprise
Rawand Azzouni Jiris Majrouh	Business Development General Manager	Modern Chemicals CO KIMA Hadayana Clothing Manufacturing and Trading company
Mohammad Ghanim	General Manager	AWG for Trading & Manufacturing Clothes LTD
Ghayyath Al Zhagal	Assistant General Manager	Zaghal Industrial Company

Annex 4: Data Collection Instruments

UNIDO Program Staff

Background

1. How are the management and staffing structures organized under the Level Up project?

Design History and Approach

1. What other UNIDO projects implemented over the past three to five years fed into the formulation of project?
2. Please provide an overview of the **design process**, e.g., timeframe of development, process (e.g., consultations or research exercises feeding into the design); and stakeholders involved in the design, etc.
3. Who were the primary beneficiaries of the project? SMEs or youth/women?
4. How was **SME perspective/feedback** incorporated into the project?
5. How was the **youth/women's perspective/feedback** incorporated into the program design?
6. How were cross-cutting issues (environmental and social safeguards, human rights, disability, etc) incorporated into project design?
7. Were any of the key staff currently working on the project involved in the program design? If yes, who and what was the role of these staff members in the design?
8. What was the basis for identification of output-wise outreach targets?
9. Based on your experience of implementing this program, what have been the **major positive elements** of the design? E.g., flexibility, partnership, and inclusion of particular activities that are easy to implement and/or highly welcomed by beneficiaries, SMART log-frame, etc. Please elaborate.
10. And what have been the major elements of design that are resulting in **implementation problems**? E.g., large number of activities, ambitious targets, etc. Please explain.
11. Have any measures been taken to resolve some of these issues? If yes, please explain what measures have been taken and what are the outcomes of these?
12. Have there been any **changes to program activities** or logical framework since the program started? If yes, what are these changes, why, when, and how were these made? And how have these now affected program delivery?

Staffing

1. Has staff been **sufficient** for managing the project? If not, why not?
2. What measures were taken to bolster staffing capacity? E.g., hiring of short-term experts, training for existing staff, recruitment of IPs, etc.
3. Did the project have issues in retaining staff members?
4. If so, please mention what issues caused a **lack of retention** of staff members?
5. How were these retention issues confronted?
6. Was there an appropriate **handover process** between staff members that ensured smooth transitions between members? Please explain.
7. What can be done to improve staff member retention?

Timeliness

1. Has the project met all its milestones according to the schedule in the project document?
2. If not, what have been the major **delays** in implementation? And what have been the reasons for these delays?
3. How have these delays affected overall program implementation?

COVID -19 Implications

1. Have any project's activities continued as usual despite the COVID-19 pandemic? If yes, please provide a list of activities.
2. Did the prog take up any additional activities in response to COVID-19? If yes, please provide details, including a list of activities, associated budgets, etc.
3. How has COVID-19 affected project performance and timeliness?
4. What are your recommendations for mitigating the challenges posed by COVID-19, such as project extension, change in activities, etc.?

Finance

1. Have the available finances been **sufficient** to meet project needs? If not, what have been the major challenges with raising finances?
2. What strategies have been utilized thus far to overcome these **challenges**? E.g., joint programming, donor appeals, etc.
3. Has the project faced any administrative problems with financing? E.g., late approvals, difficult reporting processes, unrealistic budgeting at design etc.?
4. How have these issues affected the project's **performance**? And what measures have been taken thus far to resolve some of these issues?

Monitoring and Reporting

1. Did the project have a Monitoring and Reporting **Framework**? If yes, what are its main features?
2. What were the major Monitoring and Reporting tools used by the LevelUp project?
3. What have been the challenges with monitoring program activities? E.g., overlapping activities by donors, too many activities, lack of a database, etc.
4. What were the process and frequency of monitoring data collection and reporting?
5. Did the monitoring process incorporate **beneficiary feedback**? If yes, how?
6. In what format is the monitoring data stored? E.g., MS Excel, Access Database, Word, etc.
7. Were any major changes in implementation made based on the results of the monitoring activities? If yes, please provide examples.
8. Did the PMU face any problems with regards to **tracking indicators** outlined in the Project's Logical Framework? If yes, please explain which indicators are and what are the problems with measuring progress?

Program Committees

1. How many overseeing bodies/committees did this project have?
2. Who are the members of these bodies/committees?
3. What is the role of these committees in overall **project management and monitoring**?
4. How often do these bodies meet? Have the bodies met according to schedule? If no, why not?

5. What have been the major decisions taken by the bodies thus far with significant implications for the LevelUp project?
6. What challenges do the bodies face regarding delivering its mandate?
7. How can the role of these bodies/committees be improved for better project performance?

Coordination with Donor

1. What has been the major role played by the donor in **project design and implementation**?
2. What is the mechanism of coordination with the donors?
3. Did UNIDO face any challenges when collaborating with any of the donors? E.g., delayed decision making, etc. How were these resolved?

Partnership

1. Does the project have a **partnership strategy**? If yes, what are its main features? Also, is the strategy documented?
2. What have been the project's challenges and opportunities in partnering with the **private sector**? Please elaborate.
3. In your opinion, how can these partnerships be further strengthened?
4. Has the program partnered with any other units of the UNIDO, other UN agencies, or government departments/programs? If yes, what was the nature of these partnerships?
5. What have been the challenges and opportunities in initiating or undertaking these partnerships?
6. What are your **recommendations** for developing stronger/broader partnerships?

Stakeholder Coordination

1. What were the major **methods** used for coordination of various stakeholders? E.g., face-to-face meetings, periodic workshops, etc.
2. How did the project **benefit** from coordination/cooperation among stakeholders? E.g., synergies and complementarities lead to efficiency, etc.
3. What were the key **challenges** with stakeholder coordination? E.g., lack of responsiveness/interest, limited capacity, too many stakeholders, etc.
4. How can partner and stakeholder collaboration be improved for better project results?

Impact

1. Did the project assess **the impact**?
2. In your opinion, which project activities have had the highest impact? Why?
3. Also, which project activities do you think have had the lowest impact? Why?
4. How can the potential impact of these activities be enhanced?

Sustainability

1. Based on your experience with the project, which outputs/outcomes are the **most sustainable**? Why? E.g., developing and information systems, supporting intelligence analysis, development of value chains, etc.
2. Which project partners/stakeholders are the key to the sustainability of outputs/outcomes? How?
3. Which project outputs or outcomes are least sustainable, in your opinion?
4. What is the potential (social, economic, political, and environmental, etc.) threats to the sustainability of these outputs?

5. What changes would you recommend to the project strategy to improve the **chances for sustainability** of outputs/outcomes?
6. Has the project devised an **exit strategy** regarding the interventions under the three outputs? If yes, what are the main features of this strategy? And is this strategy documented?

Targeting

1. How are 'SMEs' defined in the context of the Level Up program?
2. What was the program beneficiary selection criteria for each of the three outputs?
3. What challenges has the project faced in selecting beneficiaries using these criteria? E.g., criteria were too stringent or too open.

Effectiveness

1. As a result of the project, have there been noticeable changes in the ease of doing business for youth and women entrepreneurs?
 2. Did the project achieve its stated objectives and targets regarding job creation for youth and women?
4. How well were the strategies and interventions implemented to enhance SMEs' competitiveness?

Gender, Women's Empowerment, and Human Rights

1. What activities has the project undertaken to reach out to women, and marginalized youth (e.g., disabled, , etc.)
2. What percentage of women entrepreneurs and women-led SMEs participated in the project's activities and interventions?
3. Were any barriers or challenges hindering women's participation in the project, and were they addressed?
4. How has the project improved women's access to financial resources, markets, technology, and information?
5. Were there specific initiatives to promote women's access to credit and other financial services to enhance their competitiveness?
6. How has the project directly contributed to the creation of job opportunities for women, both as entrepreneurs and as employees in SMEs?
7. Were there any improvements in the quality of jobs for women, such as increased job security, better working conditions, and fair wages?
8. Has the project increased women's representation in leadership roles within SMEs or consortiums?
9. To what extent has the project contributed to enhancing women's economic empowerment and agency in decision-making processes?
10. Were there any success stories or examples of women who experienced increased empowerment as a result of the project? What challenges has the project faced in engaging these population segments? And have any measures been taken to overcome these? If yes, please provide details.
11. How can the engagement of these groups be further improved in the project's activities?
12. Is gender-segregated data presented in the project's monitoring and reporting?
13. Did the project consider environmental protection and sustainability in its design and implementation?

Knowledge Management and Dissemination

1. Are evidence-based research studies undertaken through the UNIDO and the current project publicly available?
2. What mechanisms and tools does the project have in place to organize and store knowledge gathered and generated during implementation? E.g., knowledge management strategy, use of a website, etc.
3. Who are the intended recipients/beneficiaries of this information/data?
4. What dissemination methods is the project using to share this information with beneficiaries and various stakeholders?
5. How have the project's knowledge management and dissemination activities been effective? Please provide examples.

Lessons Learnt and Recommendations

1. Based on your experience, what are the major lessons learned from the project design and implementation?
2. What are your overall recommendations for the improvement of project design and implementation going forward? E.g. to access more funding, should the programming focus on youth, or should youth be used as a cross-cutting theme of the program, additional interventions, geographic scope, etc.?

Project Counterparts (MITS, JEDCO, Jordan Exports, etc.)

I. Background

1. Since when has your organization been collaborating with the UNIDO project?
2. How does the project fit into the strategic priorities and current programming of your organization?
3. What particular role did your organization perform in relation to the project?
4. In your opinion, what have been the key successes of the project?
5. How has your organization contributed to some of these project successes?
6. In your opinion, what were the key challenges the project faced?
7. How could these challenges be mitigated?

II. Project Design and Adaptive Management

1. Was your institution involved in the design of the project? If yes, please provide details of your organization's role in the design.
2. Did the project design/strategy remain relevant over the course of the project?
3. In your opinion, what were the unique attributes of this project that contributed to the sustainable development of trade in Jordan?

III. Project Results

1. In addition to this project, what other trade-related programs/initiatives has your agency been involved in? Also, have there been any linkage between this project and other trade-related programs/initiatives being implemented by your organization?
2. How would you rate the comparative contributions and challenges of this project with the other trade programs/projects?

IV. COVID-19 Implications

1. How did COVID-19 affect the project's activities?

V. Capacity Building and Management Support

1. How have the project activities contributed to building the capacity of your organization? (e.g., training of personnel, technology transfer, policy support, linkage development, etc.)
2. What have been the actual and potential benefits of this enhanced capacity?
3. What have been the key problems faced by your organization in receiving support from the project? E.g., implementation delays, insufficient training, etc. How were these problems resolved?
4. What have been the major challenges faced by your organization in implementing the project?
5. How has the PMU helped you in resolving these challenges?

VI. Monitoring

1. How were the project activities implemented by your organization monitored and reported?
2. Have there been any challenges with monitoring and reporting? E.g., availability of data, reporting format, reporting frequency, etc.
3. How were these challenges mitigated?

4. What key role has the Project Steering Committee (PSC) and other working groups established to support the project played in guiding/facilitating the project implementation? Please provide examples.
5. What challenges and opportunities did these bodies face in overseeing the project activities?
6. How could the role of these entities/groups be further strengthened going forward?

VII. CO-FINANCING

1. Has your institution provided any funding or in-kind support to the implementation of the project?
2. If yes, how has this contribution been recorded?

VIII. Stakeholder Collaboration

1. Which project stakeholders/beneficiaries did you deal with directly?
2. What was the mechanism for collaboration with the project? E.g., quarterly meetings, etc.
3. What have been some of the opportunities/positive outcomes of the stakeholder collaboration under this project? E.g., funding leverage, policy support, higher outreach, etc.
4. What have been some of the challenges regarding collaboration among stakeholders? E.g., difference in organizational priorities, delay in reporting, etc. And how were these issues resolved?
5. Will there be opportunity for the project stakeholders from the business and/or public sector to continue collaboration after project end? How?
6. What can the project do to institutionalize such collaboration platforms before it ends?

IX. Lessons Learned and Recommendations

1. In your opinion, what are the key lessons learned from the project design and implementation?
2. Based on these lessons, what are your suggestions for improving implementation in the final six months of the project for the project to sustainably achieve its goals and targets?
3. Also, what are your recommendations for improvements in future projects?

PARTICIPATING ENTERPRISES/ENTREPRENEURS

I. Background

1. What is the nature of your company's business?
2. Since when has your company been in operation?
3. What proportion of your owners and employees are women and youth?
4. What proportion of women and youth in leadership positions?

II. Engagement with Project

1. Since when has your company been involved in the UNIDO Project?
2. What were the major project activities that your company was engaged in? e.g., training, assessment, linkage development, etc. Please elaborate.
3. How did your company find out about the project?
4. What was the process of engaging with the project? Please elaborate.
5. Why did your company agree to participate in the project activities? Please elaborate the reasons.

III. Project Activities

1. In your opinion, what have been the benefits or potential benefits to your company for participating in the project activities?
2. Are there any particular advantages to women and youth from participation in the project activities? If yes, please elaborate.
3. Has the project also supported the disabled in its activities?
4. In your opinion, what were the key challenges your business faced while participating in the project activities? E.g.: project activities/trainings are difficult to understand, or are cost intensive, etc.
5. Did you receive any support from the project to resolve these challenges?

IV. COVID-19 Implications

1. How did COVID-19 affect the project's activities?

V. Communication and Awareness

1. Has your business received any knowledge materials or techniques, etc. from the project? E.g. newsletters, videos, flyers, etc.?
2. If yes, how are these useful to you? Please elaborate?
3. And what problems do you face with using these products? E.g. they are not easy to understand, the messages in them are difficult to implement, etc.

VI. Other Development Work

1. Has your company participated in a similar project in the past three years? If yes, who implemented these projects? E.g.: Government agency, NGO, international donors, etc.
2. And what were the main activities implemented under that/those project(s)? Please elaborate.
3. What have been the comparative advantages/disadvantages of the project?

VII. Sustainability and Recommendations

1. What challenges do you foresee to continue implementing the activities introduced by the project after the project end? E.g. official registration, availability of finance, technical, etc.
2. Do you have any recommendations for the project to improve the implementation approach or nature of activities? If yes, please elaborate.

PROJECT TRAINEES

I. Background

1. What is the nature of your startup/enterprise?
2. When did it start operations?

II. Application and Selection

1. What training(s) or workshop(s) organized by the project did you participate in?
2. How did you learn about the training program?
3. Please elaborate the application and selection process.
4. Did you face any challenges in the selection process? If yes, please elaborate.

III. Participation

1. What benefits were you able to derive from participating in trainings provided by the project?
2. What challenges, if any, did you face for participating in the trainings? E.g. advance content for your knowledge level, limited time, issues associated with remote learning, etc.

IV. Outcomes of Training

1. Have you incorporated the learnings from this workshop/training in your own business?
2. If yes, what benefits have you seen or foresee from applying this knowledge?
3. What challenges have you faced in incorporating the knowledge in your business? E.g., availability of budget, support from other stakeholders, etc.
4. Have you participated in a similar training?
5. in the past? If yes, how would you compare the training provided by UNIDO with these other activities?

V. COVID-19 Implications

1. How has COVID-19 affected your participation in the training/workshops provided by the project?

VI. Recommendations

1. What are your recommendations for improving the training/workshops organized by the project? E.g. particular topics, participants, duration, refresher courses, etc.
2. In your opinion, what measures should be taken so that the knowledge provided by the project can be disseminated to a broader group in your organization

CONSORTIA DEVELOPED BY the PROJECT

I. Background

1. What is the nature of your consortium?
2. Since when has your consortium been in operation?
3. What proportion of your management, owners, and employees are women and youth?

II. Engagement with Project

1. Since when has your consortium been involved in the UNIDO Project?
2. What were the major project activities that your consortium was engaged in? e.g., training, assessment, linkage development, etc. Please elaborate.
3. How did your consortium find out about the project?
4. What was the process of engaging with the project? Please elaborate.
5. Why did your consortium agree to participate in the project activities? Please elaborate on the reasons.

III. Project Activities

1. In your opinion, what have been the benefits or potential benefits to your businesses for participating in the consortium?
2. Are there any particular advantages to women and youth from participation in the project activities? If yes, please elaborate.
3. Has the project also supported the disabled in its activities?
4. In your opinion, what were the key challenges your consortium/businesses faced while participating in the project activities? E.g.: project activities/training are difficult to understand, or are cost intensive, etc.
5. Did you receive any support from the project to resolve these challenges?

IV. COVID-19 Implications

1. How did COVID-19 affect the project's activities?

V. Communication and Awareness

1. Has your consortium received any knowledge materials or techniques, etc. from the project? E.g. newsletters, videos, flyers, etc.?
2. If yes, how are these useful to you? Please elaborate?
3. And what problems do you face with using these products? E.g. they are not easy to understand, the messages in them are difficult to implement, etc.

VI. Other Development Work

1. Has your consortium participated in a similar project in the past three years? If yes, who implemented these projects? E.g.: Government agency, NGO, international donors, etc.
2. And what were the main activities implemented under that/those project(s)? Please elaborate.
3. What have been the comparative advantages/disadvantages of the project?

VII. Sustainability and Recommendations

1. What challenges do you foresee to continue implementing the activities introduced by the project after the project end? E.g. official registration, availability of finance, technical, etc.
2. Do you have any recommendations for the project to improve the implementation approach or nature of activities? If yes, please elaborate.

Annex 5: Evaluation Terms of Reference



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**

| April/2023 |

PROJECT BACKGROUND AND CONTEXT

1. Project factsheet¹⁶¹⁷

Project title	Job creation for youth and women through improvement of business environment and SMEs competitiveness
UNIDO ID	160264
Country(ies)	Jordan
Project donor(s)	Italian Agency for Development Cooperation
Project approval date	15-16 August 2017
Planned project start date (as indicated in project document)	n/a
Actual project start date (First PAD issuance date)	25 June 2019
Planned project completion date (as indicated in project document/or GEF CEO endorsement document)	30 June 2022
Actual project completion date (as indicated in UNIDO ERP system)	30 June 2023
Project duration (year): Planned: Actual:	3 years 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)
Implementing agency(ies)	UNIDO
Government coordinating agency	Ministry of Industry, Trade and Supply of Jordan
Executing Partners	
Donor funding	EUR 2,568,264 (incl. 13% support costs)
UNIDO input (in kind, USD)	N/A
Total project cost (USD), excluding support costs	USD 2,407,627 in cash excl. support costs (March 2023 Exchange rate)
Mid-term review date	N/A
Planned terminal evaluation date	May-June 2023

(Source: Project document, UNIDO ERP system)

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 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

¹⁶ Data to be validated by the Consultant

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.

2. 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.

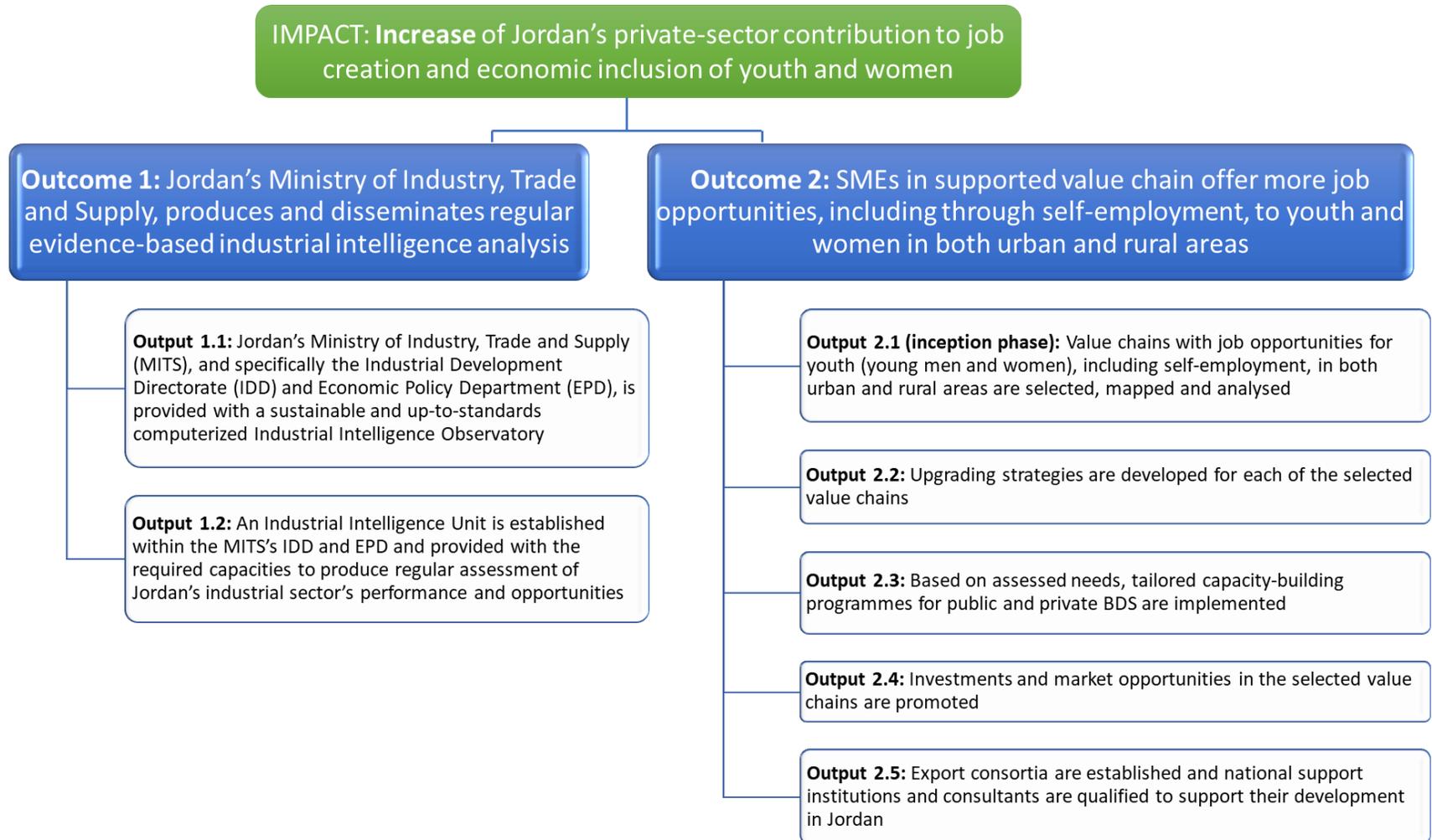
Component 2: SMEs offer more job opportunities, including through self-employment, to youth and women in both urban and rural areas

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

3. 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:

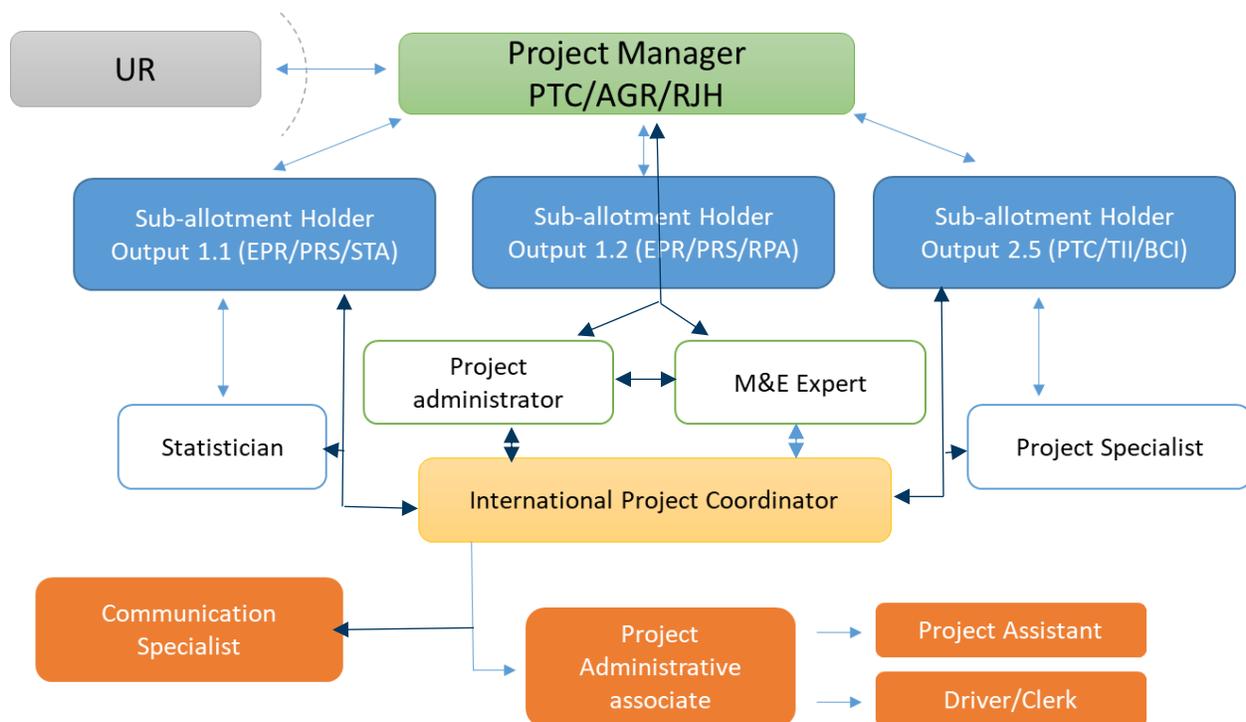


Fig 2: Original Project team structure

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).

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

N/A

5. 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
Total (EUR)	2 272 800.00	19 449.82	2 292 249.82

Source: Project document/SAP

Table 2. Co-Financing source breakdown

Name of Co-financier (source)	In-kind	Cash	Total Amount (EUR)
UNIDO Regular Programme of Technical Assistance (RPTC)	-	19 449.82	19 449.82
Total Co-financing EUR	-	19 449.82	19 449.82

Source : Project document/ SAP

Table 3. UNIDO budget allocation per year, component and budget line (as in ProDoc/Outputs' numbers as per Inception Report)

BL	Description	Year 1	Year 2	Year 3	Grand Total
Outcome 1: Jordan's Ministry of Industry Trade and Supply jointly produces and disseminates regular evidence-based industrial intelligence analysis					
Output 1.1: Jordan's Ministry of Industry Trade and Supply (MITS) and specifically the Industrial Development Directorate (IDD) and Economic Policy Department (EPD) are provided with a sustainable and up-to-standards computerized Industrial Intelligence Observatory					
11	International experts	98 000.00 €	30 000.00 €	- €	128 000.00 €
16	Staff travel	6 000.00 €	6 000.00 €	- €	12 000.00 €
17	National experts & admin staff	48 000.00 €	14 000.00 €	- €	62 000.00 €
35	International Meetings	23 300.00 €	13 000.00 €	- €	36 300.00 €
45	Equipment	50 000.00 €		- €	50 000.00 €
51	Miscellaneous	9 744.00 €	1 956.00 €	- €	11 700.00 €
Sub-Total Output 1.1		235 044.00 €	64 956.00 €	- €	300 000.00 €
Output 1.2: An Industrial Intelligence Unit is established within the MITS's IDD and EPD and provided with the required capacities to produce regular assessment of Jordan's industrial sector's performance and opportunities					
11	International experts	87 000.00 €	70 000.00 €	45 000.00 €	202 000.00 €
16	Staff travel	9 000.00 €	6 000.00 €	6 000.00 €	21 000.00 €
17	National experts & admin staff	20 000.00 €	30 000.00 €	30 000.00 €	80 000.00 €
30	In-service training, conferences, workshops	24 000.00 €	20 000.00 €	10 000.00 €	54 000.00 €
51	Miscellaneous	6 554.00 €	4 944.00 €	3 302.00 €	14 800.00 €
Sub-Total Output 1.2		146 554.00 €	130 944.00 €	94 302.00 €	371 800.00 €
Sub-Total Outcome 1		381 598.00 €	195 900.00 €	94 302.00 €	671 800.00 €
Outcome 2: Small and Medium-sized Enterprises offer more job opportunities including self-employment opportunities to youth (young men and women) and women in both urban and rural areas of Jordan					

BL	Description	Year 1	Year 2	Year 3	Grand Total
Output 2.1: Value chains with job opportunities potential for youth and women incl. self-employment opportunities in both urban and rural areas are selected mapped and analyzed					
11	International experts	60 000.00 €	- €	- €	60 000.00 €
15	Project travel	20 000.00 €	- €	- €	20 000.00 €
16	Staff travel	10 000.00 €		- €	10 000.00 €
17	National experts & admin staff	10 000.00 €	- €	- €	10 000.00 €
21	Subcontracts	10 000.00 €	- €	- €	10 000.00 €
30	In-service training, conferences, workshops	10 000.00 €	- €	- €	10 000.00 €
51	Miscellaneous	5 000.00 €	- €	- €	5 000.00 €
Sub-Total Output 2.1		125 000.00 €	- €	- €	125 000.00 €
Output 2.2: Upgrading strategies are developed for each of the selected value chains					
11	International experts	30 000.00 €	10 000.00 €	- €	40 000.00 €
15	Project travel	15 000.00 €	10 000.00 €	- €	25 000.00 €
16	Staff travel	5 000.00 €	5 000.00 €	- €	10 000.00 €
17	National experts & admin staff	5 000.00 €	5 000.00 €	- €	10 000.00 €
21	Subcontracts	5 000.00 €	5 000.00 €	- €	10 000.00 €
30	In-service training, conferences, workshops	4 000.00 €	4 000.00 €	- €	8 000.00 €
51	Miscellaneous	1 000.00 €	1 000.00 €	- €	2 000.00 €
Sub-Total Output 2.2		65 000.00 €	40 000.00 €	- €	105 000.00 €
Output 2.3: Based on assessed needs tailored capacity-building programme for public and private BDS are developed and implemented					
11	International experts	14 500.00 €	- €	- €	14 500.00 €
15	Project travel	5 000.00 €	- €	- €	5 000.00 €

BL	Description	Year 1	Year 2	Year 3	Grand Total
16	Staff travel	- €	5 000.00 €	- €	5 000.00 €
17	National experts & admin staff	- €	5 500.00 €	- €	5 500.00 €
21	Subcontracts	- €	60 000.00 €	- €	60 000.00 €
30	In-service training, conferences, workshops	- €	10 000.00 €	- €	10 000.00 €
51	Miscellaneous	- €	2 000.00 €	- €	2 000.00 €
Sub-Total Output 2.3		19 500.00 €	82 500.00 €	- €	102 000.00 €
Output 2.4: Investment and market opportunities are promoted along the selected value chains					
11	International experts	7 000.00 €	6 500.00 €	5 500.00 €	19 000.00 €
15	Project travel	10 000.00 €	10 000.00 €	10 000.00 €	30 000.00 €
16	Staff travel	5 000.00 €	5 000.00 €	5 000.00 €	15 000.00 €
17	National experts & admin staff	5 000.00 €	5 000.00 €	7 000.00 €	17 000.00 €
21	Subcontracts	20 000.00 €	40 000.00 €	20 000.00 €	80 000.00 €
30	In-service training, conferences, workshops	15 000.00 €	15 000.00 €	15 000.00 €	45 000.00 €
35	International meetings (business missions)	- €	45 000.00 €	45 000.00 €	90 000.00 €
51	Miscellaneous	2 500.00 €	2 500.00 €	4 000.00 €	9 000.00 €
Sub-Total Output 2.4		64 500.00 €	129 000.00 €	111 500.00 €	305 000.00 €
Output 2.5: Export consortia are established and national support institutions and consultants are qualified to support their development in Jordan					
11	International experts	30 000.00 €	30 000.00 €	45 000.00 €	105 000.00 €
15	Project travel	10 000.00 €	10 000.00 €	10 000.00 €	30 000.00 €
16	Staff travel	5 000.00 €		10 000.00 €	15 000.00 €
17	National experts & admin staff	25 000.00 €	45 000.00 €	55 000.00 €	125 000.00 €
30	In-service training, conferences, workshops	25 000.00 €	25 000.00 €	40 000.00 €	90 000.00 €

BL	Description	Year 1	Year 2	Year 3	Grand Total
51	Miscellaneous	5 000.00 €	5 000.00 €	9 000.00 €	19 000.00 €
Sub-Total Output 2.5		100 000.00 €	115 000.00 €	169 000.00 €	384 000.00 €
Sub-Total Outcome 2		374 000.00 €	366 500.00 €	280 500.00 €	1 021 000.00 €
Outcome 3: Project management and communication					
Output 3.1: Project management mechanisms established					
11	International experts	30 000.00 €	- €	- €	30 000.00 €
15	Project travel	10 000.00 €	- €	- €	10 000.00 €
16	Staff travel	5 000.00 €	- €	- €	5 000.00 €
30	In-service training, conferences, workshops	4 500.00 €	- €	- €	4 500.00 €
51	Miscellaneous	- €	- €	- €	- €
Sub-Total Output 3.1		49 500.00 €	- €	- €	49 500.00 €
Output 3.2: Permanent coordination and regular project monitoring ensured					
11	International experts	100 000.00 €	120 000.00 €	120 000.00 €	340 000.00 €
15	Project travel	5 000.00 €	7 500.00 €	7 500.00 €	20 000.00 €
16	Staff travel	10 000.00 €	5 000.00 €	5 000.00 €	20 000.00 €
30	In-service training, conferences, workshops	4 000.00 €	6 000.00 €	6 000.00 €	16 000.00 €
45	Equipment	30 000.00 €	- €	- €	30 000.00 €
51	Miscellaneous	1 000.00 €	3 500.00 €	5 000.00 €	9 500.00 €
Sub-Total Output 3.2		150 000.00 €	142 000.00 €	143 500.00 €	435 500.00 €
Output 3.3: A communication and visibility strategy is developed and implemented					
11	International experts	4 000.00 €	- €	5 000.00 €	9 000.00 €
15	Project travel	5 000.00 €	- €	- €	5 000.00 €
16	Staff travel	5 000.00 €	- €	5 000.00 €	10 000.00 €
17	National experts & admin staff	2 000.00 €	4 000.00 €	4 000.00 €	10 000.00 €

BL	Description	Year 1	Year 2	Year 3	Grand Total
30	In-service training, conferences, workshops	8 000.00 €	- €	15 000.00 €	23 000.00 €
51	Miscellaneous	3 000.00 €	5 000.00 €	5 000.00 €	13 000.00 €
Sub-Total Output 3.3		27 000.00 €	9 000.00 €	34 000.00 €	70 000.00 €
Output 3.4: Independent terminal evaluation					
11	International evaluator	- €	- €	15 000.00 €	15 000.00 €
15	Project travel	- €	- €	7 000.00 €	7 000.00 €
17	National evaluator(s)	- €	- €	3 000.00 €	3 000.00 €
Sub-Total Output 3.4		- €	- €	25 000.00 €	25 000.00 €
Sub-Total Outcome 3		226 500.00 €	151 000.00 €	202 500.00 €	580 000.00 €
TOTAL		982 098.00 €	713 400.00 €	577 302.00 €	2 272 800.00 €
Programme Support Cost (13%)		127 672.74 €	92 742.00 €	75 049.26 €	295 464.00 €
GRAND TOTAL		1 109 770.74 €	806 142.00 €	652 351.26 €	2 568 264.00 €

Table 4. UNIDO budget allocation and expenditure by budget line

BL	Description	Budget allocated (ProDoc)	Expenditures on 15.03.2023	Expenditures in % of allocated budget
11	International experts	953 800,00 €	885 297,26 €	93%
15	Project travel	152 000,00 €	90 845,28 €	60%
16	Staff travel	145 500,00 €	12 955,92 €	9%
17	National experts & admin staff	326 500,00 €	457 368,94 €	140%
21	Subcontracts	160 000,00 €	250 834,49 €	157%
30	In-service training, conferences, workshops	243 500,00 €	17 316,10 €	7%
35	International Meetings	127 500,00 €	40 712,96 €	32%
43	Premises	0,00 €	19 473,89 €	New BL
45	Equipment	76 500,00 €	9 751,91 €	13%
51	Other Direct costs/ Miscellaneous	87 500,00 €	58 548,79 €	67%
Sub-Total		2 272 800,00 €	1 843 105,54 €	81%
Programme Support Cost (13%)		295 464.00 €	239 603,72 €	
GRAND TOTAL		2 568 264.00 €	2 082 709,26 €	

Table 5. UNIDO budget allocation and expenditure by component (to be completed)

#	Project components	Total allocation (at approval)		Total expenditure (at completion)	
		USD/Euro	%	USD/Euro	%
1	Output 1.1				
2	Output				
3					
4					
5					
6					
7	Project management				
	Total				

Source: Project document and UNIDO Project Management ERP database as of | dd/mm/yyyy |

3. 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:

Assess the project performance in terms of relevance, effectiveness, efficiency, sustainability, coherence, and progress to impact; and

Develop a series of findings, lessons and recommendations for enhancing the design of new and implementation of ongoing projects by UNIDO.

4. Evaluation approach and methodology

The TE will be conducted in accordance with the Charter of the Office of Evaluation and Internal Oversight¹⁸, the Evaluation Policy¹⁹, the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle²⁰, 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 approach²¹ 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:
 - 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 visit** to project sites 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.

¹⁸ UNIDO (2020). Director General's Bulletin: Charter of the Office of Evaluation and Internal Oversight (DGB/2020/11, 11 December 2020)

¹⁹ UNIDO. (2018). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/2018/08)

²⁰ 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)

²¹ For more information on Theory of Change, please see chapter 3.4 of UNIDO [Evaluation Manual](#)

(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:

- 9) 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)?
- 10) What are the project's key results (outputs, outcome)? To what extent have the expected results been achieved or are likely to be achieved?
- 11) To what extent does the project generate or is expected to generate higher-level effects (impact)?
- 12) To what extent will the achieved results and benefits be sustained after completion of the project (sustainability)?
- 13) 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?
- 14) 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?
- 15) Has the project addressed cross-cutting issues (environmental and social safeguards, human rights and disability)?
- 16) 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
A	Progress to Impact	Yes
B	Project design	Yes
1	• Overall design	Yes
2	• Project results framework/log frame	Yes
C	Project performance and progress towards results	Yes
1	• Relevance	Yes
2	• Coherence	Yes
3	• Effectiveness	Yes
4	• Efficiency	Yes
5	• Sustainability of benefits	Yes
D	Gender mainstreaming	Yes
E	Project implementation management	Yes
1	• Results-based management (RBM)	Yes
2	• Monitoring and Evaluation, Reporting	Yes
F	Performance of partners	
1	• UNIDO	Yes
2	• National counterparts	Yes

3	<ul style="list-style-type: none"> Implementing partner (if applicable) 	Yes
4	<ul style="list-style-type: none"> Donor 	Yes
G	Environmental and Social Safeguards (ESS), Disability and Human Rights	Yes
1	<ul style="list-style-type: none"> Environmental Safeguards 	Yes
2	<ul style="list-style-type: none"> Social Safeguards, Disability and Human Rights 	Yes
H	Overall Assessment	Yes

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).	

5. 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.

6. Time schedule and deliverables

The evaluation is scheduled to take place from 05/2023 to 06/2023. The evaluation field mission is tentatively planned for 05/2023. At the end of the field mission, 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 mission, 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

Timelines	Tasks
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 visit to JORDAN
June 2023	Debriefing in Vienna 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

7. 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.

8. 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 mission plan, including places to be visited, people to be interviewed and possible surveys to be conducted and a debriefing and reporting timetable²².

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

²² The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by UNIDO Independent Evaluation Division.

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.

9. 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 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/ 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* <i>As per mapping conducted</i>	tbd* <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* <i>As per mapping conducted</i>	tbd* <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
	Output 1.1 Jordan's Ministry of Industry, Trade and Supply (MoIT), and specifically the Industrial Development Directorate (IDD) and Economic Policy Department (EPD), is provided with a sustainable and up-to-standards computerized Industrial Intelligence Observatory	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
		The Jordanian Industrial Intelligence Observatory is operational	Y/N	N	Y	The Observatory is operated on the Ministry website	

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 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 +	371,800
		% 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	
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 (that have successfully mobilized funding) of which : -Youth-led (incl. young women) -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	

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		
		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)	
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

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 2.4 (Formerly 2.3)		Beneficiaries of provided capacity reinforcement services (breakdown by nature and participants gender)	#	0	30	Progress reports, trainings' attendance sheets	305,000
	<u>Output 2.4</u> Investments and market opportunities in the selected value chain are promoted	Investment opportunities formulated of which	#	0	80	IIIPP forms	
		- led by youth (incl. young women)	%	n/a	30%		
		- led by women (incl. young women)	%	n/a	50%		
		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			

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)		Proportion of supported projects engaged in at least one business negotiation (technological, commercial, joint venture) of which: - south-south partnerships	%	n/a	50%	B2B follow-up reports, business level/beneficiaries surveys	384,000
			%	n/a	20%		
		# of participants to sectorial technical tours/business missions organized	Y/N	0	60	Project reports/List of participants, Pictures	
	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	
		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 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	

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 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)

Title:	Senior Evaluation Consultant, Team Leader
Main Duty Station and Location:	Home-based - Islamabad, Pakistan
Start of Contract (EOD):	08/05/2023
End of Contract (COB):	30/06/2023
Number of Working Days:	30 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
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<p>1. Review project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data). Define technical issues and questions to be addressed prior to the field work. 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"> Adjusted table of evaluation questions, depending on country specific context. Draft list of stakeholders to interview during the field work. Identify issues and questions to be addressed by the local technical expert. 	4 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"> Draft inception report (incl. review or reconstruction of theory of change) and Evaluation framework to submit to the Evaluation Manager for clearance. Agreement with national evaluator on division of tasks. 	2 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"> Detailed evaluation schedule with tentative mission agenda (incl. list of stakeholders to interview and site visits); mission planning. Division of evaluation tasks with the National Consultant. 	1 day	Virtual/hybrid

4. Conduct field work.	<ul style="list-style-type: none"> • Conduct virtual/hybrid meetings with relevant project stakeholders, beneficiaries, etc. for the collection of data and clarifications. • Evaluation presentation of the evaluation's preliminary findings, conclusions and recommendations to stakeholders in the country at the end of the field work. 	10 days	Virtual/hybrid
5. Prepare the draft evaluation report, with inputs from the National Consultant, according to the TOR; Share the evaluation report with UNIDO HQ and national stakeholders for feedback and comments.	<ul style="list-style-type: none"> • Draft evaluation report. 	10 day	Home-based
6. Present overall findings and recommendations to the stakeholders at UNIDO HQ (virtual).	<ul style="list-style-type: none"> • Presentation on preliminary findings, recommendations and conclusions. 	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"> • Final evaluation report. 	2 day	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

1. **TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)**

Title:	National Evaluation Consultant		
Main Duty Station and Location:	Home-based - Amman, Jordan		
Mission/s to:	Travel to potential sites within JORDAN		
Start of Contract:	08/05/2023		
End of Contract:	30/06/2023		
Number of Working Days:	30 working days spread over the above-mentioned period		

ORGANIZATIONAL CONTEXT

The UNIDO Independent Evaluation Unit (ODG/EIO/IED) 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. ODG/EIO/IED is guided by the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

PROJECT CONTEXT

Detailed background information of the project can be found in the terms of reference (TOR) for the terminal evaluation.

The national evaluation consultant will evaluate the projects according to the terms of reference (TOR) under the leadership of the team leader (international evaluation consultant). S/he will perform the following tasks:

MAIN DUTIES	Concrete/measurable outputs to be achieved	Expected duration	Location
Desk review 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); If need be, recommend adjustments to the evaluation framework and Theory of Change in order to ensure their understanding in the local context.	Evaluation questions, questionnaires/interview guide, logic models adjusted to ensure understanding in the national context; A stakeholder mapping, in coordination with the project team.	4 days	Home-based
Carry out preliminary analysis of pertaining technical issues determined with the Team Leader.	• Report addressing technical issues and question previously identified with the Team leader	6 days	Home-based

<u>MAIN DUTIES</u>	Concrete/measurable outputs to be achieved	Expected duration	Location
In close coordination with the project staff team verify the extent of achievement of project outputs prior to field visits. Develop a brief analysis of key contextual conditions relevant to the project	<ul style="list-style-type: none"> • Tables that present extent of achievement of project outputs • Brief analysis of conditions relevant to the project 		
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.	<ul style="list-style-type: none"> • Detailed evaluation schedule. • List of stakeholders to interview during the field missions. 	2 days	Home-based
Coordinate and conduct the field mission with the team leader in cooperation with the Project Management Unit, where required; Consult with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks. Conduct the translation for the Team Leader, when needed.	<ul style="list-style-type: none"> • Presentations of the evaluation's initial findings, draft conclusions and recommendations to stakeholders in the country at the end of the mission. • Agreement with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks. 	12 days (including travel days)	In-country missions
Follow up with stakeholders regarding additional information promised during interviews 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. Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Unit and stakeholders and proof read the final version.	<ul style="list-style-type: none"> • 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

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Core competencies:

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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		
<p><u>Rating system for quality of evaluation reports</u></p> <p>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.</p>			