

Consultancy Terms of Reference

Call for Expression of Interest for Internal Mid-term Evaluation – Mental Health Project- Better Work Jordan (Individuals only)

Organization context and scope

[Better Work Jordan \(BWJ\)](#) is a partnership between the International Labour Organization (ILO) and the International Finance Corporation (IFC). The ILO flagship program brings together stakeholders from all levels of the global garment manufacturing industry to improve working conditions, enhance respect for labor rights, and boost competitiveness. Better Work Jordan was established in 2008 at the request of the Government of Jordan (GoJ) and the United States (US) government

The Better Work Jordan program is mandatory for garment factories that export to the US under the US-Jordan Free Trade Agreement. Better Work Jordan covers an estimated 95 percent of garment workers in Jordan, as the vast majority of garment-sector employment comes from factories that export to the US. Starting in 2010, the program's mandatory status, enabled the program to access the entire garment-exporting sector and work with both workers and managers in the factories to promote decent working conditions. Since then, factories have made significant improvements in terms of working conditions and compliance with labor standards.

The garment industry in Jordan has seen significant growth in the last ten years, although Covid-19 had a negative effect in 2020. The total exports in 2021 are USD 1.8 billion. Around 62,000 workers were employed in the exporting garment sector in 2021. Migrant workers make up three-quarters of the workforce. These workers, primarily from South Asia, typically work in Jordan for a contract of two to three years, which can be extended. Bangladeshis are the largest group of workers (nearly 50 percent of all workers), and there are also workers from India, Sri Lanka, Nepal, and Myanmar. Jordanian workers make up the remaining 25 percent of the workforce. The majority of workers are women – nearly 75 percent of the production workforce – whereas the majority of management positions are held by men.

Project background

In Jordan, mental well-being remains a highly stigmatized and under-resourced topic. The 'invisibility' of the topic makes it difficult to quantify its impact on health, economic productivity, and quality of life. In Jordan's garment sector, where migrant workers comprise over 75 per cent of the labour force, understanding the role of mental well-being in the workplace, with a specific focus on women migrant workers within the garment factories becomes key. Barriers to accessing effective mental well-being services at the factory level, but also the national level remain more severe among migrant workers. Firstly, the behavioral aspects of migrant workers linked to mental health are inextricably linked to the social, religious, and cultural stigma attached to mental health in the region. Secondly, financial barriers

and resource and capacity constraints remain prevailing and exacerbate the gap in mental health service provision for migrant workers; there are no existing services that directly target any migrant worker population in Jordan, despite its substantial proportion of Jordan's total population. Existing service providers, both public and private, lack the capacity to deal with the challenges faced by migrant workers where ideally a medical professional from the country of origin, or at minimum a translator is necessary.

Therefore, With support from the US Department of Labor, Better Work Jordan launched an innovative Mental health project in 2021, that aims at improving the mental health of workers in the garment sector. The project is mainly focused on women and migrant workers as they form the majority of the workforce in the sector and face many psychical and psychological stressors. The project focuses on building the workers' resilience against mental health risks, including through help-seeking, and enhancing the access to support at the factory level and through referral to specialized organizations.

The project takes two main factors to achieve the project objective of improving workers' mental wellbeing; a) enhance the mental health awareness at the organizational and individual levels, b) develop and implement a mental health policy to enhance the capacity of the factories to have a system to identify, manage and refer mental health cases.

Leveraging tripartite engagement of ILO, the project, implemented by the Better Work Jordan programme, is working closely with national stakeholders – employers, workers, and the government, as well as NGO and other UN agencies, particularly the World Health Organization (WHO).

Government actors: Ministry of Health (MoH) and Ministry of Labour (MoL). In order to sustainably address the issue at hand, the project works with the MoH to develop inclusive policies and procedures that accommodate the needs of migrant workers. The MoL is the primary governmental partner for the ILO and is the authority responsible for occupational safety and health. Through this project, labour inspectors' awareness is raised to better detect mental health issues at the workplace and, where necessary, refer detected cases to capable mental health specialists.

Employers: factory management, middle management (HR management), dormitory supervisors, and welfare committee. Employers are key stakeholders when addressing the mental well-being of workers in the garment sector. They usually act as the first entry point for workers to seek support when encountering workplace problems. The project supports employers, especially factory management, middle management (HR, OSH, welfare committee members) and dormitory supervisors, in creating an inclusive workplace that promotes mental well-being. This includes supporting and developing a reporting system inside the factory premises and appointing focal personnel for referral, procedures, and practices. Ultimately, employers can create the space to talk about mental well-being more openly.

Workers, especially migrant female workers in garment factories. As targeted stakeholders and key beneficiaries in the project, migrant workers, particularly females, are supported through direct intervention, especially through awareness-raising activities. The project supports workers to be more willing to seek help when necessary, and similarly, build self-resilience and deal with the stressors that cause them a lack of mental well-being.

The General Trade Union of Workers In Textile Garment & Clothing Industries (GTU). As the only Trade Union in the garment sector in Jordan, GTU can be a gateway for workers in accessing basic support and to be referred to specialized organizations in severe cases. The project provides specialized training to union doctors in collaboration with WHO and psychological first aid training and ToT on mental well-being to union staff members so that workers can receive such support after the completion of this project.

NGO's and other UN agencies, particularly the World Health Organization (WHO). The WHO is a partner of the Jordanian Ministry of Health since 2008. The WHO has also coordinated and collaborated with various stakeholders, including NGOs, to launch the first national mental health policy and action plan for Jordan. The project actively engages the task force on Mental Health and Psychosocial Support (MHPSS) coordinated by the WHO, which is an existing coordination mechanism on this topic in Jordan. Through actively communicating the situation and specific needs of workers' in the garment sector, the project will aim to address the gap, which currently exists in service provision by national NGOs.

Project objective and outcomes

The overall project objective is improving workers' mental well-being, especially among women and migrant workers, in the garment sector in Jordan.

To achieve the overall project objective, Better Work Jordan has identified two long-term outcomes (LTOs).

LTO 1: Workers become resilient against mental health risks, including seeking psychosocial support

LTO 2: Factories and the mental health referral system reach more workers needing Mental Health and Psychosocial Support (MHPSS) services

LTO 1: Workers are resilient against mental health risks, including seeking psychosocial support

MTO 1.1: Workers report more willingness to seek psychosocial support

STO 1.1.1: Mental well-being support needs of workers and stakeholders are identified.

Output 1.1.1.1 Workers interviewed to identify their challenges and needs in mental well-being taking into account workers' culture, language, level of education and gender.

Output 1.1.1.2 A detailed needs assessment among factory management, the Union and the MoL to identify capacity gaps.

STO 1.1.2: Awareness is raised among garment workers on mental well-being including self-care and external support

Output 1.1.2.1. Information, Education and Communication (IEC) materials targeting garment workers on mental well-being issues and resources.

Output 1.1.2.2. Awareness-raising campaigns targeting workers, union representatives, HR personnel and dorm supervisors.

Output 1.1.2.3. Awareness raising on available psychological support systems.

MTO 1.2: More workers report an acceptable level of stress

STO 1.2.1: Workers have the knowledge and skills to manage prevalent issues affecting mental well-being

Output 1.2.1.1. Financial literacy training

Output 1.2.1.2. Sexual harassment and reproductive rights training

Output 1.2.1.3. Social media literacy training

Output 1.2.1.4. ToT on selected topics for the Union to ensure continuity of training

LTO 2: Factories and the mental health referral system reach more workers needing Mental Health and Psychosocial Support (MHPSS) services

MTO 2.1: Factories take measures to detect workers at risk and provide mental health and Mental Health and Psychosocial Support (MHPSS) services

STO 2.1.1: Existing factory-level policies and procedures are reviewed to include a mental well-being component

Output 2.1.1.1. Factories' existing HR and grievance systems, OSH, sexual harassment prevention, anti-discrimination and gender policies reviewed and revised.

Output 2.1.1.2. Mental well-being policies developed and focal persons for the referral system assigned in factories.

Output 2.1.1.3. Training on the revised/new policies for management staff and workers especially worker-management committee members.

Output 2.1.1.4. Monitoring and follow-up on factories' policies and procedures through assessment and advisory visits.

Output 2.1.1.5. Worker integration programme to facilitate workers' adaptation to the new culture and working environment in Jordan.

STO 2.1.2: Non-mental health specialists at the factory level (general medical staff, welfare and OSH committees and dormitory supervisors) have the knowledge and skills to identify workers needing mental health and psychosocial support services

Output 2.1.2.1. mhGap training for doctors, nurses and counsellors in collaboration with MoH and WHO.

Output 2.1.2.2. Monthly supervision visits to mhGAP trainees in collaboration with MoH and WHO

Output 2.1.2.3. Psychological First Aid (PFA) training for welfare, OSH, and labour-management committees and dormitory supervisors.

STO 2.1.3: Key stakeholders have more mental health awareness to detect and support workers in need

Output 2.1.3.1. Industry learning seminars for stakeholders: Employers, Union, MoL, MoH, workers' embassies, representatives and buyers.

Output 2.1.3.2. Workshops for recruiting agencies and for embassies of migrants' countries of origin to support their action planning, including pre-departure training.

Output 2.1.3.3. ToT on mental well-being for selected stakeholders (e.g. Lis, factories' trainers or HR personnel).

MTO 2.2: The mental health referral system serves a broader range of workers, including women and migrant workers.

STO 2.2.1 A partnership with the existing referral system in Jordan through the MHPSS working group is established to refer workers in need

Output 2.2.1.1. The needs of workers in the garment sector are communicated to the participants of MHPSS and partnerships with relevant entities are established.

Output 2.2.1.2. Awareness-raising among stakeholders in the garment sector (Workers, Employers, the Union, MoL labour inspectors) about the referral process in Jordan.

Output 2.2.1.3 Social worker(s) from migrants' country (ies) of origin to hired and trained to support the communication between migrant workers and the service-providing institutions.

STO 2.2.2 Pilot to establish a mental health care unit in the Union-led medical center in Al Dulail industrial zone

Output 2.2.2.1. Mental health unit within the UUnion's medical center in Al-Dulail Industrial zone was established.

Output 2.2.2.2. Social workers (s) from migrants' country (ies) of origin were hired to support the communication between migrant workers and the medical staff in the center.

Output 2.2.2.3. Stakeholder consultations on the sustainability of a pilot mental health unit and potential rollout to other industrial zones.

STO 2.3. Pilot to establish a referral platform with one of the workers' countries of origin (e.g. Bangladesh)

Output 2.2.3.1. A mapping exercise identifying agencies with providing psychological support in the country of origin (tentatively Bangladesh).

Output 2.2.3.2. MoU/ follow-up mechanism to refer cases that require continued treatment or support.

Output 2.2.3.3 Awareness-raising among BWJ stakeholders (Workers, Union, and Employers – both at the factory and industry level) about the support system in the country of origin.

PURPOSE AND OBJECTIVES OF EVALUATION

ILO considers evaluation an integral part of the implementation of technical cooperation projects. Evaluation requirements are made in all projects in accordance with ILO evaluation policy and based on the nature of the project and the specific requirements agreed upon at the time of the project design and during the project as per established procedures.

The purpose of this internal Mid-term evaluation is to learn from the experiences of the project to inform ongoing and future programming in the area of mental health. The evaluation will do this by examining the project's effectiveness, efficiency, potential impact, adaptability and sustainability. This evaluation will also identify strengths and weaknesses in the project design, strategy, and implementation, lessons learned, and will include recommendations. While the OECD-DAC criteria usually includes questions related to project relevance, these have been replaced with more nuanced questions related to project learning as the relevance of the project has been well established.

Specifically, the evaluation will examine the following aspects:

- **Validity of design and coherence:** To what extent and in what way are the project strategies and structures coherent and logical?
- **Results in terms of outcomes and outputs achieved (effectiveness):** To what extent has the project been able to achieve its goals?
- **Use of resources in the achievement of projected performance (efficiency):** How have the resources been used to fulfill the project performance in an efficient manner with respect to cost, time and management of staff?
- **Assessment of impact:** To what extent has the project contributed to its long-term intended impact?
- **Learning and adaptability:** to what extent did the project adapt to change, new environments, technologies, expectations and situations?

- **Sustainability:** Will the project's effects and built capacity remain over time?

The primary clients of this evaluation are Better Work Jordan, ILO constituents in Jordan, including government entities, ILO Regional Office for Arab States (ROAS), and the donor. The secondary audience includes other project stakeholders and units within the ILO that may indirectly benefit from the knowledge generated by the evaluation.

Several previous reviews will be helpful in conducting the current evaluation. The first is the self-evaluation conducted by the project manager and included in the project Technical Progress Report for 2021Q4-2022Q1. This self-evaluation includes information related to the project's relevance, effectiveness, sustainability, and efficiency. In addition, a quantitative impact evaluation of specific factory-level activities is underway. The goal of this evaluation is to analyze the impact of key aspects of the Better Work Jordan mental health project on worker and supervisor well-being and other indirect effects such as stress at work and job satisfaction. The impact evaluation uses a difference-in-differences approach to study how well-being levels changed for workers in factories that received intensive mental-health project activities (such as mental health focal points, counselors, and trainings) versus those in factories that did not. The preliminary results of this evaluation will be available in mid March , with a final report by the end of April.

The evaluation will comply with the ILO evaluation policy, which is based on the United Nations Evaluation Norms and Standards and the UNEG ethical guidelines.

EVALUATION SCOPE

The Mid-term evaluation will cover project implementation, across all its outcomes and outputs, from January 2020 to December 2022. The geographical focus is aligned with that of the project, namely in the three industrial zones - Sahab, Dulil, and Irbid and related satellite factories

EVALUATION CRITERIA AND QUESTIONS

The evaluation utilizes the standard ILO framework and follows its major criteria. While the evaluator may adapt the evaluation criteria and questions, any fundamental changes should be agreed upon between the evaluation manager and the evaluator and reflected in the inception report.

Coherence and Validity of design:

- ❖ In what way does the project make practical use of a monitoring and evaluation data ?
How appropriate and useful are the indicators in assessing the project's progress? Are the assumptions realistic? Is there any risk that has not been identified but compromised result achievements?
- ❖ Is the timeline to achieve the project objective realistic and attainable?

- ❖ How does the project fit in with the broader Better Work Jordan project? What synergies exist between the mental health project and the broader BWJ intervention? What areas could be further developed?

Project Effectiveness:

- ❖ How have stakeholder attitudes towards mental health and the project activities changed throughout the course of the intervention?
- ❖ What change can be seen with end-beneficiaries? What is the most significant change from the perspective of end-beneficiaries?
- ❖ Have there been any unintended positive/negative consequences of the project intervention? Within its overall objectives and strategies, what specific measures were taken by the project to address issues relating to gender equality and non-discrimination?

Sustainability and possible impact:

- ❖ To what extent are national partners– governmental or non-governmental – able and willing to continue their efforts, for example, the development of policies and regulations, to tackle mental health after the project?
- ❖ What is the likely contribution of the project's initiatives to the stated development objectives of the intervention? Did they contribute as laid out in the initial theory of change? What else could have been done to better realize the project objective?
- ❖ Based on the results of the quantitative impact evaluation, which findings can be corroborated with qualitative evidence? (Results of impact evaluation forthcoming.)

Learning and Adaptability:

- ❖ How did the project team review and adapt the project plan, including through the use of monitoring and evaluation and other sources of information, and implement course adjustments to ensure results, while also creating opportunities for pause and reflection to address changes in the project environment and learning from the project?
- ❖ What recommendations do stakeholders have for improving the project?

WORK ASSIGNMENTS

a. Kick-off meeting

The evaluator will have an initial consultation with the evaluation manager, relevant project team members and project coordinator. The objective of the consultation is to reach a common understanding regarding the status of the project, the priority assessment questions, available data sources and data collection instruments, and an outline of the final assessment report. The following topics will be covered: status of logistical arrangements, project background and materials, key evaluation questions and priorities, and the outline of the inception and final report.

b. Desk Review

The evaluator will review project background materials before conducting interviews, including available qualitative and quantitative data and reports.

c. Inception Report

The evaluator will draft an Inception Report, which should describe, reflect upon, and fine-tune the following issues:

- Project background
- Purpose, scope, and beneficiaries of the evaluation
- Evaluation matrix, including criteria, questions, indicators, data source, and data collection methods
- Methodology (data collection and analysis methods)
- Main deliverables
- Management arrangements and work plan
- Data collection tools (interview and focus group discussion guides)

d. Primary Data Collection (Key Informant Interviews & Focus Group Discussions)

Following the inception report, the evaluator will have interviews with stakeholders together with an enumerator supporting the process, if necessary. Individual or group interviews will be conducted with

- Ministry of Health
- World Health Organization (WHO)
- The Jordan Garments, Accessories & Textiles Exporter's Association (JGATE)
- The General Trade Union of Workers in Textile, Garment & Clothing Industries
- Ministry of Labour
- Three factories' mental health focal points
- Two factory managers

Focus Group Discussions will be conducted with direct and/or end beneficiaries. If the evaluator is unable to conduct focus group discussions (e.g., due to a possible language barrier), a national consultant will be hired separately or translators will be provided.

e. Preliminary finding presentation

Upon completion of data collection, the evaluator will present the main findings internally before presenting to all stakeholders.

f. Final Report

The final report will follow the format below and be in a range of 35-45 pages in length, excluding the annexes:

1. Title page
2. Table of Contents, including List of Appendices, Tables
3. List of Acronyms or Abbreviations
4. Executive Summary with key findings, conclusions and recommendations
5. Background and Project Description
6. Scope of the Evaluation
7. Purpose of Evaluation
8. Evaluation Methodology and Evaluation Questions
9. Key evaluation findings (organized by evaluation criteria)
10. A table presenting the key results (i.e. figures and qualitative results) achieved per objective (expected and unexpected)
11. Clearly identified conclusions and recommendations (identifying which stakeholders are responsible and the time and resource implications of the recommendations)
12. Lessons learned and good practices
13. Annexes (list of interviews, TORs, list of documents consulted, good practices and lessons learned in the ILO format, etc.)

The quality of the report will be assessed against the ILO Evaluation Office (EVAL) Checklists 4.2, 4.3, 4.4¹. The deliverables will be submitted in the English language and structured according to the templates provided by the ILO.

Evaluation Timeframe

Responsible person	Tasks	Number of Payable Working days	Indicative Date
Evaluator & Evaluation Manager	Kick-off meeting	0.5	1 st of Febraury
Evaluator	Desk review of documents related to the project, drafting inception report	4	1 st of Febraury – 7 th of Febraury
Evaluator	Submit inception report		By 7 th Febraury
Evaluation Manager	Review of inception report		By 14 th Febraury
Evaluator	Revise and resubmit the inception report	0.5	By 16 th Febraury
Evaluator with the	Interviews & focus group	8	16 th Febraury – 3 rd

¹ Link to Checklists can be found here: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_761031.pdf

logistical support of project staff	discussions		March
Evaluator	Data analysis	4	
Evaluator	PowerPoint Presentation on preliminary findings	0.5	By 15 th March
Evaluator	Draft evaluation report	4	By 22 nd March
Evaluator	Submission of the report to the evaluation manager		By 22 nd March
Evaluation manager	Circulating the draft report to key stakeholders		
Evaluation manager	Send consolidated comments to the evaluator		By 1 st April
Evaluator	Revising the draft final report	1	By 6 th April
Evaluation Manager	Review of Second Draft		By 13 th April
Evaluator	Integration of comments and finalization of the report	0.5	By 17 th April
Evaluation Manager	ILO Evaluation Office approval and REO clearance		By 28 th April

Total estimated payable working days of consultant: 23 Days

DELIVERABLES and PAYMENT TERM

Deliverables of the evaluation consist of the following:

Payment	Deliverables	Time line
First Payment: 20 per cent of the total fee against deliverable 1 above approved by the evaluation manager	Deliverable 1: Inception Report	By 16 th February
Second Payment: 30 per cent of the total fee against deliverables 2 and 3 above approved by the evaluation manager	Deliverable 2: PowerPoint Presentation on preliminary findings Deliverable 3: Draft evaluation report	By 22 nd March

Final Payment: 50 per cent of the total fee against deliverable 4 above, approved by the Regional Evaluation Officer.	Deliverable 4: Final evaluation report with a separate template for executive summary and templates for lessons learned and good practices duly filled in (as per ILO's standard procedure, the report will be considered final after quality review by ILO Evaluation Office)	By 28 th April
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The quality of the report will be assessed against the EVAL Checklists 4, 5, and 6. The deliverables will be submitted in the English language and structured according to the templates provided by the ILO.

MANAGEMENT ARRANGEMENT

The evaluator will report to the ILO's evaluation manager and should discuss any technical and methodological matters with her. The ILO project coordinator in Jordan will provide administrative and logistical support during the data collection. The Evaluation Office will approve and sign off the final evaluation report.

The evaluator is responsible for evaluating according to the terms of reference (ToR). He/she will:

- Review the ToR and propose any refinements to evaluation questions and methodology during the inception phase
- Review project background materials (e.g., project document and progress reports).
- Prepare an inception report
- Develop and implement the evaluation methodology (i.e., conduct interviews, and review documents) to answer the evaluation questions
- Conduct preparatory consultations with the evaluation manager before the evaluation mission
- Conduct key informant interviews and collect information
- Either conduct focus group discussions or guide and coordinate with a national consultant to do so
- Analyze findings from key informant interviews and focus group discussions
- Present preliminary findings
- Prepare an initial draft of the evaluation report with input from ILO specialists and constituents/stakeholders
- Prepare the final report based on the ILO, donor and other stakeholders' feedback obtained on the draft report.

The ILO Evaluation Manager is responsible for:

- Finalizing the ToR with input from ILO colleagues and other stakeholders

- Hiring the evaluator
- Reviewing the inception report, initial draft final report, circulating it for comments and providing consolidated feedback to the evaluator on the inception report and the final report
- Reviewing the final report
- Disseminating the final report to stakeholders

The ILO Regional Evaluation Officer:

- Provides support to the planning of the evaluation;
- Approves selection of the evaluation consultant and final versions of the TOR;
- Reviews the draft and final evaluation report, clears the final report and submits it to the ILO Evaluation Office
- Disseminates the report as appropriate.

The Project team is responsible for:

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

LEGAL AND ETHICAL MATTERS

- This evaluation will comply with ILO evaluation guidelines and UN Norms and Standards.
- The ToR is accompanied by the code of conduct for carrying out the evaluation “Code of conduct for evaluation in the ILO”². The selected consultant will sign the Code of Conduct form along with the contract.
- UNEG ethical guidelines will be followed throughout the evaluation.

QUALIFICATION

The evaluator is expected to have the following qualifications,

- Proven experience in the evaluation of development interventions
- Proven experience in qualitative research
- Thematic experience in mental health is an asset.
- Prior experience in the region, particularly in Jordan , is an asset.

² https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_649148.pdf

- High professional standards and principles of integrity in accordance with the ILO Evaluation Policy and United Nations Evaluation Group Norms and Standards.
- An advanced degree in a relevant field.
- Proven expertise in evaluation methods and the ILO evaluation approach.
- Fluency in English. Command of Arabic is an advantage.
- Previous experience in evaluations for UN agencies, particularly the ILO, or in evaluations of US Department of Labour projects is preferred.
- Previous experience with the Collaborating, Learning and Adapting (CLA) methodology is preferred.

Given the unique nature of this intervention and the preferred qualification, teams of applicants are encouraged to apply.

Submission

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

- CV, highlighting relevant experiences
- Daily professional fee in **US\$** based on the number of payable working days and scope indicated in this ToR
- Two past evaluation reports written and conducted by the bidder as the sole evaluator or the team lead (but not as a team member)
- The names of two referees with their email address and designation who can be contacted

Your application must be submitted to Jordan@betterwork.org by the 19th of January, 2023.

Timeline

Start date: The 1st of February 2023

End date: The end of April 2023

Confidentiality

The External Collaboration will sign a contract with International Labor Organization that contains clauses on confidentiality and non-disclosure.