



# ILO EVALUATION

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**This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Office.**



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The Evaluator hopes that CAS with the support of its keys partners and the Government of Lebanon, will continue to conduct surveys and release data for evidence-based policy making and development of programs that will advance the economic and living conditions of people living in Lebanon.

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## Acronyms

CAPI	Computer Assisted Personal Interviews
CAS	Central Administration for Statistics of Lebanon
CBDE	Census of Buildings, Dwellings and Establishments
CTA	Chief Technical Advisor
EU	European Union
EC	European Commission
HRIMS	Human Resources Information Management System
ILO	International Labour Organization
ILO ROAS	ILO Regional Office for Arab States
ILO HQ	ILO Headquarters
LFHLCs	Labour Force and Households' Living Conditions Survey
LPDC	Lebanese-Palestinian Dialogue Committee
MICS	UNICEF Multiple Indicator Cluster Surveys
NGO	Non-profit organization
PAPI	Paper and Pencil Personal Interviews
PCBS	Palestinian Central Bureau of Statistics
SSE	Senior Statistical Expert
STA	Senior Technical Advisor
TOC	Theory of Change
TOR	Term of Reference
UNDP	United Nations Development Program
UNICEF	United Nations Children's Fund

# 1 Background

Lebanon has traditionally been an important commercial hub for the Middle East. However, despite its small size, it has also often been at the center of Middle Eastern conflicts because of its borders with Syria and Israel. The country has a uniquely complex communal make-up: Shia Muslims, Sunni Muslims, Christians, and Druze are the main population groups in a country that has been a refuge for the region's minorities for centuries. Palestinians fled to Lebanon during the 1948 Palestine War. In the 1970s and 1980s another surge of Palestinian nationals moved to Lebanon besides citizens from Ethiopia, Iraq, Sudan, and other countries. In more recent years, the conflict in Syria which started in 2010, has created one of the most severe humanitarian crises in the world today. Millions have been displaced both inside and outside the country and many have taken refuge outside Syria, especially in Egypt, Iraq, Jordan, Lebanon, and Turkey.

The presence of large refugee populations put pressure on infrastructure and services of the host countries. Lebanon has been facing economic pressures leading to high unemployment, competition for work and informality contributing to social tension between refugees and host communities. Responding to the continuing refugee crisis, multilateral organizations and donor countries are assisting the Government of Lebanon in providing job opportunities and improved capacity for economic development and service provision.

Reliable statistics are key elements towards better measurement, monitoring and management of the results of development assistance, providing essential information about the effectiveness of policies and programmes. They provide a basis for good decision-making, support governments in identifying the best courses of action in addressing problems, improve their policies and to be transparent and accountable about the delivery of development results. Unfortunately, throughout its history, there has been a significant lack of reliable and timely data on the conditions of work and life in the country. The last census of population was conducted in 1932. During the civil war which lasted from 1975 to 1990, a fire destroyed the building of the Ministry of Planning which had authority over the Central Administration for Statistics (CAS) at the time. All historical statistical documents and information was lost in this fire. This ministry no longer exists, and CAS is now governed by Presidency of the Council of Ministers. However, the country does not have a culture of evidence-based policy and decision making hence socio-economic data are collected irregularly and up-to-date statistics are unavailable in Lebanon.

CAS produces the set of statistical tables for the Lebanon National Accounts as far as it is possible to do using administrative data such as the tax returns and available survey data. Socio-economic surveys conducted by CAS until recently, include the Census of Buildings, Dwellings and Establishments (CBDE) which was performed in 2004; the 2005-2006 UNICEF (MICS3), the 2004 and 2007 Surveys of Household Conditions and the 2012 Households Budget Survey. In 2015, CAS conducted the Child Labour survey in Lebanon with the financial and technical support of the International Labour Organization Regional Office for Arab States (ILO ROAS). In 2017, CAS and the Palestinian Central Bureau of Statistics (PCBS) conducted the

Population and Housing Census in the Palestinian Camps and Gatherings in Lebanon under the auspices of the Lebanese-Palestinian Dialogue Committee (LPDC).

CAS has continuously searched for opportunities to conduct more surveys but its limited budget and the little interest of successive governments for statistics have limited its capacity to produce statistics and sound indicators. In 2008, CAS approached ILO ROAS for the development a national Labour Force Survey. Although donors showed interest and were willing to support the initiative, there was a lack of support from the government and CAS did not find the funding for this initiative. In 2014, CAS was finally able to secure funds from the European Union (EU) and obtained the authorization of the government to conduct a labour force and living conditions survey. A tripartite collaboration between the EU, the Government of Lebanon represented by the Central Administration for Statistics and the ILO Regional Office for Arab States was instituted. A Memorandum of Understanding (MOU) between the Delegation of the European Union in Lebanon and ILO was signed in July 2014 *to carry out survey(s) covering critical issues related to the consequences of the Syrian Crisis including the labour force situation and living conditions of the residents of Lebanon*. An MOU was further signed In October 2014 between Government of Lebanon represented by the CAS and ILO. This MOU states that *"ILO is partnering with the Central Administration of Statistics (CAS) to implement the Labour Force and Households' Living Conditions Survey that will address the significant demand for data from Government agencies, international and national partners"*.

**The overall objective of this tripartite agreement was to improve the quantity and quality of statistical information in general with specific focus on the impact of the Syrian crisis on Lebanon and to social and economic data.** The primary target population was identified as the Central Administration of Statistics, together with the Ministries of Labour and Social Affairs, the National Employment Office, and other relevant institutions. The final beneficiaries are the residents of Lebanon who will benefit from better policies, programmes and services, based on the data collected. The funds provided by the EU for this project is in the amount of €4,024,397 or US\$ 5,002,870.00<sup>1</sup>.

According to the MOUs, ILO ROAS was partnering with CAS to design and implement the Labour Force and Households' Living Conditions Survey to produce estimates at the national, governate (mohafaza) levels, as well as individual districts (caza) in the each governate. The survey was thus going to produce statistical indicators needed for policymaking and to illustrate the situation of Syrian refugees and the impact that they have on the labour market in Lebanon. The statistics will highlight regional disparities and characteristics between governates and cazas. As a result, the LFHLCS is the largest household survey ever carried out by CAS to provide reliable estimates at the level of cazas.

The planned LFHLCS survey was conducted in two phases: *Phase 1 started in August 2014 until the project was suspended in March 2016. Phase 2 began when the project resumed in January 2018 and ended in February 2020*. During the course of this project, Lebanon has been rocked by

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<sup>1</sup> Annex 1- Description of The Action – MOU European Union and ILO July 18<sup>th</sup>, 2014.

a series of political crises. In October 2019, after thirteen consecutive days of unprecedented cross-sectarian and leaderless nationwide protests, the Lebanese Prime Minister announced his resignation and dissolution of his government. This is now referred to as Lebanon's October Revolution. The political and social unrest brought many challenges that caused delays to the project. Nevertheless, the Labour Force and Households' Living Conditions Survey has been completed and a full survey report was published at the beginning of the year 2020. An English and Arabic version of the report *Labour Force and Households' Living Conditions Survey 2018-2019* is available on the CAS website as well as data tables on demography, education, health insurance and disability, primary residences, income and labour force in English and Arabic.

## 2 Evaluation Purpose

This evaluation was conducted as per the ILO evaluation policy and the MOU signed by the EU and ILO in relation to the Project monitoring and evaluation. At ILO, evaluation is both a management and organizational learning tool to support constituents and partners in forwarding decent work and social justice. It is an integral part of the implementation of technical cooperation projects, focusing on the extent to which the project performance is on track, while identifying potential for improvement, and actions that can be taken. Evaluation at ILO also aims to increase transparency and the shared accountability for achieving the strategic objectives of the organization. Insights and lessons learned are fed back into the process of organizational learning and the planning and programming of future activities.

The purpose of the final and independent evaluation of the Labour Force and Households' Living Conditions Survey Project was to:

1. Determine if the project has achieved its stated objectives and explain why and/or why not.
2. Determine the impact of the project in terms of sustained improvements achieved.
3. Provide recommendations on how to build on the achievements and the possible avenues/intended objectives and results of a second phase of the project
4. Document lessons learned, success stories, and good practices to maximize the experiences gained.
5. Identify areas where strategic collaboration with other UN agencies, government entities and social partners could add value in a second phase of operations.

Specifically, the evaluation has examined the following aspects using the OECD DAC Criteria<sup>2</sup>:

- **Relevance:** Is the project's design adequate to address the problem(s) at hand? What internal and external factors have influenced the targeted groups and the implementing partners to meet projected outcomes? Were the project objectives and design relevant given the political, economic, and financial context?
- **Effectiveness:** What concrete improvements and changes have taken place as a direct

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<sup>2</sup> For definitions of the OECD DAC Criteria please refer to <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>



result of the program? How has the project contributed towards project's goal? To what extent has the project contributed the capacity of the constituents and stakeholders; especially the government institutions involved? How could the project impact have been improved?

- **Efficiency:** To what extent has the project achieve the target set for the performance indicators and agreed responsibilities with respect to program implementation? How has project costs and time been managed?
- **Sustainability:** Will the project's effects remain over time? Will and/or the project's activities/services continue to be provided after the funds from the donor have completely been expended?
- **Lessons learned:** What were the economic/political/financial conditions that have endorse the completion of this project? To inform the design of future operations, what are the factors that existed and should exist including qualifications of the implementation partners, required stakeholder participation, and others that should be in place? What are the derived lessons learned from the project's implementation?

This evaluation reports on lessons learnt and bring forward concrete and feasible recommendations for conducting large scale household surveys and producing reliable high-quality statistical data in Lebanon. *The primary clients of this evaluation are CAS, ILO ROAS, ILO constituents in Lebanon, and the donor. Secondary users include other project stakeholders and units within the ILO that may indirectly benefit from the knowledge generated by the evaluation.*

### 3 Project Objectives, Activities and Deliverables

The Evaluator reviewed several documents provided by ILO ROAS including the Project Document and Agreement, quarterly and annual reports, the LFHLCS Logical Framework Matrix<sup>3</sup> and log frame. Initial meetings with ILO staff took place, after which the Evaluator developed the Project Theory of Change (TOC) or Logic Model for the project. This was reviewed by ILO and shown in Figure 1. The intended results of this project were identified under three assumptions:

1. That the survey can be conducted without disruption due to political unrest and that the enumerators can perform their work safely.
2. That people residing in the targeted areas, are willing to participate in the survey.
3. That Lebanese governments, multilateral organizations, Private sector, Non-profit organizations (NGO), Trade Unions, Civil Society and other stakeholders will use the LFHLCS data to develop strategic plans, policies, and development programs.

The Evaluation finds that the LFHLCS survey has no direct human beneficiaries; this is the case of most socioeconomic development programs. However, when the survey results will be used by policy makers and program developers, it is expected that the ensuing policies and programs will impact the livelihoods of persons living in Lebanon in a positive manner.

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<sup>3</sup> Annex 1C MOU European Union and ILO July 18<sup>th</sup>, 2014, page 29-32

The main activities of the LFHLCS Project were to

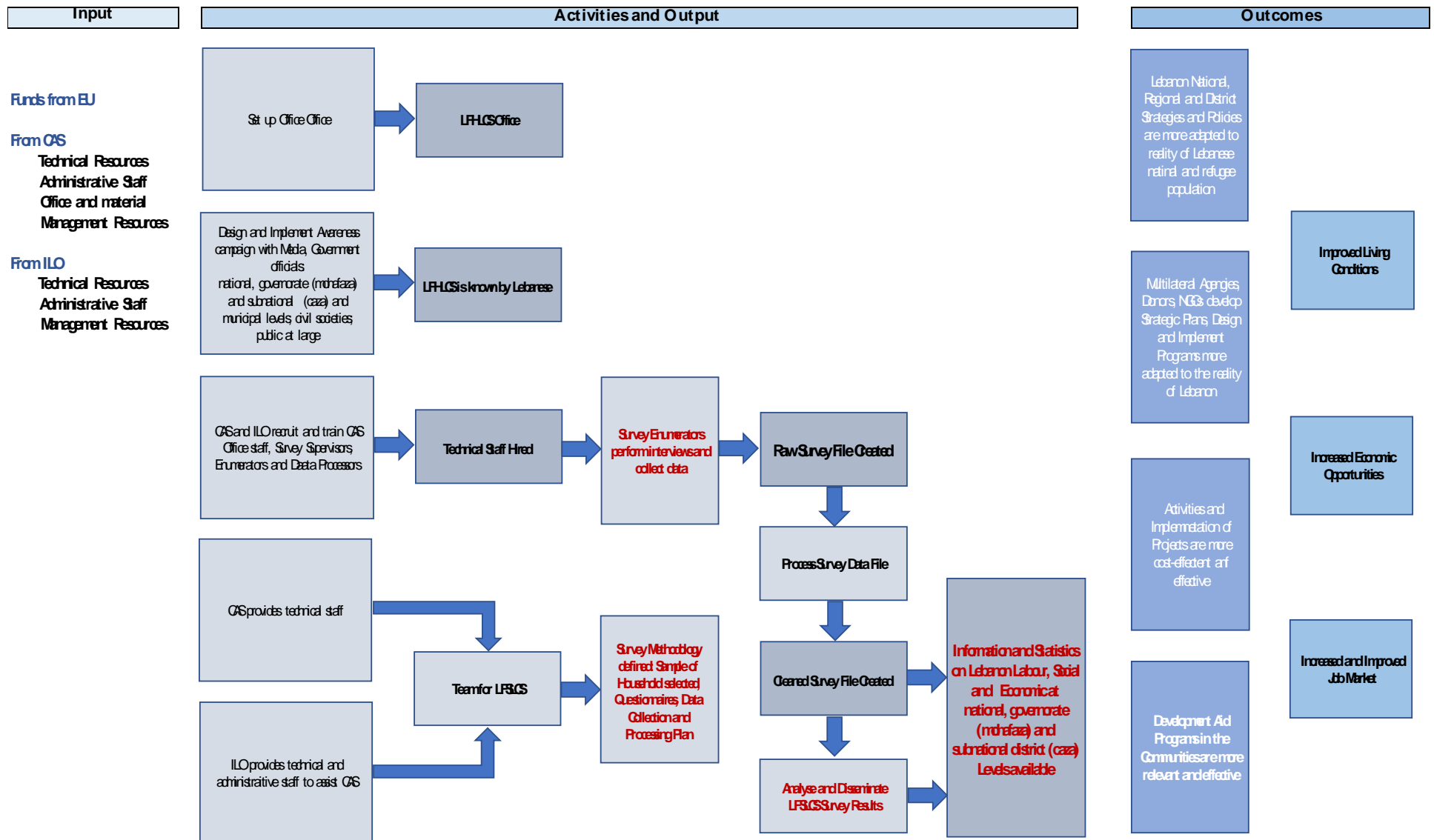
1. Design and develop the survey methodology and tools.
2. Carry out LFHLCS field preparations, pilot and validate the survey instruments.
3. Launch the LFHLCS survey in Lebanon over the course of one year to carry out four quarterly surveys.
4. Process and analyze the data gathered and prepare an LFHLCS report on the survey findings.
5. Disseminate the survey results among potential users as relevant.

The expected outputs or deliverables of these initiatives are the

- i. Comprehensive and detailed survey results at the national and subnational level are made available to government agencies, public sector, and international community for decision-making processes.
- ii. Publications and electronic reports on relevant statistical indicators and tables regarding key characteristics of the labour force as well as socio-demographic and living conditions of the residents in Lebanon including Syrian refugees. A survey microdata file created for future socio-economic research on Lebanon that feeds policy making and program development.

**Assumptions:**

There are no safety and security issues for data collection in the country  
 All people residing in the targeted areas, Lebanese and Non-Lebanese are willing to participate in the survey  
 Lebanese governments, Donors, NGOs, Private Sector, Trade Unions, Civil Society and other stakeholders willingly use the LFHLCS Data to develop strategic plans, policies and



**FIGURE 1 LOGIC MODEL OF THE LABOUR FORCE AND HOUSEHOLDS' LIVING CONDITIONS SURVEY (LFHLCS)**

## 4 Evaluation Questions

The key evaluation questions for this study were provided in the Term of Reference<sup>4</sup> shown in Annex A. After meetings with ILO staff and a preliminary review of program documents, it was determined that this assignment will be a **Process Evaluation** which will carefully analyze the challenges met during the program implementation including those encountered during the survey taking and interviews in the field. In addition to the OECD DAC criteria listed in the TOR and mentioned above, this evaluation focused on two elements intrinsic to the project:

1. **Quality of the survey results:** The evaluation examined the technical approach of the survey design including the sample selection and allocation; the questionnaire and information coverage in the labour sectors and living conditions/livelihood; the treatment or processing and analysis of the survey data as well as the quality assurance procedures put in place during the data collection phase.
2. **Sustainability of the survey:** The study identified and examined the attention given during the design and implementation of the project to ensure that CAS will be able to continue to carry out the LFHLCS or similar surveys in the future. The evaluation has assessed the efficiency of the management approach taken to develop a large scale, on-going quarterly household survey. Furthermore, the evaluation focused on capacity building initiatives that were undertaken to strengthen the technical and management skills of the CAS staff.

The evaluation questions proposed in the evaluation Terms of Reference (TOR) were reviewed by the Evaluator and ILO ROAS. They were adapted to reflect the nature of this project. This evaluation has collected and analyzed information from several sources to answer the evaluation questions.

## 5 Evaluation Design and Methodology

During the Inception Phase, the Evaluator prepared the Evaluation Design Matrix adapted from the Model of Rist and Morras<sup>5</sup> and presented in Annex B. The matrix shows the Evaluation Questions and sub-questions with the corresponding data collection and analysis methods. The Evaluator has addressed the evaluation questions using multiple lines of evidence, combining primary qualitative data as well as information gathered from the review of program documents and progress reports. The Evaluation found that the LFHLCS project does have a monitoring system, but CAS had designed a Human Resources Information Management System (HRIMS) to manage human resources and payments as well as monitoring the progress of office and fieldwork.

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<sup>4</sup> See Annex A Term of Reference Page 5 - 7 of 11

<sup>5</sup> The Road to Results: Designing and Conducting Effective Development Evaluations – Ray C. Rist and Linda G. Morras Imas, 2009, p.243.

The Evaluator performed an internet search for ILO ROAS programs, policy, and guidelines for evaluation, for information to better understand the Lebanon context as well as resource documents relevant to the development of surveys such as the LFHLCS. The list of documents reviewed are provided in Annex C.

Due to the travel restrictions in response to the coronavirus COVID-19 pandemic, this evaluation was conducted remotely. Focus Groups Discussions (FGD) discussions with survey interviewers and their supervisors did not take place as planned. Key Informant Interviews (KII) and semi-formal interviews were conducted on Skype for a total of 40 hours of discussions with 28 informants. Table 1 shows the number of participants interviewed for this evaluation from stakeholder institutions. The Interview Guide is provided in Annex D and the list of informants is found in Annex E.

**TABLE 1 - NUMBER INFORMANTS BY STAKEHOLDER INSTITUTIONS**

<b>Stakeholder Institution</b>	<b>Number of Participants</b>
Central Administration for Statistics - CAS	8
International Labour Organization - ILO (including Consultants)	17
European Commission - EC	1
United Nations Data and Statistics Working Group (UN DSWG) <sup>6</sup>	2
<b>Total</b>	<b>28</b>

**ILO has facilitated and scheduled the meetings between informants and the Evaluator; however, the data collection and analysis were conducted by the Evaluator only.**

## **6 Ethical Responsibilities – Risks and Benefits**

The Evaluator has obtained the consent of the informants to participate in this evaluation before starting the interviews. The right to refuse answering questions and providing information has been read to the informant. The evaluator has protected the privacy and confidentiality during data collection, analysis, and reporting as agreed with each informant.

## **7 Key Findings**

To obtain the answers to the evaluation questions, the Evaluation has examined

1. The strength of the survey methodology which includes the sampling strategy and the questionnaire design; the recruitment and training of fieldworkers; data collection

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<sup>6</sup> The UN DSWG was formed in 2018 to share data among the UN Agencies working in Lebanon and to support CAS in its mission to provide all users with evidence-based information for decision making. All 22 United Nations Agencies working in Lebanon are represented in this working group.

method and processing.

2. The management structures and communication strategy to promote the survey and encourage a high survey response rate.
3. The quality assurance measures taken to ensure quality and reliability of the survey data throughout the survey process.
4. Reviewed the financial arrangement and coordination between ILO ROAS and CAS.
5. The data dissemination and communication strategies for the launch of the survey results.
6. The demand for the survey data and
7. The need for surveys similar to the LFHLCS in Lebanon and the accompanying challenges.

The analysis has taken into account the MOU signed by the European Union in July 2014 and ILO ROAS as well as the MOUs signed by ILO and CAS in October 2014 and March 2017 when the project resumed. To assess the implementation and design of the survey, the Evaluator has used her extensive work experience at Statistics Canada as a survey methodologist, program manager and research analyst. The data collected was analyzed in the context of Lebanon, the political and economic situation of the country during the course of this project. Content and Thematic Analysis was performed on the information collected and cross examined where relevant with available secondary sources of data from the program reports. The findings resulting from triangulation of information received are reported below and provide the answers to the evaluation questions.

The Evaluation provided concrete and feasible recommendations built on its findings, and on the achievements of the project. The Evaluator has provided an assessment on the priority and resources requirements for the actions recommended or the development of future similar projects and surveys. In all 20 recommendations are presented on this report and listed in Annex F. They are accompanied by a grading on their priority for implementation and the resource requirements appraised by the Evaluator.

The priority of the recommendation indicates the urgency to have the recommendation implemented:

1. **Immediate** indicates that according to the Evaluator the task or activity should be performed as soon as possible
2. **Important for Future Project** means that the task or activity should be implemented in future projects and surveys of CAS with ILO ROAS and/or a key partner.

As for the resource requirements and implication, the evaluation has used the following rating:

- **Low:** The task is done by an individual.
- **Medium:** The task is done by an individual with the support of specialists or experts.
- **High:** A project team or working group must be mobilized for the design and implementation recommended.

Lessons learnt from this Evaluations are related to the Conception, Design and Management of the Project and survey data collection. These are presented in Annex G. Good practices adopted by the project are discussed in this report. Annex H present the quality assurance measures implemented by CAS to ensure the reliability of the survey data; this is a good practice which should be replicated in future surveys.

## 7.1 Relevance and strategic fit

### Evaluation Questions:

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1. *To what extent does the project's fit into national development and humanitarian response plans?*
    - a. *Has the project taken into consideration the on-going socio-economic and political crisis that prevails in the country?*
    - b. *Were the Syrian refugees taken into account in the survey design?*
  2. *Are the project's objectives aligned with tripartite constituents' objectives and needs?*
    - a. *What measures were taken to ensure alignment?*
  3. *To what extent are the project's activities linked to the global commitments of the ILO including the Sustainable Development Goals and the agenda 2030?*
    - a. *Does the survey provide labor statistics and indicators per ILO requirements?*
    - b. *Does the survey provide indicators for the SDG?*
    - c. *To what extent does the survey provide information on economic, social, and cultural attributes and opportunities associated with being male or female?*
  4. *To what extent do the objective of the project respond to the priorities of the donor in Lebanon?*
- 

The Labour Force and Households' Living Condition Survey as explained above was intended to produce national and sub-national statistics on the labour force and the living conditions of people living in Lebanon at the governate and caza levels. These statistics are pertinent to the identification, conceptualization, and development of programme and projects. The funder for this project has specifically requested that the survey identifies and produce information on the Syrians living in Lebanon.

The LFHCS can be viewed as several surveys in one although it is commonly referred to as the Labour Force Survey. Information on employment and unemployment patterns was collected using the international standards adopted by the International Conference of Labour Statistics (ICLS) in 2013. The LFHCS data file is also rich in information on the living conditions of the people living in Lebanon which includes

- Durables for the primary dwelling
- Means of transportation
- Services available near the dwelling
- Animals and livestock
- Lands ownership.

This survey provides **baseline indicators** prior to the October Revolution and the COVID-19 pandemic and they are intended to be useful to the government of Lebanon, donors, ne used will assist in measuring progress for the Sustainable Development Goals namely

- Goal 1: End poverty in all its forms everywhere
- Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Goal 3. Ensure healthy lives and promote well-being for all at all ages
- Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Goal 5. Achieve gender equality and empower all women and girls
- Goal 6. Ensure availability and sustainable management of water and sanitation for all
- Goal 7. Ensure access to affordable, reliable, sustainable, and modern energy for all
- Goal 8. Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all
- Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- Goal 10. Reduce inequality within and among countries
- Goal 11. Make cities and human settlements inclusive, safe, resilient, and sustainable
- Goal 12. Ensure sustainable consumption and production patterns
- Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

The Evaluation concludes that the objective of the project as outlined by the EU in the MOU with ILO which is *“To carry out surveys covering. critical issues related to the consequences of the Syrian Crisis including the labour force situation and living conditions of the residents of Lebanon including Syrian refugees”*, has been met. However, the Evaluation finds that the survey data should be further explored and analyzed to provide information on the socio-economic situation of people living in Lebanon especially the living conditions of Syrian refugees which is of particular interest to the donor.

**Recommendation #1:** The evaluation recommends that in-depth analysis of the survey be undertaken to obtain relevant and timely information on the people living in Lebanon. Delays in producing information will outdate the survey data before long, diminishing the usefulness and relevance of the LFHLSC project.

**Priority:** Immediate Action Required

**Resources Implications:** Medium

**Lead Organization(s):** CAS, ILO ROAS

## 7.2 Validity of Design

### Evaluation Questions:

5. *Are the project's strategies and structures coherent and logical?*



- a. *How robust is the survey methodology in terms of sample design?*
  - b. *To what extent was best practices in questionnaire design followed?*
  - c. *What were the quality assurance measures that were implemented at each stage of the survey taking and analysis?*
6. *Has the project undergone risk analysis and design readjustments when necessary?*
- a. *Were there project assumptions made for this project?*
- 

The Phase 1 of LFHLCS project started in August 2014 and ended when the EU decided to suspend the project in March 2016. The restart of the project or the beginning of Phase 2 took place in March 2017 when a new MOU between ILO and CAS was signed. During Phase 1, the survey sample design was finalized, the questionnaire drafted and printed and the listings of enumeration areas or geographical clusters to create an up-to-date survey sample. It must be noted that CAS has designed this survey well before 2014 with the support of an Expert in Sampling Theory and Design. This person was hired for the LFHLCS to finalize the survey and is referred in the report as the Senior Statistical Expert (SSE).

ILO has hired an International Consultant for the position of Chief Technical Advisor (CTA) during Phase 1 to provide technical support to CAS. During Phase 2, a National Project Officer was hired as well as Senior Technical Advisor (STA), with experience in managing surveys was recruited under contract to work part-time of the project. The SSE of Phase 1 was rehired to provide technical support for the sampling process and the analysis of the survey data. The ILO Senior Regional Employment Policy Specialist was responsible for overseeing the project and providing professional backstopping services.

During the Phase 2, survey enumerators were recruited, hired, and trained; the listing of enumeration areas continued, and the survey started data collection. CAS and ILO worked closely during Phase 2 on the survey operations. The budget was managed by ILO who supported CAS in the implementation of the survey.

### **Sampling Design**

The Senior Statistical Expert hired by ILO is an experienced Statistician who has previously worked with ILO. This person has worked with CAS on several occasions and he was key in designing the sampling strategy for the LFHLCS in accordance with CAS. The sample design for Labour Force and Living Conditions Survey followed a stratified two stage cluster approach, a classic design for household surveys. The stratification variable was the caza which means that the sample was distributed or allocated intentionally among the cazas. The Primary Sampling Unit (PSU) is an Enumeration Area and in the case of LFHLCS, it was called an "ilot" which is a geographical area with clearly defined boundaries. The Second Sampling Units (SSU) are households selected from the PSU. The survey questionnaire is administered to the SSU. The purpose of clustering is to reduce the cost of surveying since sampling from a few clusters (ilots) and selecting units within each cluster (households), reduce the travel cost when visiting

and interviewing households. However, if the population is not homogenous, the sample will not be statistically representative of the overall population. The preferred approach is to take as many clusters as possible and survey fewer second stage units within each cluster.

To obtain reliable estimates for the cazas, the sample size calculations has used statistical methods that take into account the level of precision required for key variables and the expected survey response rate; it was determined that an effective sample of 10 000 households was needed for each wave. This was augmented to 50 000 households to the entire survey to take into account an expected response rate of 80%. Several sample allocation methods were considered, and the Square-Root method was found to provide the optimal results with a minimum of 68 ilots in each caza for a total of 2689 ilots. This method and approach are effective in assuring representation of the overall population and reliable data for all cazas by over-representing small cazas in the sample with no adverse effect to the precision of estimates for more populated cazas. From each ilot, 20 households were selected for interviews.

In the absence of a recent census of population in the country, the CAS uses the list frame of dwellings obtained from its 2004 Census of Buildings, Dwellings and Establishments (CBDE) for economic and social surveys carried out by the agency. The sampling frame is comprised 15 970 ilots of which 14555 are non-empty and 1405 are empty. A non-empty ilot has been defined as having at least one residential unit or one combined residential with work unit or one unit with unknown use. When designing this survey, the SSE and CAS have taken into consideration, changes which could have happened in empty or near empty ilots since 2004; they can now be populated. The sample design included “near-empty” ilots where according to the CBDE results, there were 1 to 9 housing units in 2004. Since the list of dwellings in the ilots dates to 2004, it was necessary to update the frame prior to the selection of households. This operation now as ‘listing’ involved walking through the ilot and identify all households in the selected ilot before selecting a systematic random sample of households that the survey enumerator later interviews.

**The Evaluations finds that the LFHLCS survey design is sound, and valid.** The sampling design and estimation process has made use of appropriate statistical methods. The Evaluation also notes that the survey weights were adjusted to reduce non-response, coverage, and sampling errors. The sampling error was calculated for survey estimates that were released, estimate its sampling error as sampling variance, standard error, coefficient of variation, margin of error or confidence interval.

*It is important to note that the sample of 10 000 households in each wave does not allow for dissemination at the cazas level but is sufficient for estimation at the national level and possibly for some governates when quarterly results are released. It is the sum of all our waves that provide estimates at the caza level.*

## Questionnaire Design

The questionnaire was designed during the Phase 1 by CAS with the support of the SSE and the CTA. There are 4 components in this questionnaire: 1) Household Roster and demographics 2) Labour force activities of households members older than 10; 3) Health and Disability and 4) Living Conditions including the dwelling facilities; material, animal and livestock and land owned by the household; mode of transportation; income and financial situation. In all, the questionnaire has 13 modules. As noted previously, Component 2) is based on the international standards adopted by the International Conference of Labour Statistics (ICLS) in 2013<sup>7</sup>. In 2015, when this questionnaire was designed, few countries and none in the Arab Region has used these concepts and definitions. In fact, CAS was the first organization to adopt the new concept and definitions and it was noted that CAS received enquiries on the LFHLCs design from several statistical agencies in the region.

The Evaluator has reviewed the English version of the questionnaire and she is aware that there may be some nuance in the wordings in the Arabic version that are not present due to translation. **The Evaluation finds that some questions in the LFHLCs questionnaire could have led to data inaccuracy and gaps.** For example, in Component 1), the survey asks a different set of questions to Lebanese and Non-Lebanese. The survey uses a self-identification approach to identify people in each group. In the case of a refusal to respond, it *may* have been left to the interviewer to decide on the identity of the person although at training, they were instructed not to do so. Since leaving the answer blank is considered as missing or a nonresponse which is tied to the quality and pay of the interview, this person could have been tempted to provide an identity for the respondent. **Furthermore, the Evaluator finds that the questionnaire could have given the impression that Non-Lebanese were being policed which was not the intention of the project.** They were asked

1. *What is the nationality of (NAME)?*
2. *When did (NAME) arrive to Lebanon as a refugee for the 1st time? (Write the year of birth if (name) was born in Lebanon)*

This second question seems to assume that all Non-Lebanese arrived as refugees. The survey then asked to those who were reported to be Syrian nationals

*Is (NAME) displaced to Lebanon because of the war in Syria?*

**It is particularly important to avoid questions wordings that give the impression that the survey is biased and prejudiced.** In this instance, the Evaluator finds that a preferable approach is to ask the same screening questions to **all** respondents: 1) In which country they were born and 2) the birth country of their parents. For those born outside of Lebanon, the survey would then ask 3) when they arrived in Lebanon, 4) what is their nationality and 5) what was the reason that have left their country. An additional set of questions can then be asked to the refugees to obtain a clear and detailed picture of Syrian refugees *as well as all other migrant communities* in Lebanon.

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[https://www.ilo.org/wcmsp5/groups/public/---dgreports/---stat/documents/normativeinstrument/wcms\\_230304.pdf](https://www.ilo.org/wcmsp5/groups/public/---dgreports/---stat/documents/normativeinstrument/wcms_230304.pdf)

The Evaluator noted that certain good practices in questionnaire design were not followed. An example is question in the transportation module:

*Does the household have any of the following means of transportation?*

	Yes=1
	No=2
1. Car	J _ L
2. Motorcycle	J _ L
3. Bus or mini-bus	J _ L
4. Pick-up	J _ L
5. Boat for fishing	J _ L
6. Boat for leisure	J _ L

There is no possibility to enter other kinds of answers, for example, a bicycle, a cart with a donkey. It is important to have the “Other category please specify” modality in such question for completeness of information. **The Evaluation finds that the LFHLCs questionnaire can be improved.**

Since this questionnaire has been designed, ILO Department of Statistics has developed generic questions that can be adapted to the context of the county. LFS Pilot Study Programme has produced the questionnaire modules for Demographic and background characteristics which contains a migration section and the Labour Force and the Respondent Status Model. ILO has also launched an easy-to-use “Build your own LFS” tool generates a CAPI application for CSPro which can be deployed for use on android devices. **However, CAS has indicated that the use of computer devices can raise suspicions in the community; the organization will require the approval from the government. The Evaluation strongly recommends that CAS starts the investigation on CAPI and use of computer devices while lobbying this approach with the government, its stakeholders, community leaders and civil societies.**

**Recommendation #2:** The Evaluation recommends that CAS seeks assistance from the ILO Department of Statistics for the future Labour Force Surveys and that it uses the ILO LFS resources<sup>8</sup> now available for Paper and Pencil Personal Interviews (PAPI) and Computer Assisted Personal Interviews (CAPI). It also recommends that CAS makes use of standardized questions developed by the UN agencies for health, social and economic surveys after adaptation to the Lebanon context.

<b>Priority:</b>	<b>Important for Future Project</b>
<b>Resources Implications:</b>	<b>Medium</b>
<b>Lead Organization(s):</b>	<b>CAS, ILO ROAS, ILO Department of Statistics</b>

Adapting standardized questions and questionnaires to the country and survey context will cost less than designing questionnaire from scratch. The standardized questions have been tested

<sup>8</sup> <https://ilostat.ilo.org/resources/lfs-resources/>

and, in many cases, available in Arabic. The UNICEF Multiple Indicator Cluster Surveys (MICS) that CAS is currently implementing is a good example. They provide data for international comparison. Questionnaires for the Living Standards Measurement Study<sup>9</sup> are also available.

## Quality Assurance

A survey is subject to two types of errors: sampling error and non-sampling errors. Sampling error is intrinsic to all sample surveys; this arises from estimating a population characteristic by measuring only a portion of the population rather than the entire population. CAS with the support of the SSE has developed the formula and computer programs to calculate the sampling error which has been supplied with the LFHLCs estimates that have been released so far.

Non-sampling errors can be defined as errors arising during all survey activities, apart from sampling. Non-sampling errors can be classified into two groups:

- I. Random errors whose effects approximately cancel out if a large enough sample is used, leading to increased variability.
- II. Systematic errors which tend to go in the same direction and thus accumulate over the entire sample, leading to a bias in the final results. Unlike sampling variance or random errors, this bias is not reduced by increasing the size of the sample. *Systematic errors are the principal cause of concern in terms of a survey's data quality.*

Unfortunately, non-sampling errors are often difficult and sometimes impossible to measure. They arise primarily from the following sources: 1) - coverage; 2) - measurement; 3) - nonresponse; and 4)- processing. **CAS has implemented quality assurance measures throughout the survey taking to safeguard to the reliability of the data and minimize biases which is good practice in survey taking.** It has set up strict verification procedures when questionnaires were received in the field to monitor the quality of the work done by interviewers. Follow up with data providers was done by field supervisors when variables and/or data appear to be missing or incorrect. This procedure according to informants have exposed interviewers who were completing questionnaires without visiting the households.

However, CAS has linked the quality of the data collected with the wages of the interviewer which meant that the interviewer could not be paid until her work has been verified and graded to be satisfactory by the verification process. As experienced by the project, the interviewers became frustrated because of late payment. **The Evaluation finds that tying the salary of the interviewers can have drawbacks on the number and quality of the questionnaires filled out by the interviewer.** The interviewers can edit or make changes to the questionnaire prior to submitting them to CAS with the intention that their work pass quality control and/or fill the questionnaires to reach their quotas without visiting the households. This evaluation was not

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<sup>9</sup> Margaret Grosh & Paul Glewwe, 2000. "Designing Household Survey Questionnaires for Developing Countries: Lessons from 15 Years of the Living Standards Measurement Study, Volume 3," World Bank Publications, The World Bank, number 15195

able to identify the extent that the quality measures implemented by CAS were successful at reducing missing or erroneous data since the Human Resources Information Management System (HRIMS) developed by CAS to manage human resources and payments as well as monitoring the progress of office and fieldwork was not available during this evaluation since the office was closed because of the pandemic. *Unfortunately Focus Groups Discussions of interviewers and their supervisors could not be carried out; this would have uncovered issues encountered by the data collectors for the ilot listings as well as during the survey interviews.*

Prior to conducting the data collection, a pilot test which duplicates the final survey design on a small scale from beginning to end, including data processing and analysis is usually conducted to test observe all stages of the survey process, including administration of the questionnaire. A pilot study is a 'dress rehearsal' which allows the statistical agency to see how well the questionnaire performs during all the steps in a survey (data collection, editing, imputation, processing, data analysis, etc.). A pilot test was conducted in Phase 1 and the results have been used to improve the survey questionnaire. However, there was no pilot test conducted during Phase 2 to verify if the data collection and processing plans were satisfactory. **The Evaluation finds that a pilot test which is an essential step should have been undertaken prior to the ilot listing and the survey interviews; in fact, it was a requirement of the MOU<sup>10</sup>.** All members of the survey team should participate in the pilot test and watch as many interviews as possible. Indeed, pilot tests provide an excellent training experience for anyone with little experience in designing household survey questionnaires. One important piece of information provided by the pilot test is an estimate of the amount of time needed to complete a questionnaire. both because the pilot survey interviewers will have had little experience with the draft questionnaire, and because they will be slowed down by flaws in the draft questionnaire that will be corrected in the actual survey questionnaire. The reaction of the respondent to the survey is also tested. Informants have indicated that a participation of a pilot test would have enhanced the training which used mock interviews and simulation as a learning tool and provide the candidates for this post the opportunity to decide if the work for suitable for them. **Pilot test should be part of the interviewers training program.**

Informants have discussed the following data collection issues during this evaluation:

1. Segments of the population reacted differently to the survey interviewers: people living in affluent areas do not think that this survey concerns them.
2. Access to households in gated communities and apartment buildings was difficult to access survey respondent.
3. Community leaders are suspicious of interviewers.
4. Interviewers faced transportation problems.

In fact, experience with household surveys in many countries has shown that the most common logistic problems are securing fuel, oil, and adequate maintenance for vehicles used by the field staff. Unearthing those issues prior to data collection, would have allowed CAS and ILO to

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<sup>10</sup> MOU Eu and ILO, July 2014 Annex 1- The Action , page 21/24

address the concerns of the interviewers and adjust plans, timetables, and budget to more realistic expectations. The communication strategy could have been amended to focus on harder to reach population and to seek support of leaders and civil societies in areas that presented the most challenges prior to the survey taking. Before the fieldwork plan is finalized, it should be shown to experienced supervisors and interviewers to obtain their comments and suggestions.

**Recommendation #3:** The Evaluation recommends that CAS include and budget pilot tests in the development plans for all its future surveys. The Pilot test should be part of the training program of the interviewers. It is strongly recommended that all members of the survey team participate in the pilot test and watch as many interviews as possible and that supervisors and interviewers are given the opportunity to provide their comments and suggestions before the plans for the field work are finalized.

**Priority:** Important for Future Project  
**Resources Implications:** High  
**Lead Organization(s):** CAS

### Risk Analysis

The MOU identifies the greatest risk for this project to be *the volatile political and security situation in the country deteriorates, thereby negatively impacting project implementation - which could happen at every stage of the process potentially missing project milestone targets*<sup>11</sup>. There are no indications that the project has undergone a risk analysis or feasibility assessment at the beginning of the project. **The evaluation did not find evidence that the risk to the safety and security of data collectors although known, was fully weighted and solutions proposed before the interviewers were sent to the field.** Risk to their safety and security contributed to the delays and resignation of the interviewers that the LFHLCs experienced. **However, the Evaluation finds that the Project Team was able to face the challenges brought by events beyond their control and effectively mitigate their effects on the project.**

The legal framework that CAS abides to requires that this agency protect the confidentiality of respondents' information. **The Evaluation did not see disclosure control measures in the survey design and process, so that the privacy and confidentiality of respondents are not violated.**

**Recommendation #4:** The Evaluation recommends that CAS undertakes risk assessments prior to planning surveys in order to anticipate and make allowances in its budgets for potential threats that can jeopardize its operations, the safety, and security of the survey staff; to identify potential mitigation measures prior to the start of field work.

**Priority:** Important for Future Project

<sup>11</sup> MOU EU and ILO July 6<sup>th</sup>, 2014, page 15.

<b>Resources Implications:</b>	<b>Medium</b>
<b>Lead Organization(s):</b>	<b>CAS</b>



## 7.3 Effectiveness

### Evaluation Questions

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5. *How have stakeholders been involved in the project's implementation?*
    - a. *To what extent has the project management been participatory?*
    - b. *Has the participation contributed towards achievement of the project objectives?*
  6. *How did outputs and outcomes contribute to ILO's mainstreamed strategies?*
    - a. *To what extent has the LFHLSC collected data on gender equality, social dialogue, poverty reduction and labor standards?*
    - b. *Has the LFHLSC followed the ILO definitions for the related variables?*
  7. *How effective has the capacity development component been?*
    - a. *What were the capacity building initiatives implemented by the project?*
    - b. *What were the skills that the activities intended to develop?*
    - c. *How satisfactory was training given in achieving results for this project?*
  8. *To what extent has knowledge and lessons learnt from similar projects been used in the design of the LFHLSC?*
  9. *Does the project include a clear dissemination and advocacy plan for use of the knowledge generated?*
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### Project Implementation

- **Survey Objectives and Questionnaire Design**

The MOU describes overall objectives for the LFHLCS project and the first step in designing a household survey is to agree on its objectives and put them in writing. An approach often used by survey designers is to express a set of questions or objectives in the form of tables will be produced using the survey data. This approach which is often referred to as the 'tabulation plan' or the "data analysis plan"<sup>12</sup> which will guide the survey questionnaire design. This is an important tool since it points out what is missing in the questionnaire and reveals what is superfluous. It also charts out the survey data analysis and the priority for data release and dissemination. **The Evaluation did not find evidence that a data analysis plan has been designed for the LFHLCS.** It was explained that the LFHLCS questionnaire borrowed from previous socio-economic surveys so that historical comparisons can be made. **The Evaluation finds that this approach does not necessarily take into account the present data need for policy making and program development.**

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<sup>12</sup> Household Sample Surveys in Developing and Transition Countries, Chapter III, An overview of questionnaire design for household surveys in developing countries, United Nations, Department of Economic and Social Affairs, Statistics Division, Studies in Methods Series F No. 96, 2008. Page 37

Household surveys always require many decisions and actions, which often prove to be more complicated than initially expected. *This implies that a single person or even a small group of people may simply not have enough time or expertise to successfully design a household survey questionnaire. Therefore, a team of "experts" must be formed at the very beginning of the process to ensure that no aspect of the survey is neglected. The team should have representatives from several key groups.*<sup>13</sup> As mentioned previously, the development and conception of this project was done prior to Phase 1, and reviewed and finalized by the International Expert Statistician, CAS, the EU and ILO Project teams.

**The evaluation did not find evidence of consultation with potential data users including ILO ROAS subject matter specialists and the UN agencies.** In fact, several informants indicated that the LFH LCS was a *lost opportunity*; according to them, their direct involvement on this project would have broadened the range of users as they reach the ILO tripartite constituents, local researchers and stakeholders to promote the project and bring knowledge on survey taking and the utilization of statistics in policymaking. It was also pointed out that the survey missed variables or interest to the tripartite constituents for example, information on affiliation to trade union or workers groups; activities of refugees in the labour market and their living situation which was not covered by the survey.

**The Evaluation finds that the focus was on employment data whereas less attention was given the living condition components.** Input from ILO specialists and UN agencies concerned with gender equality and poverty reduction (SDG Goal #1 and #5) would have enhanced the survey data base for socio-economic variables.

**Recommendation #5:** The Evaluation recommends that CAS and its partners establish clear objectives when designing future surveys using a participatory and collaborative approach where stakeholders and potential data users including government ministries, sector specialists can bring forward their need for data. The Evaluation recommends that a data analysis plan be drawn and given consideration in the budget of the project<sup>14</sup>. This will increase the effectiveness of the survey in collecting relevant information for policy making and program development in priority sectors inside Lebanon.

<b>Priority:</b>	<b>Important for Future Project High</b>
<b>Resources Implications:</b>	<b>Low</b>
<b>Lead Organization(s):</b>	<b>CAS, ILO ROAS</b>

- **Project Management**

The LFH LCS Project was carried out under very difficult circumstances. Informants described a time during Phase 2 as “*everything that can go wrong, went wrong*”. Among the challenges, was

<sup>13</sup> Ibid, page 47. Household Sample Surveys in Developing and Transition Countries,

<sup>14</sup> See Section 7.4 Efficiency below

the move of the office of CAS move to the suburbs of Beirut in an unfinished building that had no electricity, internet connection and phone lines. After painstaking effort and negotiations, CAS received permission to temporarily move into the National Palestinian Census office, in downtown Beirut for the period of 4 months. **The Evaluation finds that CAS did not receive continued support from the Government for this project.**

**The Evaluation finds that the timeline of 24 months for this project was ambitious and possibly impractical.** The updating of a sample frame and listing of households is a long and labour-intensive process. The tight timeline coupled with the lack of experienced field data collectors, contributed to delays in both the listing and survey. In fact, for a while the two processes were taking place in parallel requiring concentrated coordination and management. The unavailability of people during the holy month of Ramadan also acerbated the situation and affected the work schedule.

The LFH LCS project was shut down by the EU in March 2016 amidst concerns that the project was facing serious delays after the EU rejected the request of CAS and ILO made at the end of 2015 for a no-cost extension and a revision to the implementation plan which included a reduction of the sample size which would have prevented the production of estimates at the caza level. The key challenges were identified as 1. the scope of the survey, 2. difficult accessibility to the sampled communities due to political blockages leading to potentially high non-response rate and 3. the high turnover rate and lack of experience on the part of interviewers.

At the same time, in addition to the challenges noted above, there were tensions between CAS and the CTA. Informants spoke candidly and willingly about the issues that contributed to the disruption of the project. CAS staff mentioned while they were quite excited about the arrival of the CTA who has studied at well-known French universities attended by some of the staff, their expectations turned into disappointment. The staff felt that the CTA was critical of their organization; she was perceived as dismissing their advice; unreceptive to the measures proposed to mitigate the challenges faced by survey enumerators in the field. They reported that she did not discuss her intentions to check the work of enumerators and on occasion, she has gone in the field on her own and without advising CAS. Given the political tension in certain regions of the country, her actions according to CAS created safety problems to the enumerators and raised suspicions among community leaders and local authorities. The Director General of CAS personally intervened with local governments for damage control.

Minutes of meetings reveal that there were disagreements between CAS and ILO ROAS over the security measures that should be taken in the field. Since ILO ROAS recruited the project staff including the interviewers, it insisted that the rules of the United Nations Department of Safety and Security (UNDSS) had to be followed. But in practice, the rules were restrictive and further delaying the operations. Furthermore, the UN was sometimes mistaken for the United States (US), a country to which some Lebanese communities are hostile. The CTA was likely, abiding

to the directives given by ILO when she travelled in a UN vehicle. Before long, the friction between CAS and the CTA extended to ILO ROAS; this situation has caused harm to both parties. The CTA has been blamed for the tension between CAS and ILO. The Evaluation has examined the accounts of all informants, minutes of the meetings and the Term of Reference for each International Consultant hired. **The Evaluation finds that the presence CTA on this project may have been regarded as unnecessary the following reasons.**

- 1) The MOU between the CAS and ILO ROAS makes CAS responsible for the implementation of the survey. However, the role of the CTA on the survey operation, is described in the MOU between the EU and ILO ROAS as '*Responsible for the operations of the overall management of the project cycle, the operational planning and implementation of project activities, the supervision of project professionals, experts, and staff*'. This in effect makes the CTA the 'supervisor' of the staff at CAS overstepping the role of ILO ROAS which the MOU identifies as *to provide the administrative and financial backstopping of the project in close cooperation with the relevant management units in ILO headquarters*<sup>15</sup>.
- 2) The CTA's responsibility also included providing technical supporting the LFHLCS, based on international standards and good practices in other world regions, However, the ILO ROAS has hired the SSE for this task and most of the technical development for the survey was already done prior to the arrival of the CTA.

The CTA did not renew her contract with ILO ROAS which ended around the time the EU was deciding the future of the project. For Phase 2, ILO hired an International Senior Technical Consultant (STC) and a Project Coordinator. The responsibilities of the STC who worked part-time on the LFHLCS were different from those established for the CTA. The role of the STC was to provide concrete and documented advisory services<sup>16</sup> for

- a) Confidence building between CAS and ILO.
- b) Planning, rescheduling, and implementing of preparatory survey activities.
- c) Designing and validating of a comprehensive communication strategy.
- d) Devising a rationale and providing evidence for obtaining a security waiver for the field workers.
- e) Developing the capacity of CAS and ILO in a range of policy and substantive areas relevant to the management and implementation of the Survey.

**The Evaluation finds that compared to the responsibilities of the CTA, the role of the STA were more in line with the backstopping services that ILO ROAS was expected on the LFHLSC project.** During Phase 2. the ILO Team had a better working relationship with CAS and the project team managed to complete the data collection in 2019 despite the political crisis and social unrest that started in October 2017. In August 2016, ILO and the EU met to discuss the future of the project<sup>17</sup>.

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<sup>15</sup> MOU EU and ILO, July 2014, page 9 of 26.

<sup>16</sup> Progress Report on Consultancy, Period covered: April 24th to June 30th 2017

<sup>17</sup> Letter of ILO to EU August 23<sup>rd</sup>, 2020; Letter of EU to ILO September 6<sup>th</sup> 2020.

Upon submission of a new plan in November 2016<sup>18</sup> and a new budget in February 2017<sup>19</sup>, the project resumed in March of 2017<sup>20</sup>.

**The Evaluation finds that the involvement of the ILO Human Resources and a review of the role of the CTA would have helped to resolve the disagreements between CAS and the CTA. ILO ROAS could have avoided the escalation of tension and mistrust with proper lines of communication lines and third-party mediation.**

ILO has explained that the management arrangement adopted for the LFHLSC with the hiring of a CTA is the standard management strategy the organization follows for the implementation of its projects. **The Evaluation finds that this model was inappropriate for the implementation of the LFHLCS given the complexity and magnitude of the project, and the fact that the National Statistical Agency which is under the authority of the Lebanese government is both the implementer and the main beneficiary.**

**Recommendation #6:** For statistical projects, the Evaluation recommends the adoption of a coherent management structure which relies on management and advisory committees that rely on the technical advice and support from internal and external sector experts. This governance structure will avoid the silo effect in decision-making, which is not optimal for organizations.

**Priority:** Important for Future Project

**Resources Implications:** Medium

**Lead Organization(s):** CAS, ILO ROAS, ILO HQ

Figure 1 illustrate the management structure recommended by the Evaluation for the implementation of a survey like the LFHLSC. A survey team will typically be composed of a survey manager, subject matter expert(s) in the field(s) of study covered by the survey, a survey statistician, a computer systems analyst, a data collection, and operations expert. **The Evaluation recommends that working groups and/or advisory committees of experts be involved given the importance and scope of the LFHLCS** The Evaluation noted that there was a perception on the part of ILO ROAS that CAS senior staff was not always available or dedicated on the project. This could have been the case since the organization has a limited number of people on staff (12 at the time of the project) and they were obligated to pursue the other tasks that they were responsible for within CAS.

<sup>18</sup> Letter of ILO to EU, November 3<sup>rd</sup>, 2020.

<sup>19</sup> Letter of ILO to EU, February 23<sup>rd</sup>, 2017.

<sup>20</sup> Letter of EU to ILO March 17<sup>th</sup>, 2017.

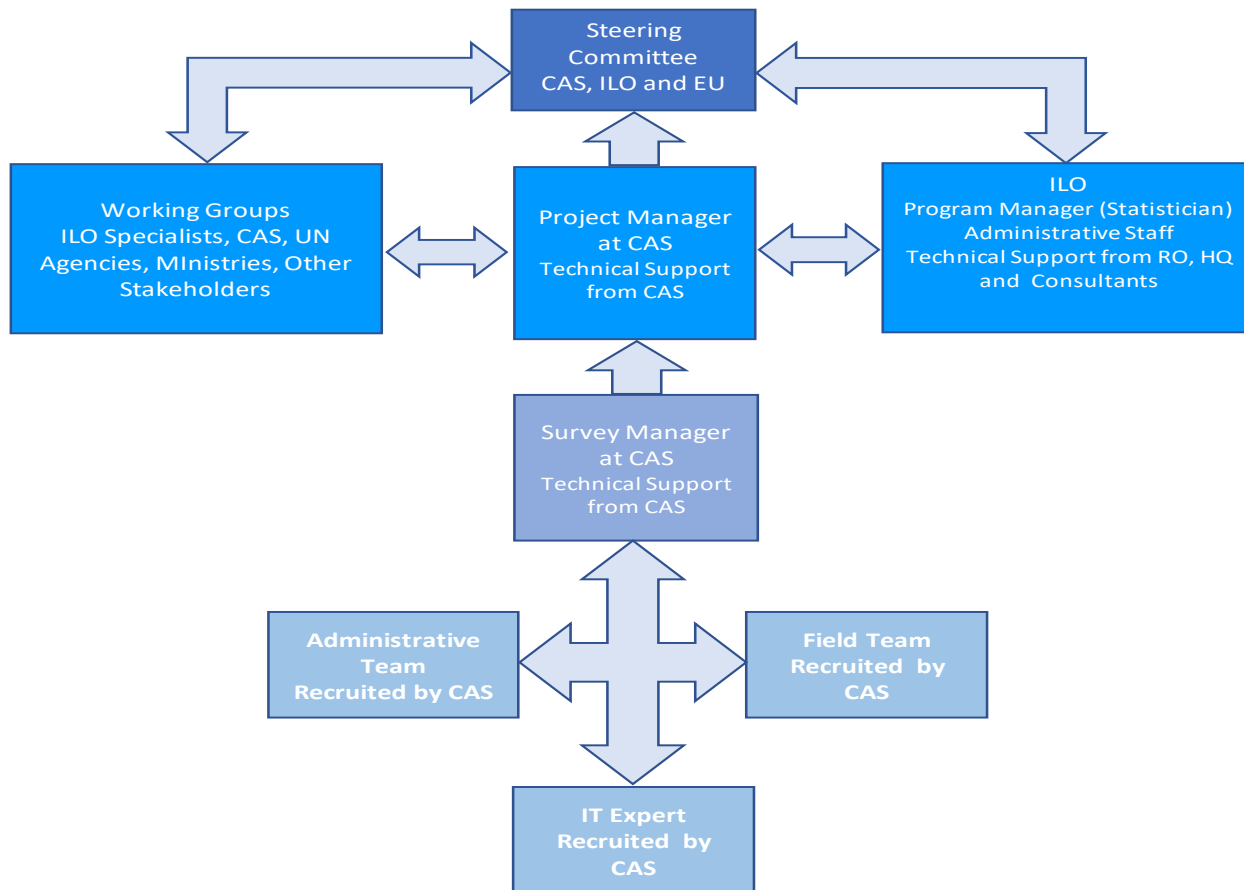


FIGURE 2 PROPOSED MANAGEMENT STRUCTURE FOR THE IMPLEMENTATION OF SURVEY

**Recommendation #7:** The Evaluation recommends that full-time personnel be hired to implement for special projects like the LFSHCS.

**Priority:** Important for Future Project

**Resources Implications:** High

**Lead Organization(s):** CAS, ILO ROAS

- **Staffing**

When the project was suspended, it lost its field workers and office staff. The recruitment of staff for the Phase 2 data collection of the LFHLCS staff started in August of 2017. A first training session for the listing of households and survey interviews took place with 134 persons in attendance. These included 103 Fieldworkers, 11 Supervisors, 2 LFHLCS Office staff and 8 LFHLCS Management team. Shortly after, the fieldworkers were contracted and dispatched to their assigned regions. The fieldwork was successfully launched but the work did not start well in all the regions. In some areas, queries from local authorities had to be cleared before the fieldworkers can visit the dwellings. Project records show that there were 630 applicants for the post of fieldworkers; 392 were shortlisted or which 364 accepted an interview. Job offers

were made to 309 candidates who were trained; of these only 282 accepted the job and were hired. *Of these only 50 stayed on the job for the 4 waves.* Reasons given by the interviewers for leaving are

- a. Insurmountable challenges during field work.
- b. Low or insufficient pay in relation to the working conditions.
- c. Hired for a more stable job.
- d. Travel and other personal reasons.

As noted previously there was dissatisfaction among the field workers because their pay was tied to the number of questionnaires filled and the quality of the data collected. The verification process of questionnaires which was labour intensive and strict, was effective in identifying problems, but delayed the approval of payment. CAS reported that the verification process was assessed by ISTAT the Italian Statistics Office during the survey implementation. Upon ISTAT's recommendation, CAS reduced the process alleviating the bottleneck in the remuneration of the interviewers. Moreover because of the budget management arrangements with ILO, the payroll administration was cumbersome holding up payments.

The backup pool of fieldworkers that CAS has prepared was not enough to fill the vacant positions. CAS resorted to recruitment through word of mouth, and contacts with key people and focal points in the regions. Intensive and accelerated interviews took place on a regular basis and other training session had to take place.

**Recommendation #8:** The temporary position survey interviewers is challenging, and the Evaluation recommends that other pay scheme is considered for future surveys. This can be comprised of a base salary collection with a bonus for quality performance paid at the end of the contract.

<b>Priority:</b>	<b>Important for Future Project</b>
<b>Resources Implications:</b>	<b>High</b>
<b>Lead Organization(s):</b>	<b>CAS, ILO ROAS</b>

- **Outputs and Outcomes**

It has previously noted that the survey has collected labour force data according to the international standards adopted by the International Conference of Labour Statistics (ICLS) in 2013. Although the LFHLCS does not specifically address gender issues, the information gathered allows for analysis related to gender issues.

An expected result of the project was that was the release of the survey data through publications, meetings, mass-media, and widespread dissemination of research findings. In December 2019, a press conference was held at CAS premises to present the results of the LFHLCS in the presence of relevant partners, stakeholders, and the media. The press conference was aired on several TV and radio stations and covered by several newspapers. This event was low-keyed compared to what was initially plan because of uprising in the country now known as

the October Lebanese Revolution. The release of the survey results was planned to take place in November 2019 at the Grand Serail, the headquarters of the Prime Minister of Lebanon in the presence of ministers, parliamentary members, ambassadors and representatives of donor countries, stakeholders, partners, and universities. However, due street protests due to the ongoing political and security instability, the large-scale event was cancelled and replaced by the press conference in the office of CAS.

Results of the survey has been released in the 'Statistical Purse' which is a summary of key findings of the LFHLCS. A survey report has also been written and is available in English and Arabic. For this first release of the survey data, CAS has prepared the data tables for the publications. *It was noted that Internet search for the survey report does not lead to the CAS website but to the leads to the ILO ROAS site while the Statistical Purse appears from the UNHCR website.* The reports are not visible on the CAS website where further search is required to gain access to the LFHLCS reports and data tables. **The Evaluator suggests that changes be made in the CAS website for visibility and direct access to the LFHLCS reports.**

The survey report was written by two persons: the Senior Statistical Expert who drafted the methodology and the analysis of the Labour Force data while another person was hired by ILO ROAS to write the Living Condition sections of the report<sup>21</sup>. ILO ROAS also hired an editor to review the final version of the report. The formatting and printing of the document was undertaken by CAS. **The Evaluation finds that ILO ROAS has relied on consulting services for the report writing.** It finds that that corporate knowledge was underutilized during the data analysis and that the storylines of the report would have been enriched with input and advice from ILO experts and external living conditions specialists.

*The MOU's state that the objective of the project is to carry out surveys covering critical issues related to the consequences of the Syrian Crisis including the labour force situation and living conditions of the residents of Lebanon including Syrian refugees.* **The Evaluation finds that the data release has been sparse on information on Syrian refugees has yet to be released; this MOU requirement has yet to be fulfilled.**

**Recommendation #9:** The Evaluator suggests that future release of data be a joint effort of labour force and Living Conditions specialists internal and external of ILO ROAS. They can include experts from other UN agencies and institutions involved in the socioeconomic development of Lebanon

**Priority:** Immediate

**Resources Implications:** Medium

**Lead Organization(s):** CAS, ILO ROAS

## Capacity Development

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<sup>21</sup> The names of the authors are not in the report.



The Evaluation finds that project did not have an explicit plan to build capacity at CAS and transfer of knowledge between the CAS and ILO especially from the ILO Department of Statistics. Nevertheless, CAS informants reported that this project has been a valuable learning opportunity where they appreciated the hands-on experience in the calculation of the sample size and determination of the sample allocation for a complex household survey; performing the estimation using survey weights as well as identifying the magnitude of the sampling error in the estimates.

This was the first opportunity for CAS to manage a large-scale survey in four waves. Managing the large team of fieldworkers and the administering of payroll for this large group was mentioned as a valuable experience for all the people involved in the implementation of the survey. The informants praised the SSE, the STA, and the project coordinators for sharing their knowledge and maintaining a positive attitude when the project was facing several challenges.

The CAS senior staff who worked on the LFHLCS project have now left the organization to pursue other career opportunities, hence there is loss of corporate knowledge and experience. It was noted to the Evaluator that CAS has lost staff with extensive knowledge and experience to international development organizations that offer better working conditions and salaries as well as more opportunities for career advancement.

**Recommendation #10:** The Evaluator recommends that future projects include a capacity building plan which should be developed after a need assessment of CAS, the ILO Regional Office for Arab states and other institutions and constituents that can benefit from knowledge transfer regarding surveys.

<b>Priority:</b>	<b>Important for Future Project</b>
<b>Resources Implications:</b>	<b>Medium</b>
<b>Lead Organization(s):</b>	<b>CAS, ILO ROAS</b>

- **Dissemination and Advocacy Plan**

The Evaluator understands that since ILO does not have a country office in Lebanon, the ILO strategic plan and programs in Lebanon rely on the specialists in the ILO ROAS. It is possible that there was limited internal resources for the release of the LFHLSC data. During its investigation, the Evaluation found that one instance where the LFHLSC data has been used in a presentation to the Ministry of Labour on migrant workers. This happened prior to the COVID19 shutdown. The newly Minister of Labor who was present at the event, showed interest and requested a copy of the presentation. **The Evaluation finds that ILO Sector specialists are key influencers for the use of data in policymaking in Lebanon and other countries in the region.** From a data user's perspective, statistical information provided by national statistical offices should be easily accessible so that it can be used to its fullest possible. CAS has agreed to prepare and release a micro data file to users. The Evaluator understands that this initiative will

receive the support of the ILO ROAS Senior Statistician with the assistance of ILO Department of Statistics.

**Recommendation #11:** The Evaluator recommends that the release of the survey micro data be done cautiously with Restricted and Controlled Access in the first instance. The evaluation recommends that in-depth analysis be performed by CAS and ILO along with their key partners to identify any issues with the quality of the data before releasing the data file. To avoid misinterpretation of the survey data by users, the Evaluator recommends the creation of derived key variables. To protect the privacy and confidentiality of the survey respondents, outliers should be suppressed from the file.

**Priority:** High

**Resources Implications:** Medium

**Lead Organization(s):** CAS, ILO ROAS, ILO Department of Statistics

Furthermore, the microdata file must be accompanied by documentation on the survey methodology, its limitations and estimates of sampling errors, instruction of the use of survey weights and estimation procedures, a data dictionary as well as a guide on how to analyze data from this complex survey, **The Evaluator finds that derived key variables be first created and made present on the file.** This will avoid misinterpretation of the survey data by users outside of CAS. **CAS and ILO must ensure that the privacy and confidentiality of respondents is always protected.**

## 7.4 Sustainability

### Evaluation Questions

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10. *Are the results achieved by the project so far likely to be sustainable?*
- Was sustainability of impact taken into account during the design of the project?*
  - What are the challenges that need to be faced for future data collection for LFSLHC?*
  - To what extent does capacity building and procedures development by the project contribute to its sustainability?*
- 

*Achieving sustainability is a long-term process: investing in one-off surveys has little long-term impact. A more systematic effort over several years is needed to train a critical mass of staff, demonstrate the effectiveness and use of the instruments, create the linkages between producers and users, and adapt the methodology to a country's needs and skills.*<sup>22</sup>

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<sup>22</sup> Household Sample Surveys in Developing and Transition Countries, ST/ESA/STAT/SER.F/96, Department of Economic and Social Affairs, Statistics Division 2005, page 533  
[https://unstats.un.org/unsd/hhsurveys/pdf/Household\\_surveys.pdf](https://unstats.un.org/unsd/hhsurveys/pdf/Household_surveys.pdf)

**The evaluation finds that the LFHLSC project did not plan for the sustainability in its design; this was viewed as a one-time project.** However, this project was a valuable opportunity and experience for CAS and the ILO Regional Office for Arab States. **The Evaluation finds that lessons learnt from this experience and momentum gained from the LFHLCS to produce statistics should not be left to fade.** The sustainability of this project is linked to the prospect of more surveys carried out by CAS.

**The Evaluation finds that CAS has demonstrated that it is able to conduct surveys, but it is restricted by limited financial and human resources.** The lack of interest for statistics and evidence-based policy making on the part of the Lebanese government is a challenge and limitation for the agency. Its small budget can support a staff of only 12 persons. *Given the critical economic conditions in the country the financial situation of the statistical agency is unlikely to become a priority of the government unless future aid and funding are tied to the production of statistics by CAS to monitor progress and the engagement of the Lebanese government for the 2030 Agenda for Sustainable Development.*

With regards to capacity building, CAS can seek support from the Statistical Agencies of countries such as Canada, Italy, and Sweden as well as Eurostat and the United Nations Statistical Division which have an international cooperation program to advance national statistical agencies.

**Recommendation #12:** The Evaluation recommends that the donor countries and multilateral agencies make provision for capacity building inside CAS and insist on the production of reliable national statistics when providing development aid to the government of Lebanon.

**Priority:** Important for Future Project  
**Resources Implications:** High  
**Lead Organization(s):** ILO ROAS, Donors

**The Evaluation finds that CAS can and should build on what the LFHLCS has been accomplished with regards to the household sample frame.** The listing of ilots was a costly exercise; up to date lists of households for the 2,697 ilots selected are now available. There are two suggestions for using the sample for future surveys:

- 1) Resurvey the households who participated in the LFHLCS for LFS and after verifying that there were no changes in the household roster. However, the households should not be surveyed too often as it will cause response burden and discourage participation.
- 2) Select new households from ilots.

**Recommendation #13:** The Evaluation recommends that future surveys uses the LFHLCS sample frame. This will reduce the cost of survey operations.

**Priority:** Important for Future Project  
**Resources Implications:** Medium  
**Lead Organization(s):** CAS

Note that the frame will become outdated if population moves around and/or construction of new houses as built in the ilot. *After some time, future surveys should include verification of the listing of the selected ilot.* This can be done using a quality control process on part of the geographical area of the ilot and not necessarily of the entire surface.

The economic situation which is linked to employment can be expected to be volatile as the crisis continues in Lebanon; hence the need for collecting labour force data regularly and at shorter interval. frequently.

**Recommendation #14:** The Evaluation recommends that CAS maintains key partnerships and seeks the support of the Lebanese government, donor countries and multilateral agencies to initiate a Labour Force Program<sup>23</sup> which will collecting labour statistics from establishment censuses and sample surveys; administrative records in addition to household-based sample surveys.

<b>Priority:</b>	<b>Immediate</b>
<b>Resources Implications:</b>	<b>High</b>
<b>Lead Organization(s):</b>	<b>CAS, ILO ROAS</b>

## 7.5 Efficiency

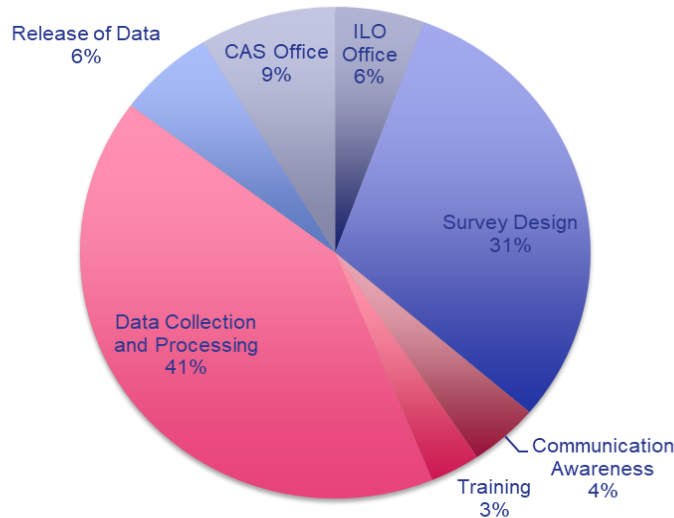
### Evaluation Questions

- 
11. *To what extent have the project's activities been cost-effective?*
- a. *Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?*
  - b. *To what extent has the project been able to build on other ILO or non-ILO initiatives either nationally or regionally, in particular with regard to the creation of synergies in cost sharing?*
- 

The Evaluation has reviewed the final financial report of the project. The Project budget shows a little over half a million-dollar surplus at closing. ILO has explained that currency exchange rates from Euros to America dollars, have contributed to raising the funds. The evaluation has not been shown the monetary contribution of this transaction to the overall budget. The areas where savings were made are shown in Figure 3. Over 75% of the surplus came from underspending in the survey operation which include design, interviewer training, data collection and processing. Savings in expenses related to CAS and ILO offices amounts to 15%. The budget for communication awareness budget and data release was also not fully spent. ILO has explained that this underspending is due to the October revolution and the COVID pandemic which closed the CAS offices and prevented further analysis and release of the LFHLCS data.

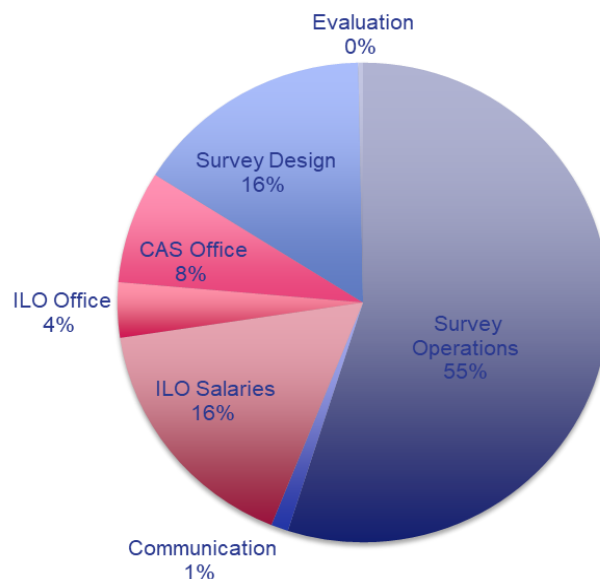
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<sup>23</sup> For definition of a statistical Program and the difference between a program and project, please refer to the Compendium of Management Practices for Statistical Organizations from Statistics Canada's International Statistical Fellowship Program, 2016, Box 2.4.1 page 99.



**FIGURE 3 - BREAKDOWN OF BUDGET SURPLUS**

The evaluation reviewed the budget allocation for CAS and ILO ROAS. This is shown in Figure 4 appears to have underspent in all areas in the survey design and operations. The ILO staff salaries consumed 16% of the overall budget while and 4% went to office expenditures. The survey design which included the salary of the international consultants took 16% while the survey operations absorbed 55% of the budget. Only 1% was attributed on communication activities to promote the survey and less than 1% on the evaluation of the project. *According to ILO policy, for a project of this size, 2% of the budget should have been allocated to its evaluation.* The evaluation finds that the low budget for the communication and awareness activities confirms that little attention was paid to the analysis and release of the survey data at the conceptual stage of the project. The communication activities would have benefited from more funding.



**FIGURE 4 - BREAKDOWN OF COSTS BY SURVEY OPERATIONS AND ILO MANAGEMENT**

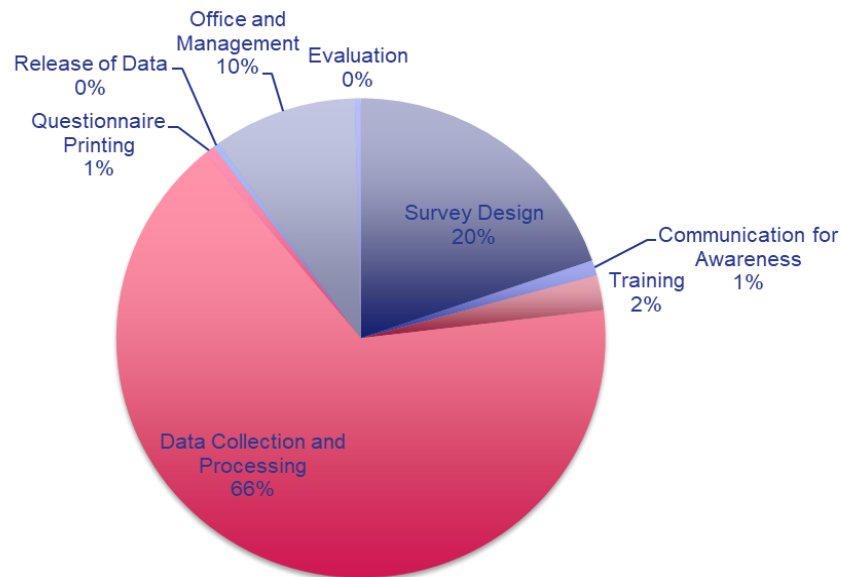
A review of the expenses of the survey operation shows that two third of the budget was spent on the data collection and processing while one fifth was for the survey design. **The Evaluation cannot comment on the cost-efficiency of this project as there was no similar survey operation for comparison. However, the evaluation finds that the budget allocation may not have been effective given the large amount of unspent monies (10%).** Given that there was no overspending, it is likely that ILO ROAS has carefully managed the expenses and according to the budget allocation. **The evaluation found no evidence that ILO ROAS has consulted its counterparts in other countries and its headquarters for the budget allocation.**

**Recommendation #15:** The Evaluation recommends that ILO ROAS follows the ILO directives for budget allocation, consult ILO Headquarters as well as the experience in other countries for more effective financial budgeting for project and survey activities.

**Priority:** Important for Future Project

**Resources Implications:** Low

**Lead Organization(s):** ILO ROAS



**FIGURE 5 - BREAKDOWN OF SURVEY COSTS**

**Recommendation #16:** The Evaluation recommends that CAS requests upon presentation of a well-designed analytical framework that the EU allocates the unspent monies for the further analysis of the data. The proposal can well include capacity building in analytical methods for the staff of CAS.

**Priority:** Immediate

**Resources Implications:** Low

**Lead Organization(s):** CAS

## 7.6 Effectiveness of management arrangements

### Evaluation Questions

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12. *How effective was the ILO and CAS team in managing and monitoring the project's performances and results?*
    - a. *Did the project report on progress in a regular and systematic manner, to the donor?*
    - b. *Was a M&E system put in place, and how effective has it been?*
    - c. *Was there an M&E system in place to measure and report progress and results?*
    - d. *How effective was the management process in terms of (i) time frame, (ii) project identification (iii) project design including approvals (iv) procurement process, and (v) project implementation?*
  13. *How effective was communication between the project's team, the regional office, and the responsible technical department at headquarters?*
  14. *Has the project received adequate technical and administrative support/response from the ILO backstopping units?*
- 

The Evaluation finds that ILO and CAS held regular meetings to discuss progress and challenges that the project was facing. At the beginning of Phase 1, EU also attended a few of these meetings. During Phase 2, the SSE provided detailed quarterly reports. Annual reports were also drafted and provided to the donor.

As previously noted, the LFHLCS project did not have a monitoring system, but CAS had designed a Human Resources Information Management System (HRIMS) which was used to manage human resources and payments as well as monitoring the progress of office and fieldwork.

**The Evaluation finds that the project has relied on external consultants more than ILO internal resources.** ILO ROAS has not sought advice regularly from the HQ Department of Statistics during the course of the project. Similarly, although a statistician was hired in 2016, the project has not sought his advice or support during Phase 2 or for the analysis and release of the data.

## 7.7 Impact orientation

### Evaluation Questions

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15. *What is the likely contribution of the project's initiatives to the stated development objectives of the intervention?*
  16. *To what extent are national partners able and willing to continue with the project?*
    - a. *How effectively has the project built national ownership?*
    - b. *Is a continuation of the project justifiable?*
    - c. *In what way could achievements be consolidated?*

*17. In what ways, could future phases or surveys differ from the current one?*

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The implementation of the survey has been a success despite all the hurdles met since its launch the project started in August 2014. *The survey data was collected during the year that preceded the October Revolution and as such, it has become an even more important benchmark for measuring the impact of the revolution and the pandemic.* It is important to have good data to plan and monitor the economic recovery of the countries.

**Recommendation #17:** The Evaluation strongly recommends that Labour Force surveys be conducted in the country to monitor the impact of future aid programs. When designing surveys, it is necessary to balance costs against the benefits of frequent data collection and the level of data disaggregation of the statistics. It may be sufficient for policy making to obtain national estimates at quarterly intervals to capture seasonal changes in the economy and the labour force. This will be requiring a much smaller sample size of the LFHLCS.

**Priority:** Immediate  
**Resources Implications:** High  
**Lead Organization(s):** CAS, ILO ROAS

The LFHCS data has shown the regional differences in the situation of people living in Lebanon. A survey producing only national statistics which require a much small sample, will not reveal such details however, it will provide valuable data required for policy making and monitoring of the economic situation of the country. Surveys are expensive and should be planned judiciously. It is not necessary to conduct a large scale at the caza level each time. The Evaluator finds that a Labour Force Survey (LFS) should be conducted at least once a year with a sample large enough to produce reliable estimates at the mohafaza level.

An efficient way to obtain data not related to the labour force, is to piggyback on an existing survey design and data collection process i.e. add a few thematic questions to the labour force survey. The advantage in adding a short survey to an existing Labour Force Survey is that there is design cost and assurance of reliable data given the experience of the survey interviewers.

## 8 Utilization of the LFHLCS Data

*The timeliness of statistical information refers to the delay between the information reference point (or the end of the reference period) and the date on which the information becomes available. Punctuality refers to the difference between planned and actual availability<sup>24</sup>.*

The Evaluation finds that to keep this data relevant and encourage its use, CAS and ILO with their stakeholders, should promptly exploit this data and release findings of their analysis on a

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<sup>24</sup> Statistics Canada Quality Guidelines Sixth Edition – December 2019 p. 10.



**highly topical issues of major importance to the country which is currently facing critical social and economic situations.** In December 2019, CAS has released the survey report which confirms that the project has successfully created a rich data base with information which was unavailable until now. However, there is no evidence that the data has been used according to the intended purpose up to now.

The Evaluator has researched the limitations imposed on CAS by the Decree of the President of the Republic No 1793/1979<sup>25</sup>. The limitations include

- 1) The need of the Prime Minister's approval each activity planned by CAS before it is implemented.
- 2) The direct supervision of CAS by the Lebanese Prime Minister whose prior formal agreement is needed for implementing projects and surveys.

The Evaluator also noted that according to the law,

- CAS can host several trainees from the Lebanese university and from private universities. It can also recruit university students as temporary staff.
- The Statistics Law does not give the CAS sole authority over clearance of all data for publication. Instead, dissemination of statistics is a joint operation between the CAS and other public institutions.

With these in mind, this Evaluation suggests prompt and continued release of the survey data by

- 1) Devoting greater efforts to promotion, publicity and communications that will increase the visibility and use of the Labour Force and Households' Living Condition Survey
- 2) Promote the survey data as a nonpartisan, unbiased product of CAS
- 3) Provide *breaking news* on the Lebanese labour force, socio-economic and living conditions that will promote discussions on how to move the country forward.

**Recommendation # 18:** The Evaluation recommends that the LHFLCS Labour Force Quarterly data be analyzed as a time series and released as early as possible.

**Priority:** Immediate

**Resources Implications:** Medium

**Lead Organization(s):** ILO ROAS, CAS

The SSE has compiled four reports which have not been released yet. The Evaluation recommends that ILO ROAS takes the lead to analyze the data further and draft a report that will present the fluctuations in the labour force between quarters. Most estimates associated with the labour market are subject to seasonal variation and the difference in quarterly estimates will show trends that exist in Lebanon. Furthermore, it is recommended that sector analysis be included as well as other themes related to employment be included. ILO Sector Specialists should be invited to identify the variables that will attract attention and make

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<sup>25</sup> MEDSTATII Lebanon Country Statistical Situation Report, Version 2.0 , April 2009

headlines.

This report does not need to be long, on the contrary it should not be lengthy, but the content must be truly relevant to the current socio-economic situation in Lebanon. The analysis should also provide information on Syrians whose entry in Lebanon before or during the war in Syria, is presumed to have impacted the labour market in the country.

The Evaluation recommends that ILO ROAS and CAS work closely together on this task which should be a capacity build exercise for both organizations. It is preferable that the publication(s) be short and contain more than descriptive statistics. ILO ROAS and CAS should also investigate the use of a Facebook Page to publicize the release of findings from such analysis. *However, CAS may be limited by the law and governments directives social media.* The Evaluation recommends that the team recruits young university students and graduates to support this initiative especially for the use of Data Visualization techniques which produces appealing and attractive presentation of data. This will be an opportunity to build capacity and transfer knowledge to the younger generation of Lebanese researchers.

Similarly, the Evaluation recommends that the data on the Living Conditions in Lebanon be analyzed further. Since this is not the sector of expertise of ILO, the analysis can be a partnership project where UN agencies that belong to the UN Data and Statistics Work Group as well as NGO whose work are closely related to improving living conditions and reducing poverty. Under the leadership of CAS and building on the ILO ROAS experience and expertise in using the LFHSC data, the collaborators will identify priority topics and release findings that are relevant to their work in Lebanon.

**Recommendation #19:** The Evaluation recommends that thematic analysis of the Living Conditions survey data in collaboration with other UN agencies and stakeholders be undertaken as early as possible.

<b>Priority:</b>	<b>High</b>
<b>Resources Implications:</b>	<b>Medium</b>
<b>Lead Organization(s):</b>	<b>CAS, ILO ROAS</b>

The Evaluation understands that there are discussions for conducting telephone surveys on a sample of the LFHSC household for a Rapid Assessment Study on the impact of the pandemic. **The Evaluation cautions the use of telephone numbers obtained from the respondents without their consent. This will be a breach in ethics.**

The issue with this approach is the coverage of telephone numbers; if only a segment of the sample has provide their phone number and have different characteristics from those who have not, the sample will be biased and the data not representative of the population. The Evaluator recommends that the LFHSC data be analyzed further and qualitative methods such as

observation, focus groups and semi-formal interviews be performed. Such mixed methods approach will be less costly and can provide reliable information.

**Recommendation #20:** The Evaluator recommends that using the LFHLCS data and information from qualitative research for Rapid Assessment.

**Priority:** Immediate

**Resources Implications:** Medium

**Lead Organization(s):** CAS, ILO ROAS

## 9 Conclusions

The Evaluation finds that planning to survey 50 000 households over a period of 24 months was very ambitious given that this was the first experience for CAS and the ILO Regional Office for the Arab states in conducting a large-scale household survey. The survey methodology is sound, but the implementation suffered from a lack of experience in the management of a large-scale survey. The Evaluation believes that there was an underestimation of the human resources and the level of effort required for such a large undertaking, It also finds that there was lack of continued support and interest for this project and CAS on the part of the Lebanese government.

Nevertheless, the CAS and ILO teams have pursued collaborative work to mitigate the challenges and issues of conducting a large-scale household survey in a country in conflict. The Evaluation concludes that this project has met its principal objective, which is to implement a large-scale household survey, produce a data file and release the survey results as expected by the European Union who financed the project.

The sustainability of the LFHLSC Projects is tied to CAS conducting more surveys in the future. This Evaluation has provided several recommendations for the management of surveys and the collection of data in the field. The Evaluator hopes that CAS with the support of its keys partners and the Government of Lebanon, will continue to conduct surveys and release data for evidence-based policy making and development of programs to advance the living conditions of Lebanese and the displaced people who have taken refuge in this country. Improved living conditions in Lebanon is the ultimate outcome of the Labour Force and Households' Living Condition Survey Project.





INTERNATIONAL LABOUR ORGANIZATION  
TECHNICAL COOPERATION

Terms of Reference (ToR) for Final Independent Project Evaluation  
“Labour Force and Households' Living Conditions Survey 2014 (LFHLCS)”

1. KEY FACTS	
TC Symbol:	LEB/14/01/EEC
Countries:	Lebanon
Project title:	Labour Force and Households' Living Conditions Survey 2014 (LFHLCS)
Duration:	64 months
Start Date:	01 August 2014
End Date:	31 December 2019
Administrative unit:	Regional Office for the Arab States (ROAS)
Technical Backstopping Unit:	DWT Beirut
Collaborating ILO Units:	STATISTICS, MIGRANT, EMP/LAB
Evaluation requirements:	Final Independent Evaluation
Donor:	European Union represented by the European Commission
Budget:	US\$ 5,002,870.00

## 2. BACKGROUND INFORMATION

### Situation analysis

Lebanon has experienced in the past significant lack of reliable and timely data on the conditions of work and life in the country. This difficult situation was exacerbated with the adverse impact of the Syrian crisis on residents and refugees in Lebanon. In response, with the generous funding of the European Union (EU), the Central Administration for Statistics (CAS), Lebanon's official body

responsible for national statistics, and the International Labour Organization (ILO) have launched a project entitled the Labour Force and Households' Living Conditions Survey (LFHLCS). The LFHLCS survey is the first to produce estimates at the national, governorate (mohafaza) and subnational district (caza) levels, with an unprecedented sample size of 40,000 households. Data were collected in accordance with the latest international statistical definitions and standards. It provides regional disparities and characteristics. Such indicators will inform policymaking and labour market information systems that are instrumental for human development planning.

## Survey Contents

The following key topics and variables will be covered in the LFHLCS process:

### Socio-demographic characteristics:

Socio-demographic characteristics of the household members: relation to household head, sex, age, birth date, marital status, type of residency (permanent resident, non-permanent resident, absent, non-resident), duration of stay in the household, place of registration or nationality, for non-Lebanese: arrival date in Lebanon and reason, whether they have any kinship in Lebanon, etc.

### Education

Education (including vocational training) of household members: ever enrolled, currently enrolled (level, class), not currently enrolled (level reached, highest degree obtained, specialization, and reason for not being enrolled if below a certain age).

### Labour force

Labour force status of household members: employed (at work, temporarily absent from work), unemployed, not in the labour force.

Characteristics of employed household members: multiple job holding, usual and actual hours of work at all jobs, willingness and availability to work more hours (time-related underemployment), search for another or additional job, reasons for seeking another or additional job, length of stay in current job, type and duration of contract, industry (ISIC), occupation (ISCO), status in employment, type of work place, informal sector/informal employment, monthly earnings (for all employed persons).

Characteristics of non-employed household members (unemployed or not in the labour force): job search, if yes: job search methods, duration of job search, type of work sought, if no: desire for work, reasons for not seeking work; availability for work; minimum acceptable wage; reasons for not being available for work/not wanting to work; past work experience; reasons for leaving most recent job; characteristics of most recent job: industry, occupation, status in employment.

### Living conditions

- Health insurance (coverage, type, and source).
- Access to/assistance for health services.
- Disability of household members (type and severity). Housing characteristics and conditions characteristics of the dwelling, access to water, access to sanitation, access to electricity, waste disposal
- Fixed capital assets of the household (household appliances, means of transportation, land, animals, etc.).
- Access to basic services in the neighbourhood by type of service.
- Income of household members (sources and amounts).

In addition, questions on related topics, such as child labour, school-to-work transition, volunteer work, etc. may be added to the LFHLCS survey questionnaire depending upon the requirements of data users and the availability of human and financial resources.

The information for the LFHLCS will be collected in accordance with the latest versions of the international statistical definitions and classifications relating to the topics covered by the survey.

### **Description of the action**

The implementation of the planned survey will address the significant demand for data from Government agencies, international and national partners, particularly as they address issues connected with the Syrian refugee crisis. The results of the survey are of critical importance that will contribute to better implementation of various projects and to ensure that potential policies and actions are designed in such a way that they are appropriate to the real effects of the crisis. Reliable survey results will also be vital in providing baseline data to support the monitoring of the actions included under the Stabilization Framework for Lebanon. The potential visibility of the action is significant given the level of interest from policy makers. Similarly, there is considerable potential longer-term impact of the survey results vis-a-vis the expected use of the data by Government and international partners.

### **Description of the activities:**

The project will consist of four major results:

#### **ER1. Survey methodology and tools developed**

The ILO will work with CAS on designing the appropriate survey methodology and tools of the survey. Similarly, the ILO will assist the CAS in establishing a realistic programme or road map for the successful execution of the survey. An outline of the key survey components is included in Annex A.

#### **ER2. LFHLCS field preparations carried out:**

This includes implementing the pre-test survey, updating the enumeration areas, training fieldworkers, distribution of data collection material and preparing the data entry infrastructure. The ILO will assist the CAS in ensuring quality control of the survey results and analysis.

#### **ER3. LFHLCS implemented providing national results on Labour Force and Households' Living Conditions Survey**

This will involve data collection, checking, editing, and cleaning, analysis and publication.

#### **ER4. Survey results disseminated through publications, meetings, mass-media, and widespread dissemination of research findings**

This will involve dissemination of results and final documentation and reporting.

## **3. PURPOSE AND SCOPE OF THE EVALUATION**

### **Evaluation Background**

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

The project document states that an independent final evaluation will be conducted, which will be used to assess the progress towards the results, identify the main difficulties/constraints, assess the impact of the programme for the targeted populations, and formulate lessons learned and practical recommendations to improve future similar programmes.

ILO's established procedures for development cooperation projects are followed for monitoring, reporting and evaluation of the project throughout the project cycle and at different stages of project execution.



## **Purpose**

The final independent evaluation will be conducted to examine the efficiency, effectiveness, relevance, sustainability, and potential impact of the project and provide recommendations for future similar projects. This evaluation will also identify strengths and weaknesses in the project design, strategy, and implementation as well as lessons learned.

The purpose of this evaluation is to:

- Determine if the project has achieved its stated objectives and explain why/why not.
- Determine the impact of the project in terms of sustained improvements achieved.
- Provide recommendations on how to build on the achievements and the possible avenues/intended objectives and results of a second phase of the project
- Document lessons learned, success stories, and good practices to maximize the experiences gained.
- Identify areas where strategic collaboration with other UN agencies, government entities and social partners could add value in a second phase of operations

Specifically, the evaluation will examine the following aspects:

- Changes in context and review of assumptions (relevance): Is the project's design adequate to address the problem(s) at hand? What internal and external factors have influenced the targeted groups and [implementing partners] to meet projected outcomes? Were the project objectives and design relevant given the political, economic, and financial context? The consultants should present a brief overview of the policy environment and the economic and business conditions.
- Results in terms of outputs achieved (effectiveness): What concrete improvements and changes have taken place as a direct result of the program?
- Assessment of outcome/ impact (effectiveness): How has the project contributed towards project's goal? To what extent has the project contributed the capacity of the constituents and stakeholders; especially the government institutions involved? How could the project impact have been improved?
- Achievement of projected performance indicators and targets (efficiency): What has been the project performance with respect to indicators and agreed responsibilities with respect to program implementation? Cost, time, and management staff?
- Sustainability: The report should assess the level of the project's sustainability. Will the project's effects remain over time? Will the project's activities/services continue to be provided after the funds have completely been expended?
- Lessons learned: The consultant should provide information on the economic/political/financial conditions that should exist, qualifications of the implementation partners, required stakeholder participation, and other factors that should be in place to inform the design of future operations. What are the derived lessons learned from the project's implementation?

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

## **Scope of the evaluation**

The evaluation will look at the project activities, outputs, and outcomes to date in Lebanon. The evaluation will take into consideration the project duration, existing resources, and political and environmental constraints.

## **Clients of Evaluation**

The primary clients of this evaluation are ILO ROAS, ILO constituents in Lebanon, and the donors. Secondary users include other project stakeholders and units within the ILO that may indirectly benefit from the knowledge generated by the evaluation.

#### 4. EVALUATION CRITERIA AND QUESTIONS

The evaluation utilizes the standard ILO framework and follows its major criteria:

- ✓ **Relevance and strategic fit** – the extent to which the objectives are aligned with sub-regional, national, and local priorities and needs, the constituents' priorities and needs, and the donor's priorities for the country.
- ✓ **Validity of design** – the extent to which the project design, logic, strategy, and elements are/remain valid vis-à-vis problems and needs.
- ✓ **Efficiency** – the productivity of the project implementation process taken as a measure of the extent to which the outputs achieved are derived from an efficient use of financial, material, and human resources.
- ✓ **Effectiveness** – the extent to which the project can be said to have contributed to the development objective and the module objectives and more concretely whether the stated outputs have been produced satisfactorily; in addition to building synergies with national initiatives and with other donor-supported projects;
- ✓ **Impact** – positive and negative changes and effects caused by the project at the sub regional and national levels, i.e. the impact with social partners, government entities, beneficiaries, etc.
- ✓ Effectiveness of management arrangements; and
- ✓ **Sustainability** – the extent to which adequate capacity building of social partners has taken place to ensure mechanisms are in place to sustain activities and whether the existing results are likely to be maintained beyond project completion; the extent to which the knowledge developed throughout the project (research papers, progress reports, manuals and other tools) can still be utilized after the end of the project to inform policies and practitioners,

##### **Relevance and strategic fit:**

- ❖ How well does the project's approach fit context of the on-going crisis in the country? To what extent does the project's fit into national development and humanitarian response plans? Does the project's design consider local efforts addressing the crisis? Are the planned project's objectives and outcomes relevant and realistic to the situation and needs on the ground? Were the problems and needs adequately analyzed?
- ❖ How does the project's objectives respond to the priorities of the donor in Lebanon?
- ❖ Are the project's objectives aligned with tripartite constituents' objectives and needs? What measures were taken to ensure alignment?
- ❖ To what extent are the project's activities linked to the global commitments of the ILO including the Sustainable Development Goals and the agenda 2030?

##### **Validity of design:**

- ❖ Are the project's strategies and structures coherent and logical (what are logical correlations between the development objective, module outcomes, and outputs)? Do any changes need to be made to the design of the project? (recommendations for future potential phases)
- ❖ What lessons learned can be applied to other similar projects in the country?
- ❖ Is the project's timeframes appropriate including (i) project identification (ii) project design including approvals (iii) tender process, and (iv) project implementation?
- ❖ What lessons could be learned in terms of the project's governance and staffing structure?
- ❖ Were the project's assumptions and targets realistic, and did the project undergo risk analysis and design readjustments when necessary?

- ❖ Does the project make use of the monitoring and evaluation framework? How appropriate and useful are the indicators in assessing the project's progress? If necessary, how should they be modified to be more useful? Are indicators gender sensitive? Are the means of verification for the indicators appropriate? Are the assumptions for each module objective and output realistic?

#### **Effectiveness:**

- ❖ What progress has the project made so far towards achieving the development objective and module outcomes? Were targets reached? In cases where challenges have been faced, what intermediate results can be reported towards reaching the outcomes?
- ❖ How have stakeholders been involved in project's implementation? To what extent has the project management been participatory and has the participation contributed towards achievement of the project objectives?
- ❖ How did outputs and outcomes contribute to ILO's mainstreamed strategies including gender equality, social dialogue, poverty reduction and labour standards?
- ❖ How effective has the capacity development component been? Was monitoring and measurement of changes in knowledge and practices conducted?
- ❖ What, if any, alternative strategies would have been more effective in achieving its objectives?
- ❖ What positive or negative unintended outcomes can be identified?
- ❖ How has the knowledge been used? Does the project include a clear dissemination and advocacy plan for use of the knowledge generated?

#### **Sustainability:**

- ❖ Are the results achieved by the project so far likely to be sustainable? What measures have been considered to ensure that the key components of the project are sustainable beyond the life of the project?
- ❖ To what extent was sustainability of impact taken into account during the design of the project?
- ❖ To what extent does capacity building and procedures development by the project contribute to sustainability
- ❖ To what extent did synergies with and operation through government entities and local organisations help to ensure the sustainability of the impact of the project?

#### **Efficiency:**

- ❖ To what extent have the project's activities been cost-effective? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
- ❖ To what extent has the project been able to build on other ILO or non-ILO initiatives either nationally or regionally, in particular with regard to the creation of synergies in cost sharing?
- ❖ What were the intervention benefits and related costs of integrating gender equality?

#### **Effectiveness of management arrangements:**

- ❖ What was the division of work tasks within the project's team? Has the use of local skills been effective? How does the project's governance structure facilitate good results and efficient delivery? What can be learned for efficiency gains?
- ❖ How clear is the understanding of roles and responsibilities and division of labour between project's staff and government entities?
- ❖ How effective was communication between the project's team, the regional office, and the responsible technical department at headquarters? Has the project received adequate technical and administrative support/response from the ILO backstopping units?
- ❖ How effectively does the project's management team monitor the project's performances and results? Does the project report on progress in a regular and systematic manner, both at regional level, to PROGRAM and the donors? What M&E system has been put in place, and how effective has it been? Does the M&E system provide for capturing results in terms of women's and PwDs' participation?

### **Impact orientation:**

- ❖ What is the likely contribution of the project's initiatives to the stated development objectives of the intervention?
- ❖ To what extent are national partners able and willing to continue with the project? How effectively has the project built national ownership?
- ❖ At this stage, would considering a continuation of the project be justifiable? In what way could achievements be consolidated? In what way could future phases differ from the current one?

### **Challenges, Lessons learned and Specific Recommendations for the formulation of new Phases:**

- ❖ Based on the challenges identified during the implementation, how can challenges be addressed in future projects?
- ❖ What good practices can be learned that can be applied to similar future projects?

## **5. METHODOLOGY**

An independent evaluator will be hired and managed by the ILO to conduct the evaluation. The following is the proposed evaluation methodology. Any changes to the methodology should be discussed with and approved by the Evaluation Manager, Regional Evaluation Officer, and the Project Manager.

### **1. Desk Review**

The evaluator will review project background materials before conducting any interviews or trips to the country.

### **2. Briefing**

The evaluator will have an initial consultation with the EM, REO, relevant ILO specialists and support staff in ROAS. 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, outline of the inception and final report.

### **3. Individual Interviews and/or Group Interviews**

After the initial consultation with EM and REO in ROAS, and following the initiation briefing with the ILO Senior Employment Policy Specialist (managing the project in lieu of a CTA) and the desk review and the inception report, the evaluator will have a mission to Lebanon, and have meetings with constituents/stakeholders together with interpreters supporting the process if needed. Individual or group interviews will be conducted with the following:

- a) Project staff/consultants that have been active.
- b) ILO ROAS DWT Director, the Regional Labour Statistician and Senior Specialists in Social Protection, Gender, Skills and Employability, Employers', and Workers' Organizations, as well as the RPU and any other relevant concerned staff.
- c) Interviews with national counterparts (government, public institutions, social partners, IPs, etc.).
- d) Interviews with direct and indirect beneficiaries (men and women).
- e) Interviews with employers (manufacturing sector).
- f) Other international agencies working in relevant fields.
- g) The donor.

### **4. Debriefing**

Upon completion of the missions, the evaluator will provide a debriefing to the Project team, ILO DWT and ROAS on the evaluation findings, conclusions, and recommendations in Beirut at ROAS. The evaluator will also debrief stakeholders to validate results.

## Evaluation Management

The evaluator will report to the ILO EM in ROAS and should discuss any technical and methodological matters with the EM and REO. The ILO ROAS office will provide administrative and logistical support during the evaluation mission.

### Evaluation Timeframe

The evaluation will take place during January–March 2020.

The evaluator will be recruited in January and conduct field work in January/February 2020.

## 6. MAIN DELIVERABLES

The main outputs of the evaluation consist of the following:

- Deliverable 1: Inception Report
- Deliverable 2: Draft evaluation report
- Deliverable 3: Stakeholder debrief and PowerPoint Presentation (PPP)
- Deliverable 4: Final evaluation report with executive summary (as per ILO's standard procedure, the report will be considered final after quality review by EVAL. Comments will have to be integrated)

### Inception Report

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

- Project background
- Purpose, scope, and beneficiaries of the evaluation
- Evaluation criteria and questions
- Methodology and instruments
- Main deliverables
- Management arrangements and work plan.

### Final Report

The final version of the report will follow the format below and be in a range of **25-30 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. Purpose of Evaluation
7. Evaluation Methodology and Evaluation Questions (evaluation questions to also capture gender information to better mainstream gender in the report)
8. Key evaluation findings (organized by evaluation criteria)
9. A table presenting the key results (i.e. figures and qualitative results) achieved per objective (expected and unexpected)
10. Clearly identified conclusions and recommendations (identifying which stakeholders are responsible and the time and resource implications of the recommendations)
11. Lessons Learned (in prescribed template)
12. Potential good practices (in prescribed template) taking into account gender specificities
13. Annexes (list of interviews, TORs, list of documents consulted, etc.)

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.

## 7. MANAGEMENT ARRANGEMENTS

### REQUIREMENTS

The evaluator should have:

- An advanced degree in social sciences, economics, or related field.
- Proven expertise on the evaluation of development and humanitarian /emergency interventions
- Knowledge in labour force surveys, statistical methodologies, labour market analysis, capacity development of statistical organizations.
- Knowledge of Lebanon and the regional context, especially the Syria crisis.
- An understanding of the ILO's tripartite culture.
- An understanding of gender issues in relation to the formal and informal economies
- Cultural sensitivity.
- Full command of the English language (spoken and written) will be required. Command of the national language (Arabic) would be an advantage.

The consultant should not have any links to project management or any other conflict of interest that would interfere with the independence of the evaluation.

The final selection of the evaluator will be approved by the Regional Evaluation Officer in the ILO ROAS based on a short list of candidates prepared by the EM in consultations with the REO and ILO technical specialists, EVAL, ILO HQ technical departments, etc.

### ROLES AND RESPONSIBILITIES

The External Evaluator is responsible for conducting the evaluation according to the terms of reference (ToR). He/she will:

- Review the ToR and provide input, propose any refinements to assessment questions, as necessary, during the inception phase.
- Review project background materials (e.g., project document, progress reports).
- Prepare an inception report.
- Develop and implement the evaluation methodology (i.e., conduct interviews, review documents) to answer the evaluation questions.
- Conduct preparatory consultations with the ILO EM and REO prior to the evaluation mission.
- Conduct field research, interviews, as appropriate, and collect information according to the suggested format.
- Present preliminary findings to the constituents.
- Prepare an initial draft of the evaluation report with input from ILO specialists and constituents/stakeholders.
- Conduct a briefing on the findings, conclusions, and recommendation of the evaluation to ILO ROAS.
- Prepare the final report based on the ILO, donor and constituents' feedback obtained on the draft report.

The ILO Evaluation Manager is responsible for:

- Drafting the ToR.
- Finalizing the ToR with input from colleagues.
- Preparing a short list of candidates for submission to the Regional Evaluation Officer, ILO/ROAS and EVAL for final selection, noting that shortlisted consultant/consultancy firm will be shared

with Project Coordinator to ensure no conflict of interest.

- Hiring the consultant.
- Providing the consultant with the project background materials in consultation with project staff.
- Participating in preparatory consultations (briefing) prior to the assessment mission.
- Assisting in the implementation of the assessment methodology, as appropriate (i.e., participate in meetings, review documents).
- Reviewing the initial draft report, circulating it for comments and providing consolidated feedback to the External Evaluators (for the inception report and the final report).
- Reviewing the final draft of the report.
- Disseminating the final report to all the stakeholders.
- Coordinating follow-up, as necessary.

The ILO REO:

- 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 and submits it to EVAL.
- Disseminates the report as appropriate.

The Project Coordinator is responsible for:

- Reviewing the draft TOR and providing input, as necessary.
- Providing project background materials, including studies, analytical papers, reports, tools, publications produced, and any relevant background notes.
- Providing a list of stakeholders.
- Reviewing and providing comments on the inception report.
- Participating in the preparatory briefing prior to the assessment missions.
- Scheduling all meetings and interviews for the missions.
- Ensuring necessary logistical arrangements for the missions (Daily transportation to the field, translation during interviews and field visits if needed, hotel and flight bookings, terminal pick-up, and drop-off) with oversight from ROAS.
- Reviewing and providing comments on the initial draft report.
- Participating in the debriefing on the findings, conclusions, and recommendations.
- Providing translation for any required documents: ToR, PPP, final report, etc.
- Making sure appropriate follow-up action is taken during consultancy.

## 8. LEGAL AND ETHICAL MATTERS

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

## 9. ATTACHMENTS

- ILO Policy Guidelines for evaluation: Principles, rationale, planning and managing for evaluations, 3<sup>rd</sup> ed. 2017: [https://www.ilo.org/eval/Evaluationpolicy/WCMS\\_571339/lang--en/index.htm](https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm)

- Evaluation Guidelines: [https://www.ilo.org/eval/Evaluationguidance/WCMS\\_176814/lang--en/index.htm](https://www.ilo.org/eval/Evaluationguidance/WCMS_176814/lang--en/index.htm)
- Evaluation Policy: [https://www.ilo.org/eval/Evaluationreports/WCMS\\_603265/lang--en/index.htm](https://www.ilo.org/eval/Evaluationreports/WCMS_603265/lang--en/index.htm)
- Code of Conduct form for evaluators: <http://www.ilo.org/legacy/english/edmas/eval/template-code-of-conduct.doc> Gender Checklist: [http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165986/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm)
- Stakeholder engagement Checklist: [http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165982/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165982/lang--en/index.htm)
- Inception report Checklist: [http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165972/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm)
- Evaluation title page Template: [http://www.ilo.org/eval/Evaluationguidance/WCMS\\_166363/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_166363/lang--en/index.htm)
- Good practices Template: <http://www.ilo.org/legacy/english/edmas/eval/template-goodpractice.doc>
- Lessons learnt Template: <http://www.ilo.org/legacy/english/edmas/eval/template-lesson-learned.doc>
- Evaluation summary Template: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_166361.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_166361.pdf)





## Evaluation Design Matrix - Final Evaluation Labour Force and Households' Living Conditions Survey 2014 (LFHLCS) Project

QUESTIONS and Sub-questions (developed from Questions in the TOR in collaboration with ILO)	DATA COLLECTION INSTRUMENTS	DATA ANALYSIS
<b>Relevance and strategic fit</b>		
<p>To what extent does the project's fit into national development and humanitarian response plans?</p> <p>a. Has the project taken into consideration the on-going socio-economic and political crisis that prevails in the country?</p> <p>b. Were the Syrian refugees considered in the survey design?</p>	<ul style="list-style-type: none"> <li>▪ In-depth and Semi-formal Interviews</li> </ul>	<p>Content Analysis</p>
<p>Are the project's objectives aligned with tripartite constituents' objectives and needs?</p> <p>a. What measures were taken to ensure alignment?</p>	<ul style="list-style-type: none"> <li>▪ In-depth and Semi-formal Interviews</li> <li>▪ Document Review</li> </ul>	<p>Content Analysis</p>
<p>To what extent are the project's activities linked to the global commitments of the ILO including the Sustainable Development Goals and the agenda 2030?</p> <p>a. Does the survey provide labor statistics and indicators per ILO requirements?</p> <p>b. Does the survey provide indicators for the SDG?</p> <p>c. To what extent does the survey provide information on economic, social, and cultural attributes and opportunities associated with being male or female?</p>	<ul style="list-style-type: none"> <li>▪ In-depth and Semi-formal Interviews</li> <li>▪ Document Review of ILO strategy and programs in Lebanon</li> </ul>	<p>Content Analysis Thematic Analysis</p>
<p>To what extent do the objective of the project respond to the priorities of the donor in Lebanon?</p>	<ul style="list-style-type: none"> <li>▪ In-depth and Semi-formal Interviews</li> <li>▪ Document Review of EU strategy and programs in Lebanon</li> </ul>	<p>Content Analysis Thematic Analysis</p>
<b>Validity of Design</b>		
<p>Are the project's strategies and structures coherent and logical?</p> <p>a. How robust is the survey methodology in terms of sample design?</p> <p>b. To what extent was best practices in questionnaire design followed?</p> <p>c. What were the quality assurance measures that were implemented at each stage of the survey taking and analysis?</p>	<ul style="list-style-type: none"> <li>▪ In-depth and Semi-formal Interviews</li> <li>▪ Review of survey methodology and tools</li> </ul>	<p>Content Analysis Thematic Analysis Comparison with standard and best practices in survey methods</p>

	<p>Has the project undergone risk analysis and design readjustments when necessary?</p> <p>a. Were there project assumptions made for this project?</p>	<ul style="list-style-type: none"> <li>▪ In-depth and Semi-formal Interviews</li> <li>▪ Review of Progress reports and Program documents</li> </ul>	
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<b>Effectiveness</b>			
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	<p>How have stakeholders been involved in the project's implementation?</p> <p>a. To what extent has the project management been participatory?</p> <p>b. Has the participation contributed towards achievement of the project objectives?</p>	<ul style="list-style-type: none"> <li>▪ In-depth and Semi-formal Interviews</li> </ul>	<p>Content Analysis</p> <p>Thematic Analysis</p>
	<p>How did outputs and outcomes contribute to ILO's mainstreamed strategies?</p> <p>a. To what extent has the LFHLSC collected data on gender equality, social dialogue, poverty reduction and labor standards?</p> <p>b. Has the LFHLSC followed the ILO definitions for the related variables?</p>	<ul style="list-style-type: none"> <li>▪ In-depth and Semi-formal Interviews</li> <li>▪ Review of ILO statistical definitions for labour statistics</li> </ul>	<p>Content Analysis</p> <p>Thematic Analysis</p>
	<p>How effective has the capacity development component been?</p> <p>a. What were the capacity building initiatives implemented by the project?</p> <p>b. What were the skills that the activities intended to develop?</p> <p>c. How satisfactory was training given in achieving results for this project?</p>	<ul style="list-style-type: none"> <li>▪ In-depth and Semi-formal Interviews</li> </ul>	<p>Content Analysis</p> <p>Thematic Analysis</p>
	<p>To what extent has knowledge and lessons learnt from similar projects been used in the design of the LFHLSC?</p>	<ul style="list-style-type: none"> <li>▪ In-depth and Semi-formal Interviews</li> <li>▪ Review of ILO documents, guides, and reports on Labour Force Surveys</li> </ul>	<p>Content Analysis</p> <p>Thematic Analysis</p> <p>Comparative Analysis</p>
	<p>Does the project include a clear dissemination and advocacy plan for use of the knowledge generated?</p>	<ul style="list-style-type: none"> <li>▪ In-depth and Semi-formal Interviews</li> </ul>	<p>Content Analysis</p>

<b>Sustainability</b>			
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	<p>Are the results achieved by the project so far likely to be sustainable?</p> <p>a. Was sustainability of impact considered during the design of the project?</p>	<ul style="list-style-type: none"> <li>▪ In-depth and Semi-formal Interviews</li> </ul>	<p>Content Analysis</p> <p>Thematic Analysis</p>
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	<p>b. What are the challenges that need to be faced for future data collection for LFSLHC?</p> <p>c. To what extent does capacity building and procedures development by the project contribute to its sustainability?</p>		
<b>Efficiency</b>			
	<p>To what extent have the project's activities been cost-effective?</p> <p>a. Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?</p> <p>b. To what extent has the project been able to build on other ILO or non-ILO initiatives either nationally or regionally, in particular regarding the creation of synergies in cost sharing?</p>	<ul style="list-style-type: none"> <li>▪ In-depth and Semi-formal Interviews</li> <li>▪ Program reports</li> </ul>	
<b>Effectiveness of management arrangements</b>			
	<p>How effective was the ILO and CAS team in managing and monitoring the project's performances and results?</p> <p>a. Did the project report on progress in a regular and systematic manner, to the donor?</p> <p>b. Was a M&amp;E system put in place, and how effective has it been?</p> <p>c. Was there an M&amp;E system in place to measure and report progress and results?</p> <p>d. How effective was the management process in terms of (i)time frame, (ii) project identification (iii) project design including approvals (iv) procurement process, and (v) project implementation?</p>	<ul style="list-style-type: none"> <li>▪ In-depth and Semi-formal Interviews</li> <li>▪ Program reports</li> </ul>	Content Analysis
	How effective was communication between the project's team, the regional office, and the responsible technical department at headquarters?	<ul style="list-style-type: none"> <li>▪ In-depth and Semi-formal Interviews</li> </ul>	Content Analysis
	Has the project received adequate technical and administrative support/response from the ILO backstopping units?	<ul style="list-style-type: none"> <li>▪ In-depth and Semi-formal Interviews</li> </ul>	Content Analysis Thematic Analysis Comparative Analysis
<b>Impact orientation</b>			
	What is the likely contribution of the project's initiatives to the stated development objectives of the intervention?	<ul style="list-style-type: none"> <li>▪ In-depth and Semi-formal Interviews</li> </ul>	Content Analysis Thematic Analysis

	<p>To what extent are national partners able and willing to continue with the project?</p> <ul style="list-style-type: none"> <li>a. How effectively has the project built national ownership?</li> <li>b. Is a continuation of the project justifiable?</li> <li>c. In what way could achievements be consolidated?</li> <li>d. In what ways, could future phases or surveys differ from the current one?</li> </ul>	<ul style="list-style-type: none"> <li>▪ In-depth and Semi-formal Interviews</li> </ul>	<p>Content Analysis Thematic Analysis</p>
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## LFHLCS Program Documents

- Memorandum of Understanding: Labour Force and Living Conditions Survey, Lebanon European Commission and ILO, July 2014 (LFLCS), *Reference number of the Agreement: ENPI/2014/346-222*
- Memorandum of Understanding: The Government of Lebanon and The International Labour Organization on the Implementation of the Labour Force and Households' Living Conditions Survey, Lebanon October 2014
- Memorandum of Understanding: The Government of Lebanon and The International Labour Organization on the Implementation of the Labour Force and Households' Living Conditions Survey, Lebanon March 2017
- MCR Cost extension LEB1401EEC March 2017
- PARDEV Final Appraisal Report LEB 14 01 EEC April 2, 2014
- Project Document Annex I Description of the Action
- EXPLANATORY NOTE - Agreement Reference Number: ENPI/2014/346-222 / Contract Addendum February 2017
- Request for no-cost extension and revision of implementation plan of the project LEB/14/01 /EEC December 14<sup>th</sup>, 2015
- Suspension of LFHLCS EU to ILO March 10<sup>th</sup>, 2016
- Request for Resumption of LFHLCS August 26<sup>th</sup>, 2016
- Approval of Request of Resumption of LFHLCS September 6<sup>th</sup>, 2016
- Submission of new plan for Resumption of LFHLCS November 3<sup>rd</sup>, 2016
- LFHLCS Budget - 2014
- LFHLCS Budget - 30052019- No Cost Extension
- LFHLCS Communication and Visibility Plan - May 2017
- ILO Project Financial Status Report by Project Outcome, Output and Activity and Expenditure Category
- LFHLCS Log-frame
- Progress Report 2017 - Aug 30 - Final Progress Report Phase 1
- LFHLCS Progress Quarterly Progress Reports from March 2017 to July 2019 submitted by Dr. Francois Farah (9 reports)
- LFHLCS Progress and Annual Report - January to December 2018 December
- Labour Force and Households Living Conditions Survey Project, Lebanon Annual Progress Report (ILO) August 2017
- Labour Force and Households Living Conditions Survey Project, Lebanon, Progress Report (ILO) July 2019
- LFHLCS Final Comprehensive Report, May 2020
- LFHLCS - CAS Project Organogram
- CAS Recruitment Process for Field Workers
- Term of Reference (TOR) for Archiver, Data editing and Coding, Data Entry, Survey Interviewer, Survey Supervisor, Survey assistant
- Terms of Reference International Senior Statistician Consultant for Technical Assistance for the Labour Force and Living Conditions Sampling
- Terms of Reference ILO LFHLCS Phase 2 International Chief Technical Consultant
- Terms of Reference ILO LFHLCS National Coordinator
- Minutes of meetings - April 24, 2015, August 11 2016

- Minutes of meetings – May 2017, August 2017, November 2017, May 2018, July 2018, November 2018, January 2019, May 2019.
- Selection Sheets for Training Material, ILOT questionnaire printing, Hotel and Catering.
- LFHLCS Survey Questionnaire (English version)
- Labour Force and Household Living Conditions Survey 2018-2019 Lebanon, Beirut, 2020
- Draft LFHLCS Quarterly Report 1 to 4.
- Labour Force and Household Living Conditions Survey LFHLCS, Lebanon, 2018-19: Annex 1. Survey Methodology, Farhad Mehran
- Labour force and household living conditions survey: Revised sample design, Farhad Mehran, September 2017
- Labour Force and Household Living Conditions Survey, Lebanon Derived variables, Sampling weights and Assessment of preliminary results, Report of mission: 10-12 December 2018 Farhad Mehran
- Labour Force and Living Conditions Survey, Lebanon Survey Design, Farhad Mehran, 1 October 2014
- Labour Force and Living Conditions Survey, Lebanon, Finalization of Survey Design, Farhad Mehran, 9 March 2015 (Revised 27 March 2015)
- Labour Force and Living Conditions Survey, Lebanon, Labour Force Module, Measurement of Impact of Syrian Refugees and Random Walk Sampling, Farhad Mehran, 11 August 2015

#### ILO ROAS Documents

- ILO Decent Work Country Program of Lebanon 2017-2020
- UNITED NATIONS Strategic Framework (UNSF) Lebanon 2017-2020

#### ILO Evaluation Policy Documents, Guides and Templates

- ILO Policy Guidelines for evaluation: Principles, rationale, planning and managing for evaluations, 3rd ed. 2017: [https://www.ilo.org/eval/Evaluationpolicy/WCMS\\_571339/lang--en/index.htm](https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm)
- Evaluation Guidelines: [https://www.ilo.org/eval/Evaluationguidance/WCMS\\_176814/lang--en/index.htm](https://www.ilo.org/eval/Evaluationguidance/WCMS_176814/lang--en/index.htm)
- Evaluation Policy: [https://www.ilo.org/eval/Evaluationreports/WCMS\\_603265/lang--en/index.htm](https://www.ilo.org/eval/Evaluationreports/WCMS_603265/lang--en/index.htm)
- Code of Conduct form for evaluators:  
<http://www.ilo.org/legacy/english/edmas/eval/template-code-of-conduct.doc>  
Gender Checklist: [http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165986/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm)
- Stakeholder engagement Checklist:  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165982/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165982/lang--en/index.htm)
- Inception report Checklist: [http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165972/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm)
- Evaluation title page Template:  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_166363/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_166363/lang--en/index.htm)
- Good practices Template: <http://www.ilo.org/legacy/english/edmas/eval/template-goodpractice.doc>
- Lessons learnt Template: <http://www.ilo.org/legacy/english/edmas/eval/template-lesson-learned.doc>



- Evaluation summary Template: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_166361.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_166361.pdf)

## ILO Labour statistics Resources

- QUICK GUIDE on Sources and Use of Labour Statistics, 2017
- ILO Methodology Series Report no 1 to 7.
- National adaptation guide Demographic modules for use with ILO model LFS for CAPI (version 3)
- National adaptation guide for ILO Model LFS Questionnaire for CAPI Approach 1 (version 3)
- ILO Model LFS for CAPI1 Demographic and background characteristics (Version 3)
- ILO Model LFS for CAPI1 Labour modules Approach 1 (version 3)
- ILO Variable derivation guide for ILO Model LFS Questionnaire for CAPI Approach 1 (version 3)

## Other

Margaret Grosh & Paul Glewwe, 2000. "Designing Household Survey Questionnaires for Developing Countries: Lessons from 15 Years of the Living Standards Measurement Study, Volume 3," World Bank Publications, The World Bank, number 15195

Household Sample Surveys in Developing and Transition Countries, Chapter III, An overview of questionnaire design for household surveys in developing countries, United Nations, Department of Economic and Social Affairs, Statistics Division, Studies in Methods Series F No. 96, 2008

Compendium of Management Practices for Statistical Organizations from Statistics Canada's International Statistical Fellowship Program, 2016



## Interview with

Date:

Time Start:

Time End:

### Introduction and cope of the evaluation: [\(Read to Informant\)](#)

This is a process evaluation where we are assessing

- The implementation process from start to the time where a final survey data set was created including the management and coordination mechanism, the partnership between CAS and ILO.
- The strength of the Survey methodology including the Sampling and Questionnaire Design, Processing of the data and quality assurance measures taken throughout the process to ensure quality and reliability of the final product which is a survey with data that is relevant to users for policies and program development.
- The data dissemination strategy and the demand for the survey data.
- The need to repeat the survey and the challenges of conducting the survey in the future.

### Confidentiality and Privacy:

This is an independent evaluation where the information provided to the evaluator will be kept confidential and anonymous. It will not be possible to link the findings reported in the evaluation report to individual informant.

The interviewee can refuse to answer questions ask and request that information provided be off the record.

### Role of the Informant on the Project

1. When did you start on this project? Were you working on the full-time?
2. As *Title of Informant*, please explain your role
3. If ILO staff -> What was your role and relationship with CAS?  
If CAS staff -> What was your role and relationship with ILO?

### Relevance of the project

4. In your opinion, how important is this survey?
  - To your work and/or to ILO and/or CAS and to the country?

### Survey Implementation

#### [Only for informants who participated in the Survey Implementation](#)

5. Describe how it felt to work on this project? Was it stressful? Was the pace Hectic?
6. How you feel about the way the project and the survey was managed?
7. How would you describe the partnership with CAS? Was it friendly, Professional?
8. Do you have any recommendations for managing this survey or similar surveys?

### Survey Methodology

#### [Only for informants who participated in the Survey Development](#)

9. Who worked on the survey design? Were subject matter experts involved?

10. Was a data need assessment done?
11. Were there other designs considered?
12. Who decided on the method of collection? Why was paper and pencil the option used and not Computer assisted Paper and Pencil (CAPI) for example tablets?
13. Was the fact of having two survey in one a challenge?
14. Who designed the questionnaire?
15. At the restart of the project, please describe how decisions were taken?
  - a. Should the enumeration selected for the Primary Sampling Unit and listed previously should have been relisted?
  - b. In your opinion has the quality of the data been affected by not updating the Households and dwellings?
  - c. Was the questionnaire revisited?
16. What were the challenges in designing the survey?
17. In your opinion, what aspects of the design could have affected the quality of the data and caused biases?
18. Was there a data analysis framework developed?
19. What are your suggestions for future survey methodology, in terms of sampling design, management and decision-making process?

### **Use of Survey Data**

Only for informants who need data for their work, involved in data dissemination participated in the Survey Implementation

20. Has survey collected all the data that you require?
21. How will you use the data?
22. Do you plan to perform analysis or research if the data file is available to you?
23. How interested do you think your colleagues, other organization, academic and researchers are in this data?
24. Do you think that ILO and/or should promote the use of the data? If so, how should they proceed?
25. How confident are you regarding the quality and reliability of the data?
26. What are the plans now to build awareness of the data and promote its use: internally and externally?

### **Campaign to publicize the Survey**

27. How did you find out about the survey? Only for those who were not involved in the survey implementation.
28. Has the media been involved?
29. Was there a communication strategy for the Tripartite constituents: government, employer, and worker representatives?

### **Capacity Building**

30. Do you think that this project has helped build capacity within CAS? And ILO? If so how?

### **Continuation and Future Projects**

31. In your opinion, is it important that this survey be repeated?
32. What do you think should be changed or modified?

- **If informant was part of the implementation staff**, discuss the implementation process data collection and management as well as the survey content.
- **If not part of the process**, discuss the survey development and content.

33. Will CAS be able to undertake the survey in the future? What are the expected challenges?



Name of Informant	Organization	Title
Bariaa Baroud	CAS	Field Worker
Chirine Antoun	CAS	Invoicing Officer
Cynthia Batanian	CAS	Dispatching Officer
Lara Badre	CAS	Senior Statistician
Maral Tutelian	CAS	Director General
Mohamad Habib	CAS	Field Supervisor
Nadia Alameh	CAS	Editing & Coding Coordinator
Najwa Yaacoub	CAS	Head of Department
Francois Farah	Consultant	Senior Technical Advisor LFHLCS Phase 2
Frank Hagemann	ILO	Deputy Regional Director
Frida Khan	ILO	Senior Gender Equality Specialist
Igor Bosc	ILO	Chief Technical Advisor, Work in Freedom, Phase II
Joumana Karame	ILO	Programme Officer, Project Coordinator LFHLCS Phase 1
Lama Oueijan	ILO	Senior Specialist, Employers' Activities
Luca Pellerano	ILO	Senior Social Protection Specialist
Maha Kattaa	ILO	Senior Resilience and Crisis Response Specialist and ILO Iraq Country Coordinator
Mustafa Said	ILO	Senior Workers' Specialist
Nader Keyrouz	ILO	Labour Statistician Specialist
Rita AbouJaoudeh	ILO	Project Officer. Project Coordinator LFHLCS Phase 2
Ryszard Cholewinski	ILO	Senior Migration Specialist
Sophie Guillemin	Consultant	Chief Technical Advisor, LFHLCS Phase 1
Tariq Haq	ILO	Senior Employment Policy Specialist
Tomas Stenstrom	ILO	Chief Technical Advisor, Lebanon Employment, and Infrastructure Programme (LEIP)
Torsten Schakel	ILO	Senior International Labour Standards & Labour Law Specialist
Farhad Mehran	Consultant	LFHLSC Senior Statistical Expert
Beindy Dagher	EU	Officer. Delegation of the European Union to Lebanon
Asma Kurdahi	UNFPA	Country Director, UN DSWG Co-chair,
Christian De Clerck	UNICO	Senior Advisor, United Nations Resident's Coordinator's Office (RCO)





## Recommendations of the Evaluation

<b>Recommendation Rating</b> The priority of the recommendation: 3. <b>Immediate</b> indicates that according to the Evaluator the task or activity should be performed as soon as possible 4. <b>Important for Future Project</b> means that the task or activity should be implemented in projects and surveys that CAS with ILO and/or a key partner develops in the future. Resource requirements and implication, <ul style="list-style-type: none"> <li>• <b>Low:</b> The task is done by an individual.</li> <li>• <b>Medium:</b> The task is done by an individual with the support of specialists or experts.</li> <li>• <b>High:</b> A project team or working group has to be mobilized for the design and implementation recommended.</li> </ul>	Priority Level		Resource Requirement and Implication	Lead Organization(s)
	Immediate Action Required	Important for Future Project		
<b>Recommendation #1:</b> The evaluation recommends that in-depth analysis of the survey be undertaken to obtain relevant and timely information on the people living in Lebanon. Delays in producing information will outdate the survey data before long, diminishing the usefulness and relevance of the LFHLS project.	X		Medium	CAS, ILO ROAS
<b>Recommendation #2:</b> The Evaluation recommends that CAS seeks assistance from the ILO Department of Statistics for the future Labour Force Surveys and that it uses the ILO LFS resources <sup>26</sup> now available for Paper and Pencil Personal Interviews (PAPI) and Computer Assisted Personal Interviews (CAPI). It also recommends that CAS makes use of standardized questions developed by the UN agencies for health, social and economic surveys after adaptation to the Lebanon context.	X		Medium	CAS, ILO ROAS, ILO Department of Statistics
<b>Recommendation #3:</b> The Evaluation recommends that CAS include and budget pilot tests in the development plans for all its future surveys. The Pilot test should be part of the training program of the interviewers. It is strongly recommended that all members of the survey team participate in the pilot test and watch as many interviews as possible and that supervisors and interviewers are given the		X	High	CAS

<sup>26</sup> <https://ilostat.ilo.org/resources/lfs-resources/>

opportunity to provide their comments and suggestions before the plans for the field work are finalized.				
<b>Recommendation #4:</b> The Evaluation recommends that CAS undertakes risk assessments prior to planning surveys in order to anticipate and make allowances in its budgets for potential threats that can jeopardize its operations, the safety, and security of the survey staff; to identify potential mitigation measures prior to the start of field work.		X	Medium	CAS
<b>Recommendation #5:</b> The Evaluation recommends that CAS and its partners establish clear objectives when designing future surveys using a participatory and collaborative approach where stakeholders and potential data users including government ministries, sector specialists can bring forward their need for data. The Evaluation recommends that a data analysis plan be drawn and given consideration in the budget of the project <sup>27</sup> . This will increase the effectiveness of the survey in collecting relevant information for policy making and program development in priority sectors inside Lebanon.		X	Medium	CAS, ILO ROAS, ILO Department of Statistics
<b>Recommendation #6:</b> For statistical projects, the Evaluation recommends the adoption of a coherent management structure which relies on management and advisory committees that rely on the technical advice and support from internal and external sector experts. This governance structure will avoid the silo effect in decision-making, which is not optimal for organizations.		X	Medium	CAS, ILO ROAS, ILO HQ
<b>Recommendation #7:</b> The Evaluation recommends that full-time personnel be hired to implement special projects like the LFSHCS.		X	Medium	CAS, Donors
<b>Recommendation #8:</b> The temporary position survey interviewers is challenging, and the Evaluation recommends that other pay scheme is considered for future surveys. This can be comprised of a base salary collection with a bonus for quality performance paid at the end of the contract.		X	High	CAS, ILO ROAS
<b>Recommendation #9:</b> The Evaluator suggests that future release of data be a joint effort of labour force and Living Conditions specialists internal and external of ILO ROAS. They can include experts from other UN agencies and institutions involved in the socioeconomic development of Lebanon.	X		Medium	CAS, ILO ROAS

<sup>27</sup> See Section 7.4 Efficiency below

<b>Recommendation #10:</b> The Evaluator recommends that future projects include a capacity building plan which should be developed after a need assessment of CAS, the ILO Regional Office for Arab states and other institutions and constituents that can benefit from knowledge transfer regarding surveys.		X	Medium	CAS, ILO ROAS
<b>Recommendation #11:</b> The Evaluator recommends that the release of the survey micro data be done cautiously with Restricted and Controlled Access in the first instance. The evaluation recommends that in-depth analysis be performed by CAS and ILO along with their key partners to identify any issues with the quality of the data before releasing the data file. To avoid misinterpretation of the survey data by users, the Evaluator recommends the creation of derived key variables. To protect the privacy and confidentiality of the survey respondents, outliers should be suppressed from the file.	X		Medium	CAS, ILO ROAS, ILO Department of Statistics
<b>Recommendation #12:</b> The Evaluation recommends that the donor countries and multilateral agencies make provision for capacity building inside CAS and insist on the production of reliable national statistics when providing development aid to the government of Lebanon.	X		High	ILO ROAS, Donors
<b>Recommendation #13:</b> The Evaluation recommends that future surveys uses the LFHLCS sample frame. This will reduce the cost of survey operations..		X	Medium	CAS
<b>Recommendation #14:</b> The Evaluation recommends that CAS maintains key partnerships and seeks the support of the Lebanese government, donor countries and multilateral agencies to initiate a Labour Force Program <sup>28</sup> which will collecting labour statistics from establishment censuses and sample surveys; administrative records in addition to household-based sample surveys.		X	Medium	CAS, ILO ROAS
<b>Recommendation #15:</b> The Evaluation recommends that ILO ROAS follows the ILO directives for budget allocation, consult ILO Headquarters as well as the experience in other countries for more effective financial budgeting for project and survey activities.	X		High	ILO ROAS
<b>Recommendation #16:</b> The Evaluation recommends that CAS requests upon presentation of a well-designed analytical framework that the EU allocates the		X	Medium	CAS

<sup>28</sup> For definition of a statistical Program and the difference between a program and project, please refer to the Compendium of Management Practices for Statistical Organizations from Statistics Canada's International Statistical Fellowship Program, 2016, Box 2.4.1 page 99.

unspent monies for the further analysis of the data. The proposal can well include capacity building in analytical methods for the staff of CAS.				
<b>Recommendation #17:</b> The Evaluation strongly recommends that Labour Force surveys be conducted in the country to monitor the impact of future aid programs. When designing surveys, it is necessary to balance costs against the benefits of frequent data collection and the level of data disaggregation of the statistics. It may be sufficient for policy making to obtain national estimates at quarterly intervals to capture seasonal changes in the economy and the labour force. This will be requiring a much smaller sample size of the LFHLCS.		X	Medium	CAS, ILO ROAS
<b>Recommendation #18:</b> The Evaluation recommends that the LHFLCS Labour Force Quarterly data be analyzed as a time series and released as early as possible.		X	Medium	ILO ROAS, CAS
<b>Recommendation #19:</b> The Evaluation recommends that thematic analysis of the Living Conditions survey data in collaboration with other UN agencies and stakeholders be undertaken as early as possible.	X		Medium	CAS, ILO ROAS
<b>Recommendation #20:</b> The Evaluator recommends that using the LFHLCS data and information from qualitative research for Rapid Assessments	X		Medium	CAS, ILO ROAS



## ILO Lesson Learned # 1

**Project Title:** Final Independent Project Evaluation of the “Labour Force and Households' Living Conditions Survey (LFHLCS)”

**Project TC/SYMBOL:** 40304549 / 0

**Name of Evaluator:** Jackie Yiptong Avila

**Date:** June 2020

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

LL Element	Text
<b>Project Management and Survey Design</b>	<p>The LFHLCS project has encountered challenges throughout its implementation. The Evaluation finds that the regular ILO model for managing project was too simplistic and ineffective for a statistical project given that the input of various specialists and statisticians who have expertise in sampling design, survey data collection and statistical analysis. Data collection and processing are labor intensive and require strong coordination between the statistical office and the field data collectors. Safety and security are important and be given special consideration and budgeted sufficiently.</p> <p>Th Evaluation has suggested a management structure that involves officials from the EU, CAS and ILO and specialist and experts collaborating in the design of the project and a survey manager with a strong data collection and processing team with support of ILO project team to provide backstopping services to the project.</p>
<b>Context and any related preconditions</b>	Close collaborations between CAS, government ministries, stakeholders and data users are necessary. Awareness campaign in communities and partnership with community leaders are important for the survey field operations.
<b>Targeted users / Beneficiaries</b>	The Government of Lebanon, multi-lateral organizations, policy makers and researchers are the primary beneficiaries.
<b>Challenges /negative lessons - Causal factors</b>	The lack of experienced data collectors, difficult working conditions have caused serious problems to project.
<b>Success / Positive Issues - Causal factors</b>	Teamwork and strong management during Phase 2 data collection has contributed to the success of the survey taking.
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	<p>ILO ROAS has not reached out to HQ and other country at the different stages of this project. Support from HQ, experience and lessons learnt from projects in the development and implementation of large-scale surveys at national statistical offices would have been beneficial for the LFHLCS.</p> <p>The remuneration of survey interviewers was a burdensome process that required approval at several levels. This has caused delays and frustrations. Other pay scheme with simpler approval mechanism should be investigated and employed in the future.</p>

## ILO Lesson Learned # 2

**Project Title:** Final Independent Project Evaluation of the “Labour Force and Households' Living Conditions Survey (LFHLCS)”

**Project TC/SYMBOL:** 40304549 / 0

**Name of Evaluator:** Jackie Yiptong Avila

**Date:** June 2020

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

LL Element	Text
<b>Survey Objectives and Data Analysis Plan</b>	<p>The conceptualization of any survey is an essential and elaborate process during where the objectives of the survey are clearly defined. The Evaluation finds that the extent of this process was deficient. ILO specialists and data users such as UN agencies were not invited to take part in the stage of the project development. To establish the survey objectives, survey designers should begin with a set of questions to which the organization(s) sponsoring the survey and stakeholders would like to have answers. Given limited resources and limits on the time of survey respondents, any data that do not serve the objectives of the survey should not be collected.</p> <p>Some questions are difficult to answer because they ask not only what is happening but also why it is happening. Yet, these are often the most important questions because they seek to understand the impact of current policies or programmes, and perhaps even hypothetical future policies or programmes, on the circumstances and characteristics of households. Economists and other social scientists do not always agree on how to answer these questions, and sometimes they may not even agree that it is possible to answer a particular question. If such questions are important to the data users, survey designers will need to do very thorough planning and managers will need to balance the budgets, capacity limitation and other constraints to determine priorities for policy making and program development.</p> <p>Choosing a reasonable set of objectives requires that survey designers also take into account factors such as past experience in collecting data relevant to the objective and <b>the overall capacity of the agency implementing the survey</b>. It is important that that the project develops a detailed Data Analysis Plan which will be referred to constantly during the design of the questionnaire. Tis will also guide the release of the survey data and priority for analyzing the data in order to provide timely information to the users.</p>
<b>Context and any related preconditions</b>	Understanding the needs of the users and sponsoring agencies for data is crucial for the relevance of a project such as the LFHLCS.
<b>Targeted users / Beneficiaries</b>	Policy makers, Program developers and researchers.
<b>Challenges /negative lessons - Causal factors</b>	Data gaps in the survey questionnaire.
<b>Success / Positive Issues - Causal factors</b>	A survey file with labor force and living condition information is available for the first time in Lebanon.
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	CAS and ILO need to work with the potential users of the data, policy makers and program developers at the conceptualization stage of any survey.





## ILO Emerging Good Practice Template

**Project Title: Final Independent Project Evaluation of the “Labour Force and Households' Living Conditions Survey (LFHLCS)”**

**Project TC/SYMBOL: 40304549 /**

**Name of Evaluator: Jackie Yiptong Avila**

**Date: June 2020**

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

GP Element	Text
<p><b>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</b></p>	<p>The accuracy of statistical information is the degree to which the information correctly describes the phenomena it was designed to measure. Accuracy is often characterized by errors in statistical estimates and is typically broken down into bias (systematic error) and variance (random error).</p> <p>Managing accuracy requires special attention during the design, implementation, and evaluation phases of the statistical activity. Therefore, the level of accuracy attained is a function of the methods and processes established to detect and control potential errors in the various phases of the statistical activity.</p> <p>The Evaluation finds that CAS has implemented several quality assurance procedures to ensure the reliability of the LFHLSC survey data. It has set up strict verification procedures when questionnaires were received in the field to monitor the quality of the work done by interviewers. Follow up with data providers was done by field supervisors when variables and/or data appear to be missing or incorrect. .</p>
<p><b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b></p>	<p>This process was particularly relevant and necessary given that the data collection was done using Paper and Pencil Personal Interviews (PAPI) which is prone to human errors.</p> <p>The Evaluation has recommended that future surveys use the Computer Assisted Personal Interview (CAPI) approach. CAPI allows for real time editing where the rules used by CAS for PPAI is programmed on the computer devices (a tablet or mobile phone) and error measures are show to the interviewer immediately after entering the data during the interview. This allows the interview to verify the entry and/or clarify the answers of the respondents.</p> <p>On CAPI, this verification will be less cumbersome. Although there is an initial monetary investment in the acquisition of devices, CAPI eliminates the data entry process and provides cleaner data. The cost of tablets is amortized over time and upcoming surveys and result in more economic data collection operation for the national statistical agency.</p>
<p><b>Establish a clear cause-effect relationship</b></p>	<p>The survey data is reliable for statistical purposes and for use by the statistical agency, the Lebanese government, policy makers, researchers and program developers, the intended beneficiaries of the LFHLCS project.</p>
<p><b>Indicate measurable impact and targeted beneficiaries</b></p>	<p>The data is requested and used frequently. i</p>

<b>Potential for replication and by whom</b>	CAS and Survey designers.
<b>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)</b>	Reliable statistics on the labour force and living conditions in Lebanon are available to ILO for its policies and program development. The LFHLSC data is reliable baseline data for monitoring the advancement of Lebanon towards the Sustainable Development Goals.
<b>Other documents or relevant comments</b>	Department of Economic and Social Affairs, Statistics Division, Studies in Methods Series F No. 96, Household Sample Surveys in Developing and Transition Countries, United Nations, New York, 2005  Survey Methods and Practices, Statistics Canada, Catalogue no. 12-587-X , 2010.