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Partnership for Improving Prospects for Forcibly Displaced Persons and Host Communities (ILO/PROSPECTS)

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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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Abbreviations

AIMS	Approach to Inclusive Market Systems
BDS	Business Development Support
CPO	Country Programme Outcome
CTA	Chief Technical Advisor
DCWP	Decent Work Country Programme Strategy
EIIP	Employment Intensive Investment Programme
EQ	Evaluation Question
FDP	Forcibly Displaced Person
GEDI	Gender, Equality, Diversity, and Inclusion Branch
HC	Host community
IDP	Internally Displaced Person
IFC	International Finance Corporation
ILO	ILO
MACP	Multi-annual Country Programme
MAGR	Multi-annual Global and Regional Programme
MSME	Micro Small and Medium Enterprise
MTE	Mid-term Evaluation
M&E	Monitoring and Evaluation
NWoW	New Way of Working
OF	Opportunity Fund
P&B	Programme and Budget
PROSPECTS	Partnership for Improving Prospects for Forcibly Displaced Persons and Host Communities
RF	Results Framework
RPL	Recognition of Prior Learning
SDG	Sustainable Development Goals
SIYB	Start & Improve Your Business
TI	Tracking Indicator
ToC	Theory of Change
ToR	Terms of Reference
TVET	Technical and Vocational Education and Training
UNEG	United Nations Evaluation Group
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
VET	Vocational Education and Training
WBG	World Bank Group

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Executive Summary

Background and context

Project purpose, logic, structure, and current status

ILO/PROSPECTS is a five-year initiative aiming to alleviate the long-term challenges and needs of forcibly displaced persons (FDP) and host communities (HC) in eight countries across the Middle East, North Africa, and the Greater Horn of Africa. It is implemented in partnership with the IFC, UNHCR, UNICEF and the World Bank, with support from the Ministry of Foreign Affairs of the Kingdom of Netherlands.

The project operates on four pillars: 1. Education and learning, 2. Employment and livelihoods, 3. Protection and inclusion, and 4. Partnership and New Ways of Working (NWoW). The NWoW pillar serves as a cross-cutting foundation emphasising synergies and complementarities amongst partners to maximise the efficacy of the intervention strategies. The anticipated results include enhanced socio-economic inclusion of FDP and HC, increased access to protection, including social and child protection, education, and training, and strengthening resilience through inclusive socio-economic development. The final beneficiaries of this project include working-age men and women, both forcibly displaced persons and members of host communities in the targeted countries.

ILO/PROSPECTS has a multi-tiered management structure. The project is overseen by the Global Programme Team (GPT) and Global Opportunity Fund teams based in Geneva, with additional teams in each of the eight participating countries, guided by regional and inter-regional specialists in key technical areas. Day-to-day operations are conducted by the GPT, while strategic guidance is provided by a Technical Core Advisory Group. At the country level, Chief Technical Advisors collaborate with ILO Country Directors and Deputy Regional Directors for effective coordination with government officials and UN-related forums.

The project began on 1 July 2019 and is still ongoing. Following a six-month no-cost extension, the project will end on 31 December 2024. At the time of the reporting, discussions were taking place for an extension of PROSPECTS until the end of 2027.

Purpose, scope and clients of the evaluation

The objective of this mid-term evaluation (MTE) was to independently assess progress towards the achievement of ILO/PROSPECTS' development objectives, to assess performance based on the OECD/DAC evaluation criteria and ILO's cross cutting policy issues, to provide strategic and operational recommendations, and highlight lessons and good practices to improve performance, delivery, and sustainability of results. The MTE covered the period from the launch of the project in July 2019 to December 2022 in a clustered approach covering all implementation contexts.

The primary clients are the ILO/PROSPECTS team, as well as ILO country offices covering the eight countries, member agencies of the PROSPECTS partnership, ILO departments, and the donor. The evaluation shall also be useful for national and regional governments, social partners, PROSPECTS implementing partners, other ILO projects and other organisations attending to forced displacement issues, as well as academics, and beneficiary groups.

Methodology of evaluation

The evaluation utilised the following data collection and analysis approaches:

- Document review: The evaluation reviewed project design documents, progress reports, tracer studies, fact sheets and other relevant documents.
- Data review: Overall- and country-level target achievement, also in comparison to PROSPECTS partners, was analysed based on the ILO/PROSPECTS M&E framework and data.
- Online survey: An online survey was distributed to 348 stakeholders at global and country levels, out of which 140 responded (40% response rate).
- Interviews: The evaluation interviewed more than 100 PROSPECTS and ILO staff, PROSPECTS partners, constituents, implementing partners and consultants. More than 190 end-beneficiaries, FDPs and HC members, participated in 37 focus group discussions.
- Case studies: A particular focus was given to the recognition of prior learning and employment-intensive investment programmes, Kenya and Iraq respectively, through two illustrative case studies.
- Validation: A validation workshop, held on 29 March 2023, as well as the review of the draft evaluation report provided opportunities for key stakeholders to provide feedback with regards to the evaluation findings, conclusions, and recommendations.

Main challenges and limitations include:

- The heterogeneity of PROSPECTS, spanning various contexts and activities, poses challenges to generalisation and learning.
- Information gathering for Jordan encountered setbacks due to limited responses and on-site consultant issues, necessitating reliance on remote interviews, surveys, and documents for evaluation.
- During the feedback process on the on the draft, inconsistencies in M&E data regarding Pillar 3 results emerged..
- While not a limitation per se, the potential overlap with past reviews and evaluations, some addressing similar issues as the mid-term evaluation, is a notable point, as some key stakeholders voiced that a portion of findings were already known or expected.

Main findings and conclusions

Relevance: ILO/PROSPECTS is generally well aligned with the priorities of governments, workers, and employers' associations. The project also responds well to key forced displacement issues through a consultative design that ensures responsiveness to country contexts. At the same time, project objectives related to finding more durable solutions for forcibly displaced persons may not fully coincide with some governmental priorities, especially in restrictive policy environments. Furthermore, there is a need for improved consideration of specific groups, such as women and persons with disabilities.

Coherence: The project is coherent with the strategic frameworks of ILO, including the Programme and Budget Outcomes, Decent Work Country Programme strategies, and Country Programme Outcomes. It also mirrors the principles of the Global Compact on Refugees. The project has made good use of ILO's strengths within the PROSPECTS partnership, especially

promoting fundamental rights at work, supporting policy work, and strengthening recognition of prior learning, as well as tripartism and social dialogue and entrepreneurship support.

Effectiveness: Despite operating in challenging contexts, ILO/PROSPECTS has delivered remarkable results. The project is doing particularly well in reaching the targets related to supporting institutions and organisations, supporting beneficiaries while seeking employment, creating paid job opportunities and workdays, and developing studies, curricula, and information systems. Especially promising are the interventions that aspire to develop local economies and integrate displaced persons within them yet results for these are not yet available in full. Additionally, the level of success varies between the project pillars and countries. Involvement of the ILO technical departments and global team, internal support for work on forced displacement, and the commitment and capacity of the PROSPECTS partners were some of the top facilitating factors. One of the most significant factors that impeded project effectiveness were national regulations and policies. The evaluation recognises that these are hard to change, particularly where there is a lack of awareness or interest, yet more could be achieved with a concerted effort to reform key regulations and policies.

Efficiency: The majority of key respondents perceive ILO/PROSPECTS as adequately resourced. However, about one-third of the ILO staff highlight personnel shortages leading to implementation delays and increased costs, which could have been exacerbated by the Covid-19 pandemic. Questions about the project's wide thematic focus that resulted in smaller-size interventions and its impact on the effectiveness of interventions have also been raised. Furthermore, although many synergies between ILO and PROSPECTS partners and other ILO programmes were seen, these collaborations can still be improved. Finally, many believed that refining knowledge dissemination could further strengthen the project's efficiency.

Impact: The potential for significant impact is evident with ILO/PROSPECTS' mixed approach of technical, financial, and infrastructure support. However, this potential can only be unlocked with political commitment, sustained resources, and continued partnerships. While substantial progress has been made, there are some concerns about reaching beneficiaries equally, especially women transitioning from training to work, and addressing barriers faced by persons with disabilities. Some beneficiaries also reported experiencing unfulfilled expectations regarding employment opportunities and limited ongoing support. Furthermore, PROSPECTS is considered to have had a considerable impact on the ILO itself by enabling the organisation to establish itself in a novel area and deepening collaboration with other UN agencies and external partners. However, there was a lack of consensus on the added benefit of the partnership to the beneficiaries and the level of change in the inner workings of the partner organisations.

Sustainability: Although the technical capacity and motivation to sustain project results are present, many countries, organisations, and institutions face financial constraints that threaten durability. The need for continued funding and project optimisation is evident to ensure the long-term success of many of the project's achievements. Furthermore, many respondents believed that, while ILO should continue its engagement in the contexts of forced displacement, improving operational readiness will be necessary to engage successfully in these contexts.

Recommendations, lessons learned, and good practices

Recommendations

- Recommendation 1: Create additional and more comprehensive pathways for the target groups.
- Recommendation 2: Enhance entrepreneurship support and access to finance.
- Recommendation 3: Expand efforts on developing value chains and market linkages.
- Recommendation 4: Continue strengthening engagement with government partners and other tripartite partners.
- Recommendation 5: Identify key barriers in the regulatory environment – and seek to respond to them jointly.
- Recommendation 6: Enhance communication with beneficiaries to better manage expectations.
- Recommendation 7: Render sharing of lessons learned, good practices, and failures more systematic and effective.
- Emerging recommendation: Reflect on what PROSPECTS means for ILO as an organisation – strategically and operationally.

Lessons learned and Good practices

- Lesson learned No. 1: Overlap of mandates of different government bodies at the federal and regional level can pose challenges in programme implementation. Partnering, engaging in effective communication, and staying agile in the project implementation can facilitate addressing these challenges.
- Lesson learned No. 2: Limited access to finance can limit the effectiveness or sustainability of start-up and entrepreneurship programmes. Ongoing efforts to improve access to finance and partnerships with institutions or organisations that provide direct support to training participants could increase the effectiveness and sustainability of support programmes.
- Good practice: Providing childcare services can encourage women with childcare responsibilities to enrol, participate, and complete support services and programmes.

1. Introduction

The International Labour Organization (ILO) commissioned orange & teal to carry out a mid-term evaluation of the ILO component of the Partnership for Improving Prospects for Forcibly Displaced Persons and Host Communities (ILO/PROSPECTS),¹ covering the period July 2019 to December 2022. The purpose of the mid-term evaluation is threefold, namely to

- Assess progress towards achieving ILO/PROSPECTS' development objective,
- Assess performance based on ILO/PROSPECTS performance indicators,
- Provide recommendations and highlight lessons and good practices.

The report is structured as defined in the inception report and the respective ILO guidelines, including particularly Checklist 4.2 on evaluation reports. It describes the project context (chapter 2), the evaluation approach (chapter 3), the findings (chapter 4) and conclusions (chapter 5), as well as the recommendations of the evaluation team (chapter 6). Additional information, including lessons learned and good practice, are included in the annexes to the report.

2. Background

2.1. Project background

PROSPECTS is a five-year partnership between the International Finance Corporation (IFC), the ILO (ILO), the UN Refugee Agency (UNHCR), the UN Children's Fund (UNICEF), and the World Bank, supported by the Ministry of Foreign Affairs of the Kingdom of the Netherlands. Together, the partners intend to respond to long-term challenges and needs of forcibly displaced persons (FDP) and host communities (HC) in the Middle East, North Africa, and in the Greater Horn of Africa, in Egypt, Ethiopia, Iraq, Jordan, Kenya, Lebanon, Sudan, and Uganda.

ILO/PROSPECTS is a multi-tiered project involving the Global Programme Team (GPT) and Global Opportunity Fund (OF) teams based in Geneva as well as teams in each of the eight project countries, supported by regional and inter-regional specialists in four technical areas: Enterprise and Market Systems Development, Employment Intensive Investment Programmes (EIIP), Skills and Employability, Social Health Protection. The management structure comprises a Technical Core Advisory Group providing strategic guidance, and a Global Programme Team responsible for day-to-day operations. Country teams, led by Chief

¹ In the following we will use the terms "project" or ILO/PROSPECTS to refer to ILO's part of PROSPECTS, unless specifically mentioned otherwise.

Technical Advisors, collaborate with ILO Country Directors and Deputy Regional Directors, further enhancing coordination with government officials and UN-related forums.

Project activities take place under three thematic pillars: 1. Education and learning, 2. Employment and livelihoods, and 3. Protection and inclusion. There is a fourth cross-cutting pillar on Partnership and New Ways of Working (NWoW) that emphasises leveraging complementarities and utilising synergies between the partners. It aims at collaboration to identify beneficiaries and avenues of work, share data and information, and adapt implementation models to deliver solutions to FDP and HC. To support such collaboration, additional resources are available through an “Opportunity Fund”, where partner agencies bid for funding for joint projects, building on successes or responding to new opportunities.

Within PROSPECTS, the ILO plays a key role in improving employability of beneficiaries, promoting decent work, strengthening local economies, and working towards more inclusive social protection systems.

The project began on 1 July 2019 and is still ongoing. Following a six-month no-cost extension, the project will end on 31 December 2024. At the time of the reporting, discussions were taking place for an extension of PROSPECTS until the end of 2027. Table 1 summarises key features of the PROSPECTS project.

Table 1: PROSPECTS key features

Project Improving prospects for forcibly displaced persons and host communities (PROSPECTS)	
Funded by	Ministry of Foreign Affairs, Kingdom of the Netherlands
Implementer	IFC, ILO, UNHCR, UNICEF, World Bank (PROSPECTS partners)
Duration	<ul style="list-style-type: none"> The project duration is 1 July 2019 to 31 December 2024. All funds need to be committed until 30 June 2024 and spent until 31 December 2024.
Budget	<p>The full funding envelope of PROSPECTS (all five implementers) is US\$ 558 million, while the funding for ILO/PROSPECTS amounts to (figures without UN Levy)</p> <ul style="list-style-type: none"> Exploratory Phase: US\$ 12.2 million Phase I: US\$ 93.1 million Opportunity Fund: US\$ 31 million
Anticipated results	<p>Overall objective:</p> <ul style="list-style-type: none"> The Partnership aims to: (1) enhance the enabling environment for socio-economic inclusion of forcibly displaced persons and host communities, (2) enhance access to protection, including social and child protection, education, and training for host and displaced populations, including children and young people, and (3) strengthen the resilience of forcibly displaced persons and host communities through inclusive socio-economic development. In this context, the Partnership aims (4) to develop an enhanced paradigm in responding to forced displacement crises through meaningful engagement of development and humanitarian actors, governments, host communities, as well as young people directly affected by forced displacement. <p>Global outcomes:</p> <ul style="list-style-type: none"> Pillar 1: Education and Learning. Increased number of forcibly displaced and host community people with quality education and training. Pillar 2: Employment and Livelihoods. Increased number of forcibly displaced and host community members with enhanced livelihoods and/or employment in safe/decent work.

	<ul style="list-style-type: none"> • Pilar 3: Protection and Inclusion. Increased government protection, (social) protection, and inclusion for forcibly displaced and host communities. • Pilar 4: Partnership and New Ways of Working. Transformation in the way partners and other global/regional stakeholders respond to forced displacement crises.
Target countries	<ul style="list-style-type: none"> • Global, Egypt, Ethiopia, Iraq, Jordan, Kenya, Lebanon, Sudan, Uganda.
Target beneficiaries	<ul style="list-style-type: none"> • Working-age women and men, both forcibly displaced persons and members of host communities.

Sources: ToR, M&E Plan, PROSPECTS financial report

2.2. Evaluation background

ILO considers evaluation as an integral part of the implementation of development cooperation activities, for accountability and learning purposes. Aligned with ILO’s evaluation policy, interventions with a budget exceeding USD 5 million must undergo independent mid-term and final evaluations. With this rationale in mind, we summarise the objective, scope, and audience of the mid-term evaluation as well as the main milestones.

Objective: As defined in the ToR, the objective of the mid-term evaluation is to *“provide an independent assessment of progress on the achievement towards ILO/PROSPECTS’ development objective, assessing performance as per the established indicators vis-à-vis the strategies and implementation modalities chosen in the evolving national and regional contexts, and project management arrangements”*. Furthermore, the MTE shall *“provide strategic and operational recommendations, and (...) highlight lessons and good practices to improve performance, delivery and sustainability of results”*.

Scope: The MTE covers the period from the launch of the project in July 2019 to December 2022. It is a clustered evaluation that covers all implementation contexts, however, not to the same degree. Based on consultations with the ILO, a particular focus was given to the work done by ILO/PROSPECTS in Iraq and Kenya.

Audience: The mid-term evaluation target groups are project beneficiaries, including women and men of working age from forcibly displaced and host communities. The primary clients are the ILO/PROSPECTS team, as well as the ILO regional and country offices covering the eight countries, member agencies of the PROSPECTS partnership, ILO departments, and the donor. It shall also be useful for national and regional governments, social partners, PROSPECTS implementing partners, other ILO projects and other organisations attending to forced displacement issues, as well as academics.

Process: Milestones of the evaluation were the kick-off meeting (22 September 2022), the approval of the inception report (25 November 2022), the validation workshop (29 March 2023), the submission of the draft report (5 May 2023), and the submission of the final report (9 August 2023).

3. Approach

This chapter contains the evaluation questions which guided the evaluation, the methods and sources of information, as well as the challenges and limitations that we faced.

We were guided by a utilisation-focused evaluation approach, emphasising stakeholder engagement throughout the evaluation process, including by co-defining the evaluation questions and the focus topics of the illustrative case studies. By prioritising the practical needs of the primary clients in particular, we aimed to maximise the pertinence of the evaluation and to provide decision-makers with valuable insights to inform their actions and strategies.

3.1. Evaluation questions

Jointly with the ILO Evaluation Manager and several ILO/PROSPECTS team members, the evaluation team defined 16 lead evaluation questions, organised around the OECD DAC criteria of relevance, coherence, efficiency, effectiveness, sustainability, and impact as presented in Table 2. Two of the lead evaluation questions attend to ILO’s cross-cutting policy issues (gender equality and non-discrimination, inclusion of persons with disabilities, tripartism and social dialogue, International Labour Standards (ILS), environmental sustainability). While the lead evaluation questions are the main guidance and structure for the MTE, they were supplemented by one or several probes to provide a lens or a direction of inquiry, where this was possible and beneficial.²

Table 2: Lead evaluation questions

Relevance
EQ1: To what extent are the interventions aligned with the priorities of ILO constituent groups?
EQ2: Do the interventions respond to the needs of final beneficiaries?
EQ3: To what extent is the intervention design valid and realistic?
EQ4: Does the PROSPECTS design consider ILO cross-cutting policy issues adequately?
Coherence
EQ5: How well is PROSPECTS aligned with ILO P&B Outcomes, DWCP strategies, and CPOs?
EQ6: To what extent has PROSPECTS built on the comparative advantage of the ILO?
Effectiveness
EQ7: To what extent is PROSPECTS on track to achieve expected results?
EQ8: Which factors can be identified as facilitating / hindering progress towards results?

² See the evaluation matrix in Annex 2 for the lead questions and sources of information.

EQ9: Does the PROSPECTS implementation consider ILO cross-cutting policy issues adequately?
Efficiency
EQ10: How well have resources been used?
EQ11: Are management arrangements adequate at the different levels of implementation?
EQ12: To what extent were synergies created within PROSPECTS, and with other ILO interventions?
EQ13: Is the PROSPECTS results framework used for strategic decision-making and implementation?
EQ14: How effectively does PROSPECTS document and disseminate knowledge?
Sustainability
EQ15: To what extent are PROSPECTS results likely to be durable?
Impact
EQ16: Is there any visible progress towards impacts at this stage of implementation?

3.2. Methods

The following methods and sources of information were used to respond to the evaluation questions:

- **Document review:** Design documents, progress reports, tracer studies, factsheets, as well as other documents were reviewed to answer the evaluation questions and to contextualise the findings, conclusions, and recommendations. The list of documents that were screened and, if relevant, included in the review is presented in Annex 4.³
- **Data review:** The ILO/PROSPECTS M&E framework was an important source of information and was used to assess target achievement at global and country levels, as well as to assess the extent to which ILO contributes to achievements compared to other PROSPECTS partner organisations.⁴ The full explanation of the data analysis and its results is included in Annex 5.
- **Online survey:** A survey was distributed to 348 stakeholders at global and country level, whose contacts were provided by ILO. The survey was provided in Arabic, English, and French. It was open for four weeks and two reminders were sent to engage respondents and achieve a higher response rate. With 140 respondents, of which about 45% were women, the response rate amounted to 40%.⁵

³ The review included project documentation (Global Vision Note; Monitoring and Evaluation Plan; Year 3 Multi-annual Country Programmes (MACP); Multi-annual Global and Regional Programme (MAGRP) Updates, including budgets; Results Framework; Sustainability Strategy and Assessment), as well as reports from related assignments ((Global) Evaluability Review; Jordan Background Tracer Study: Findings of the Baseline Round; Review of Lessons Learned on the Implementation and Management of ILO/PROSPECTS).

⁴ M&E data analysis was based on the M&E data export from the PROSPECTS Microsoft Power BI dashboard from 19 January 2023.

⁵ The largest participant group was ILO (33%), followed by PROSPECTS implementing partners (24%), government or public institutions (18%), and PROSPECTS partners (14%). Participation of the funding agency (3%), and employers' and workers' organisations was very low (1% each), making it impossible to disaggregate the results by these specific groups.

- Interviews and focus groups:** Using semi-structured interview guides, more than 100 conversations with PROSPECTS partners, constituents, implementing partners and consultants were carried out. ILO provided contacts of more than 350 key stakeholders at global and country levels. At the global level, interviewees were selected to ensure the participation of 1) key project roles, including management, monitoring and evaluation and communication, 2) technical departments, with an emphasis on those with greater backstopping budgets, and 3) focal points of key PROSPECTS partners. For country-level stakeholders, the choice of interviewees was made in collaboration with the respective country teams, ensuring coverage of key project activities and representation from ILO's tripartite constituents. In addition, 37 focus group discussions in the eight countries were carried out, giving more than 190 forcibly displaced and host community members the opportunity to contribute to the mid-term evaluation. The topics for these discussions were proposed by ILO country teams, and stakeholders were invited in close coordination with the ILO country teams and implementing partners. Throughout the interview and focus group selection, efforts were made to ensure equal opportunities for participation of both men and women, by reviewing interviewee lists and selecting FGD topics that would lead to good overall balance across implementation contexts. These efforts resulted in good gender balance with app. 45% of interviewees and 47% of FGD participants being female. Annex 3 contains the list of informants.
- Case studies:** Two illustrative case studies were conducted to assess and illustrate selected ILO/PROSPECTS activities in Kenya and Iraq respectively. The case studies were identified in consultation with the ILO, based on several considerations.⁶ Data for the case studies was collected during field visits in Kenya (8 interviews and one focus group) and Iraq (5 interviews and one focus group) in February and March 2023. The list of stakeholders who were interviewed for the case studies is in Annex 3.
- Validation:** A validation workshop on 29 March 2023 as well as the review of the draft evaluation report provided opportunities for key stakeholders to provide feedback with regards to the evaluation findings, conclusions, and recommendations.

As illustrated in the evaluation matrix found in Annex 2, the analysis employs various sources and elements depending on the section's content. For example, stakeholder perceptions are mainly used for the assessment of relevance and sustainability, while monitoring and evaluation (M&E) data is instrumental in examining effectiveness. Bias in evaluation data and conclusions was mitigated by standardisation of data gathering methods using guidance notes, checklists, and templates; inclusion of multiple and diverse data sources and evidence triangulation; as well as by ensuring active participation of all team members, including local consultants, and multiple feedback loops with ILO.

This mixed methods approach, the use of the ILO evaluation guidance notes, checklists and templates, adherence to the ILO Code of Conduct for Evaluators and the UNEG guiding ethical principles, as well as regular contacts with and guidance from the ILO Evaluation Manager ensured that the evaluation complies with ILO evaluation norms and standards. The ILO cross-cutting issues of gender equality, non-discrimination, social dialogue and tripartism,

⁶ This included ILO's specific learning interests, the timing of the country visits and logistical considerations, and the extent to which beneficiaries can be reached.

international labour standards, and just transition to environmental sustainability were discussed in the survey as well as the interviews and are documented in several chapters of this report.

The MTE was conducted by an evaluation team consisting of four core members and consultants in each of the eight PROSPECTS countries (extended team), with a balanced gender representation (5 females and 7 males). To ensure quality and effective management, a co-lead was appointed to oversee the assignment. Briefing packages, interview and focus group guides, consent forms, and templates for internal reports were developed to maintain consistency for the fact-finding and the internal reporting. To ensure triangulation and full team participation several measures were implemented, such as several bilateral calls, joint discussions of findings, conclusions, and recommendations, as well as feedback rounds on the draft evaluation report.

3.3. Challenges and limitations

The evaluation was implemented in accordance with the evaluation inception report, with minor deviations. The evaluation team collected rich information from various sources and perspectives, providing a basis for a thorough mid-term evaluation of the project. Notwithstanding, there are also some challenges and limitations: some of them are typical challenges of evaluations, other are specific to the mid-term evaluation of PROSPECTS.

- PROSPECTS is a large-scale initiative implemented in diverse contexts, covering a broad range of themes, stakeholders, activities, and tools. The mid-term evaluation employs a clustered approach that takes a programmatic perspective. It aims to provide answers and identify common issues, while also highlighting and discussing pillar- and country-specific observations. Due to the nature of the clustered approach, the evaluation findings are not presented systematically for each country and pillar individually. Consequently, the report may not provide the level of detail that some of the ILO CTAs we engaged with would have wished for the countries they are responsible for. Notwithstanding, the findings in the core report are supplemented by extensive M&E data assessment at country level, provided in Annex 5.
- PROSPECTS spans many different contexts and various activities. What seems to work well in one situation, might not do so in others, resulting in a variety of views. This makes generalisation and learning difficult. While true in many evaluative settings, particularly for those tending to programmes and thematic areas, this seems especially pronounced in this case because of the breadth and heterogeneity of PROSPECTS.
- There were important challenges and delays in information gathering in Jordan, namely limited response from constituents and difficulties with the consultant on-site, who stopped responding to our best and repeat efforts to contact him during his contract. We took remedial action by conducting remote interviews and focus groups. Although having slightly fewer interviews and focus groups than planned, the insights for Jordan are complemented by M&E data, survey results, and documents, which we believe collectively offer sufficient information for a programme evaluation.
- The feedback to the draft report uncovered differences in the reported outcomes of Pillar 3 activities between the data from the PROSPECTS Microsoft Power BI dashboard from 19 January 2023, that was the basis of the M&E data review, and the data compiled by staff directly involved in this work shared in June 2023. It was

determined that the data shared with the evaluation team overestimates performance in one indicator (3.1a) and underestimates performance in three other indicators (3.3a, TI 3.1, and TI 3.4), which can change the evaluation of the effectiveness of the Pillar based on the M&E data. We acknowledge this limitation, here and in the effectiveness section, and include both sources of data for Pillar 3 M&E indicators. We suggest that the reasons for these discrepancies are explored by the relevant staff.

- Although neither a limitation nor challenge per se, it should be noted that the project has already undergone several external reviews and evaluations, and some of the evaluation questions in this mid-term evaluation address similar issues. As our task involves utilising previous evaluative work, and some interviewees confirmed the continued validity of the previous reviews' findings, there may be some overlap with already documented findings.

4. Findings

This chapter provides a concise overview of the evaluation team's primary findings, organised according to the OECD DAC evaluation criteria and corresponding evaluation questions (EQ).

4.1. Relevance

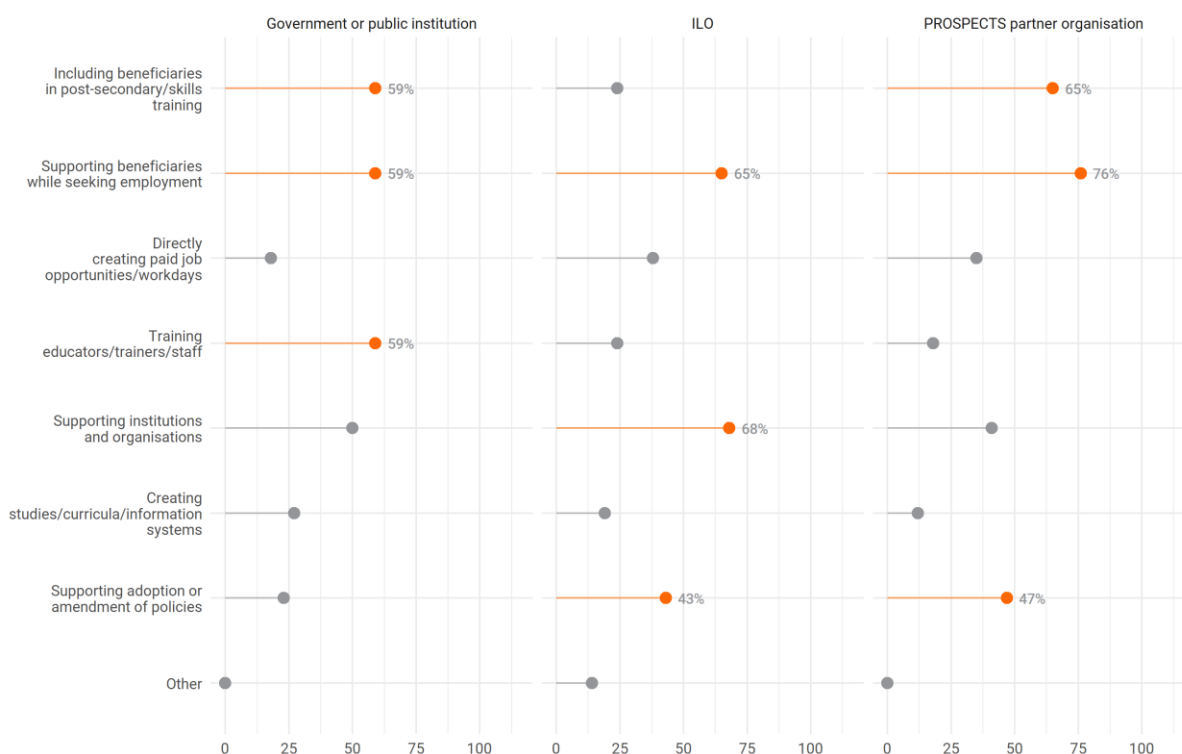
To determine the **relevance** of the project, **four evaluation questions** are used. They assess how well the project aligns with ILO constituents' priorities and beneficiaries' needs, the validity of the intervention design, and the consideration of cross-cutting policy issues in the design.

EQ1: To what extent are the interventions aligned with the priorities of ILO constituents' groups?

Based on the document review and interviews conducted at both global and country levels, it can be inferred that the project, overall, aligns with the priorities of governments, workers, and employers. Notwithstanding, there are notable differences regarding the extent or depth to which this alignment is *documented*, and it is noteworthy that reference is almost exclusively made to policies of governments, less so to those of other constituents. In Egypt, for instance, the activities are discussed with regard to priorities envisioned in the 'Egypt Response Plan for Refugees and Asylum-Seekers from Sub-Saharan Africa, Iraq and Yemen 2020-2021'; in Uganda the activities are guided e.g., by commitments under the inter-agency 'Uganda Country Refugee Response Plan 2022-2025' or the 'Jobs and Livelihoods Integrated Response Plan 2021'; whereas in Jordan the work is referenced to the 'National Employment Strategy (NES) and the National Strategy for Human Resource Development 2016-2025'.

Survey results in Figure 1 show somewhat differing priorities for different groups of respondents. Selecting from a predefined list of ILO/PROSPECTS areas of work, all key stakeholders chose supporting beneficiaries while seeking employment (59% to 76%) as the most important issue that ILO attended to. However, other priorities varied: governmental stakeholders emphasised including beneficiaries in training (59%) and training staff (59%); ILO on supporting institutions (68%) and policy work (43%); and PROSPECTS partners on including beneficiaries in training (65%) and policy work (47%).

Figure 1: Important issues in forced displacement contexts



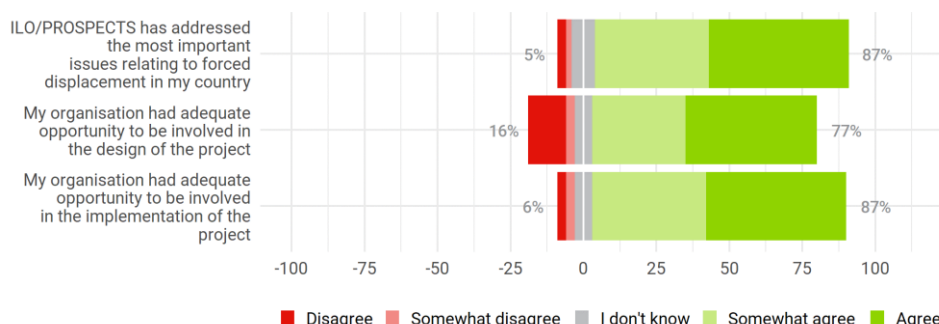
Survey question: From the areas in which ILO focused on in PROSPECTS, which ones do you think are most important to address forced displacement in your country / implementation context? Select up to 3 areas.

Number of respondents: for government or public institution 22, for ILO 37, for PROSPECTS partner organisation 17.

Most interviewees found that PROSPECTS was designed in a consultative manner. There is ample evidence of various forms of consultations with social partners with different levels of depth and scope, which contributed to making the activities responsive to country contexts (for an overview of different ways the project involved social partners see Info box: Tripartism and social dialogue). These consultations were held in different stages of the project. For example, in the 2018-2019 exploratory phase, ILO organised consultations of tripartite constituents and other partners in Egypt, Ethiopia, Kenya, and Uganda. Other consultations were held during the initial project stages. For example, in Egypt, workshops were organised to present and validate findings of studies that were conducted.

Notwithstanding, looking at the critical voices, there is some room for improvement regarding the involvement of constituents at the design stage. 16% of ILO constituents (Figure 2) believe that their organisation could have been better involved. The lower rating, in comparison to the responses for the other two survey questions, may be attributed to explanations provided in the interviews: The first one is that some stakeholders (Ethiopia, Uganda), while acknowledging that consultations did occur at the country level, argued that these should have taken place earlier during the partnership’s initiation between the five agencies and the donor. The second explanation was given by implementing partners who stated that there should be more co-design when they develop their proposals to respond to services that ILO/PROSPECTS (or another PROSPECTS partner) commissions. Conversely, constituents across countries stated to have been adequately involved in the implementation of the activities, consistent also with the survey results in Figure 2.

Figure 2: Relevance of issues; adequacy of involvement



Note: The percentages indicated include “agree” and “somewhat agreed” and “somewhat disagree” and “disagreed” respectively.

Survey question: Do you agree or disagree with the following statements? (i) ILO/PROSPECTS has addressed the most important issues relating to forced displacement in my country. (ii) My organisation had adequate opportunity to be involved in the design of the project (e.g., setting goals, planning activities); (iii) ... in the implementation of the project (e.g., decisions on important changes).

Number of responses: 133, 31, and 31 respectively; note: questions on involvement in the project was only posed to ILO constituents, hence the notable difference in responses.

Although the relevance of PROSPECTS is assessed positively overall, there remains a question as to whether its objectives to find durable solutions for forcibly displaced persons align with government priorities in countries in which policies and legal frameworks related to forcibly displaced persons are more restrictive.

In this context we note that in the survey, a somewhat higher percentage of government and public institution participants stated that working in forced displacement is not important for their organisations (8% compared to 0% of ILO and PROSPECTS partners, and 5% of implementing partners, see Figure 24 in Annex 6). In Egypt, Iraq and Jordan, interviewees pointed out that activities need to be carefully designed and communicated to avoid resistance from government stakeholders. One interviewee noted that the project is working “*under the radar*”, due to the sensitive nature of the issue. It was also repeatedly mentioned that the success of the project hinges on its ability to balance competing interests and priorities while remaining focused on its core objectives to respond to forced displacement situations.

Info box: Tripartism and social dialogue

This evaluation found that ILO’s tripartite constituents had minimal engagement in addressing forced displacement issues prior to the PROSPECTS project; this echoes the findings of the *Lessons Learned* report.⁷ In many contexts, policies, programs, and dialogues related to forced displacement were predominantly led by ministries responsible for interior affairs. As a result, establishing social dialogue required extra time and effort. Despite these challenges, ILO/PROSPECTS emphasised the inclusion of tripartite constituents, ensuring their participation in various capacities and stages throughout the project:

1. **Consultations and multi-stakeholder engagement:** ILO conducted consultations and involved multiple stakeholders in the project design and early implementations stages to gather inputs and ensure alignment with their priorities. For example, in Ethiopia, ILO social partners, including ministries, agencies (such as VET),

⁷ Review of Lessons Learned on the Implementation and Management of ILO PROSPECTS, Final Report, undated.

employers' federations and trade unions, were engaged through multistakeholder consultations during the project design phase, to ensure that the project was well-aligned with the priorities of ILO constituent groups. In Uganda, key stakeholders attended joint field missions with as part of the project implementation which was found to facilitate exchange and cooperation.

2. **Advisory committees and coordination of activities:** The project established advisory committees and coordinates activities among stakeholders to ensure efficient implementation and representation of diverse interests. In Sudan, ILO supported the establishment of Local Economic Development Committees (LEDCs), which included representatives from various ministries, local authorities, and civilian government at the state level, fostering a coordinated approach to project implementation. In Kenya, ILO facilitated inclusion of employers' and workers' organisations in the government steering committee on RPL.
3. **Direct involvement of social partners in implementation:** The project engages social partners in the implementation of project activities, ensuring their interests and priorities are represented. For instance, in Kenya, the Chambers of Commerce of Turkana and Garissa counties were supported by ILO to reach out to their members and empower them in entrepreneurship tools to improve their businesses and memorandums of understanding were signed with the two counties. In Egypt, the Alexandria Businessmen's Association played a critical role in implementing apprenticeship programs and facilitating job placements for refugee and host communities.

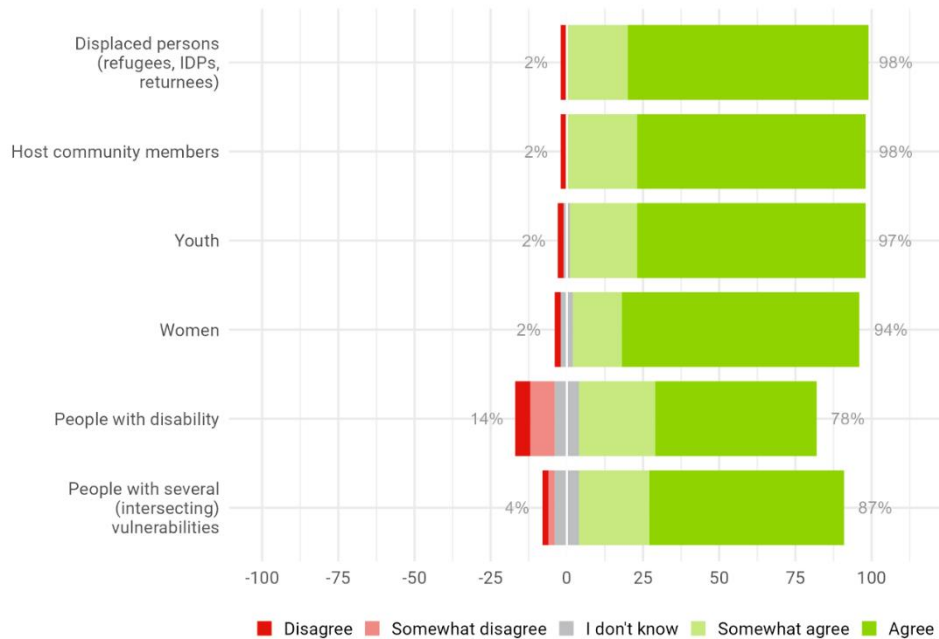
EQ2: Do the interventions respond to the needs of final beneficiaries?

The majority of interviewees and survey respondents (see Figure 3) are of the opinion that the project responds to the needs of beneficiaries. The project ensured responsiveness to the needs of beneficiaries — working-age displaced people and members of host communities — in different ways, especially by:

- Leveraging experience of partner organisations: ILO/PROSPECTS has benefited from the longstanding experience of its partners in forcibly displacement contexts, and in particular UNHCR, with its extensive knowledge of the realities experienced by forcibly displaced people, and its contacts and networks in the project countries.
- Conducting studies and assessments: To ensure the project's interventions are relevant and effective, various studies and assessments were conducted in different countries. For instance, ILO commissioned several assessments and studies in Iraq during 2019-2021, among them a rapid market assessment in Duhok and Nineveh, an assessment of the impact of Covid-19 on vulnerable groups of workers and small-scale enterprises, and research on financial inclusion especially of Iraqis and forcibly displaced persons. In Egypt and Jordan, baseline data was collected, and tracer studies were used to monitor changes in the situation of beneficiaries. Another example at the global level, as mentioned by one interviewee, are ILO's comprehensive analyses of policies and practices on the access of refugees to labour markets, employment and training, and fundamental rights at work in all eight PROSPECTS countries.

- Co-designing interventions: Another approach used by the project to better understand the needs of its beneficiaries and design interventions that address those needs was co-designing activities with them. This is one of the main objectives of the Global Opportunity Fund on Youth Engagement, a platform for young people to provide strategic direction and guide the design, implementation, monitoring and evaluation of PROSPECTS' interventions at global and country levels.

Figure 3: Response to needs of beneficiaries



Note: The percentages indicated include “agree” and “somewhat agreed” and “somewhat disagree” and “disagreed” respectively. Survey question: Do you agree or disagree with the following statements? ILO/PROSPECTS was designed to respond to important needs of these ultimate beneficiaries: displaced persons (refugees, IDPs, returnees), host community members, youth, women, people with disability, people with several (intersecting) vulnerabilities (e.g., refugee women) Number of responses: 66, 66, 64, 63, 59, and 47 respectively.

Some interviewees mentioned gaps in addressing the needs of certain beneficiary groups, including women and persons with disabilities. While good collaboration between the project and the ILO’s Gender, Equality, Diversity, and Inclusion Branch (GEDI) was mentioned, it appears that GEDI principles were integrated on a case-to-case basis, rather than systematically. This gap is particularly evident in disability inclusion, with 14% of survey participants expressing that the project could have performed better in this area (Figure 3). In some contexts, dedicated activities were lacking, in others, they were too small in scale. A notable exception is ILO’s collaboration with the Centre for Disability and Development in Ethiopia regarding access to training and livelihoods for people with disabilities in the Kebrebiyah, Jigjiga, and Qoloji camp areas. Regarding intersectionality (the overlap of factors such as gender, religion, race, etc.), we find that there seems to be some awareness of the

concept and that in several instances intersectionality dimensions were de facto addressed, without explicit reference to applying to the term of intersecting vulnerabilities.⁸

EQ3: To what extent is the intervention design valid and realistic?

We evaluate the validity and realism of intervention design by examining four elements: context, underlying theory, planning, and target setting. Context analysis enables to adapt the design to specific circumstances, while a solid theoretical foundation ensures the intervention is well-founded. Assessing the planning of activities and target setting helps determine the intervention's achievability and realism within the given resources.

Understanding context, the first of the four elements, is essential to design interventions that are adapted to specific circumstances and responsive to drivers and barriers. Our document review suggests that this has largely been ensured, as evidenced for instance by the analysis in the global vision notes and multi-annual programmes, or by pooling knowledge of the PROSPECTS partners. An evaluability review that was conducted in October 2021 rated the PROSPECTS situation analysis 'highly satisfactorily'.⁹ Still, several interviewed ILO staff pointed out that, in the initial stages, many of the contextual issues were new to ILO and had to be learned and studied over the course of the project, mirroring ILO/PROSPECTS' own lessons learned.¹⁰

In terms of the second element, Theory of Change, our observations are the following:

- The project's Theory of Change (ToC) is defined in several versions that were developed over the past four years, namely the Global ToC (2019) developed for ILO/PROSPECTS (Figure 4), the Monitoring and Evaluation (M&E) Plan (March 2022), and the reconstructed ToC in the PROSPECTS Mid-Term Evaluation (MTE) of Pillar 4 (August 2022).¹¹
- While the three sources generally show similarities of the main tenets of the PROSPECTS theory, there are several differences, including the formulations of the development objective and the outcomes, as well as the scope and depth of the visualisation and narration of the ToC elements and how each of these elements is meant to lead to the objective. Moreover, while the Global ToC and the one in the M&E Plan only comprise Pillars 1-3, the reconstructed ToC covers all four pillars.
- None of the three ToC explains the causal links from outputs to outcomes and impact (development objective), although the Global ToC alludes to them, and none of them discusses the assumptions that need to hold true for the causal links to work. This can be adequate for an overall ToC for an intervention such as PROSPECTS. However, at the country level and depending on the context, theme, complexity, etc. also of specific

⁸ During our document review, we found that the 2021 Lebanon MACP update was the only instance where intersectional vulnerabilities were explicitly mentioned. The update provided details on a WBG-led study's specific findings ((Forced Displacement in the Mashreq: Impact on Household Welfare Report, WBG, 2021) and discussed the UNHCR-led protection services that attend to beneficiaries with intersecting vulnerabilities.

⁹ Evaluability Review for PROSPECTS, Final Report, Rafael Muñoz-Sevilla, October 2021.

¹⁰ Review of Lessons Learned on the Implementation and Management of ILO PROSPECTS, Final Report, undated.

¹¹ The conversations we had did not suggest that the reconstructed ToC developed as part of the partnership mid-term evaluation had significant effects on the way how ILO/PROSPECTS is implemented.

projects (referred to as activities in the report), richer reflections on the intervention theory are needed.¹²

- In this context, two previous evaluability reviews should be mentioned. The first evaluability review focused on Jordan. It concluded that the country level ToC provided “limited clarity, and a limited explanation of causality” and that its complex structure was “not able to elucidate a proper linkage of ‘activities and outputs’ to ‘outcomes and impact’.”¹³ Whilst rating the global ToC as unsatisfactory, the second evaluability review concluded that the ToC for one implementing country, that was taken as an example, was well-structured and sound.¹⁴
- Risk and assumptions are discussed in the Multi-Annual Global and Regional Programme (MARGP) and its updates, differentiating between context and programmatic risks. Conversely, only the first Multi-Annual Country Programmes (MACP) for each country had a section on risks, while the updates did not.¹⁵ However, the quarterly progress reports assess political, economic, social, legal, technological, environmental, and programme management risks in detail.

The third element is the planning of activities. The findings suggest that the ILO carried out extensive consultations particularly during the design stage, allowing stakeholders to contribute their views and experiences, and carried out diagnostics, ensuring that the activities are evidence-based and valid to respond to the needs of the beneficiaries. At the same time, it was also noted that in some cases, allocated resources were insufficient to ensure quality or sustainability of activities. This indicates that better ex-ante costing could help contribute to realistic budgeting.

In fact, whether planning was realistic and valid can often only be determined with some distance and in retrospect. The mid-term evaluation offers an opportunity to draw insights on whether or not the design was valid and realistic based on the results of the implementation so far. In the section on effectiveness, it is highlighted, for instance, that fewer women (39%) are included in activities leading to longer-term employment or economic activity compared to men (61%). These differences raise the question of whether the planning of the activities – the approaches, target setting, assumptions, resources – used to support women into longer-term employment or economic activity are effective in promoting equal opportunities for women, which is one of the cross-cutting objectives.

A final, crucial element of a valid and realistic design is the establishment of feasible targets. One way to determine the feasibility of the targets is to examine whether they have been achieved. The problem with examining targets this way is that it is difficult to decide whether a target was over/under-ambitious, whether it was the implementation which was over/under-achieving, or whether other reasons influenced achievement. Having that caveat in mind, we will see in section 4.3 that approximately two-thirds of global-level targets are on track to be achieved (currently at 50% or the target value or more), particularly in Pillars 1 and 2 – a level

¹² To what extent this is the case is beyond the remit of the mid-term evaluation which takes a programme / clustered view. We therefore refer to the two previous evaluability reviews mentioned in the next paragraph.

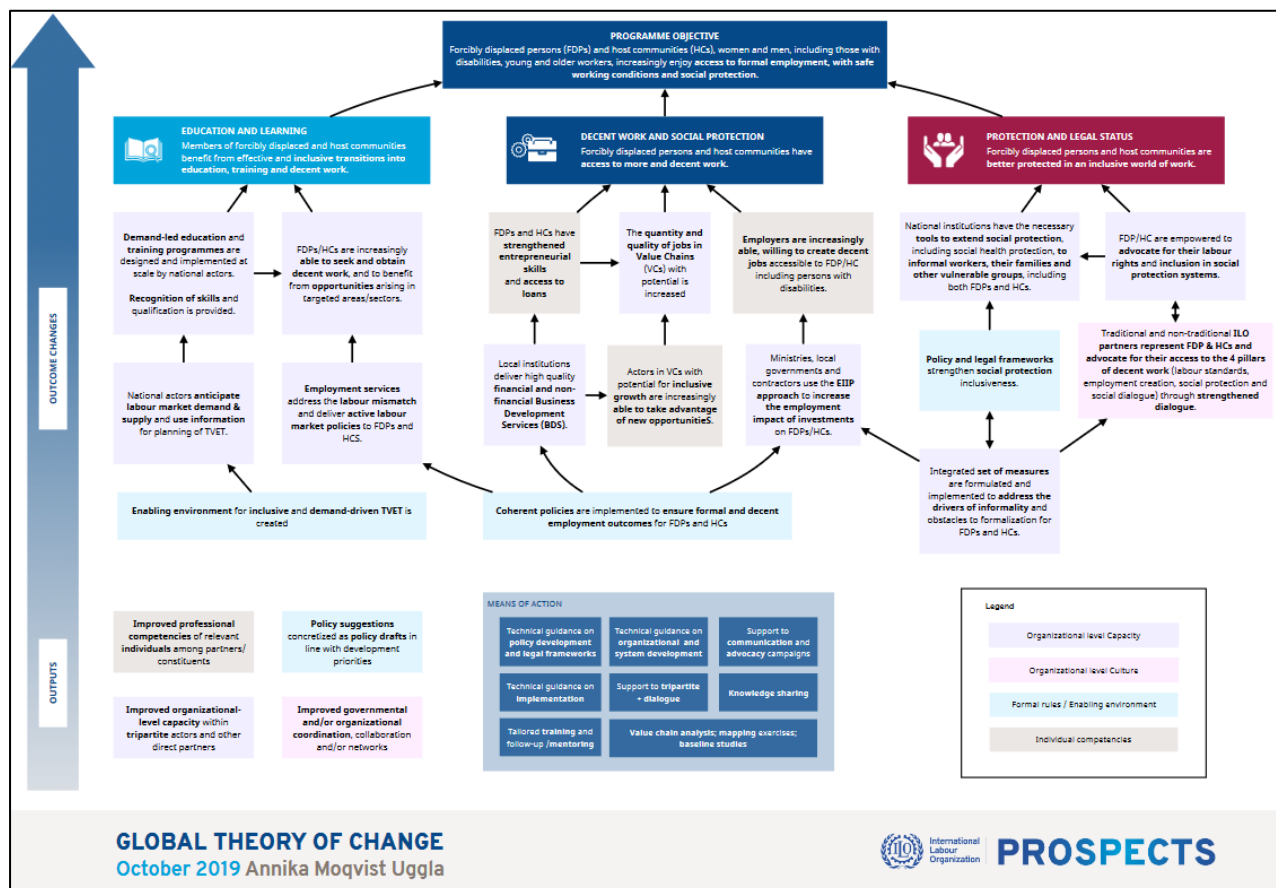
¹³ Evaluability of PROSPECTS Programme in Jordan-ILO component (Agriculture Sector), Ravinder Kumar, February 2020

¹⁴ Evaluability Review for PROSPECTS, Final Report, Rafael Muñoz-Sevilla, October 2021.

¹⁵ At the country levels, the evaluability review of the Jordan programme concluded that the risks “are identified but not for each result-transitions and not in a consistent way”, whereas the one of the global programme found that the Egypt MACP “does include a detailed risk analysis and a superficial description of the key assumptions”.

of progress that might indicate realistic target setting. However, several ILO staff noted that project effectiveness indicators and targets chosen at the beginning of the project needed more adjustment as initial assessments and feasibility studies were conducted.

Figure 4: Global ToC (2019)



Source: ILO/PROSPECTS

Another perspective involves examining the accomplishment of country-specific indicator targets, summarised in country specific data sheets in Annex 5. Most countries did not set yearly targets in year 1. In year 2, during the pandemic, 79% of the targets were achieved. This percentage dropped to 68% in year 3 and further to 65% in year 4. As these targets are reviewed annually, the expectation would be that target achievement improves over time, as teams gain a deeper understanding of how the project performs in their respective environments and set more realistic targets. Contrarily, the gap has widened over the years. We note here, however, that the data that was available at the time of this report did not include the last quarter of 2022 and that the target achievement for year 3 could be somewhat higher. Furthermore, continued challenges faced in many of the implementing contexts – such as the military coup of 25 October 2021 in Sudan, the economic collapse in Lebanon, and the war in

several target regions for PROSPECTS activities in Ethiopia, slowed down the implementation of activities and impacted target achievement.¹⁶

While these findings cannot conclusively assess the extent to which the intervention design is valid and realistic overall, they can be used to reflect on the design of future activities: Do targets need to be adapted? How can activities be designed that cater more for the needs of women and other groups with (intersecting) vulnerabilities? What implications does the accumulated implementation experience of the past three years have for the design of the forthcoming extension of PROSPECTS?

The current phase of PROSPECTS is considered a pilot for many of the involved stakeholders, allowing for and necessitating flexibility for making adaptations *"to account for changes in the context and situation."* Many interviewees emphasised that design should be adaptable to optimise the partnership and effectively address challenges in situations where PROSPECTS partners may have varying levels of experience and diverse practices. While some find the design confusing due to differing ideas, processes, or interests in PROSPECTS, others view it as valid and realistic for the pilot phase.

EQ4: Does the PROSPECTS design consider ILO cross-cutting policy issues adequately?

ILO's cross-cutting policy issues comprise tripartism and social dialogue, international labour standards, gender equality, disability inclusion, and fair transition to environmentally sustainable economy. To determine whether these issues were adequately considered in the initial stages of the design of PROSPECTS, we mainly relied on document reviews and interviews.

The key design documents such as the PROSPECTS Global Vision Note or the MAGRP make some references to the cross-cutting policy issues, such as the partnership's commitment to gender equality or the role of ILO in ensuring international labour standards, fundamental rights at work, or engagement with tripartite national constituents. The review of MACP reveals varying degrees to which these issues are discussed. In all these sources, disability inclusion and transitioning to an environmentally sustainable economy are mentioned only sporadically, if at all.

However, there is much evidence that the ILO designed the activities with the requisite elements to ensure consideration of the issues, directly or indirectly, explicitly or implicitly, depending on the country, pillar, or activity. This includes diagnostics, assessments, studies, as well as consultations. As we discuss elsewhere in the report, in our interviews and surveys, the ILO is also viewed as having designed its activities in an inclusive and participatory manner, responsive to beneficiary priorities and needs.

The findings suggest that ILO/PROSPECTS reaches most of the intended beneficiary groups, as shown in the survey results in Figure 20. The evaluative evidence offers ample examples of activities, services, deliverables, and knowledge products that were designed to attend to cross-cutting policy issues. Pointing to the fact that women are somewhat less included in activities that enable them to transition into longer-term (self-) employment opportunities, some interviewees criticised that there is no specific gender strategy that defines the

¹⁶ ILO, PROSPECTS Progress Report, 1 March 2021 – 28 February 2022.

PROSPECTS-specific strategic and operational ambitions, approaches, or processes that could inform the design, allowing for improvements to be made in the future.

An equally important question is whether the cross-cutting policy issues were addressed adequately during the delivery of the PROSPECTS activities. We address this question in EQ9 below.

Info box: Examples of addressing cross-cutting policy issues

The following presents various ways ILO/PROSPECTS addressed the cross-cutting policy issues in project activities, without implying exclusivity, importance, or prioritisation. Examples highlight diverse policy issues addressed, with gender equality featured in EQ4 and EQ9.

- **Global:** The review of national policies, legislative and regulatory frameworks, and practice, as well as an assessment of child labour among forcibly displaced and host communities in all eight implementation contexts, are examples of ILO/PROSPECTS addressing international labour standards, including the right to work.
- **Egypt:** ILO/PROSPECTS conducted an analysis of the potential role of tripartite constituents in assessing ways to include forcibly displaced persons in their services. This was done through the participation of Federation of Egyptian Industries, the Egyptian Trade Unions Federation and the Egyptian Democratic Labour Congress. Additionally, the project analysed national policies, legislation, and regulations concerning refugee employment, and engaged with stakeholders in the process, reflecting the tripartite approach.
- **Ethiopia:** The rehabilitation of buildings into vocational training centres improves access to skills training for youth and persons with disabilities. This activity includes an inclusive and non-discrimination component and involved discussions between ILO/PROSPECTS and the Ethiopian Centre for Disability and Development, reflecting social dialogue.
- **Iraq:** Two of the EIIP activities in Dohuk were specifically chosen to focus on environmental issues, namely the afforestation at the University campus and a pilot project to produce organic waste. An example of tripartism and social dialogue and adherence to labour standards is the inclusion of the workers' union in monitoring the EIIP activities (see also the case study: Three perspectives on EIIP in Dohuk, Kurdistan Region of Iraq).
- **Jordan:** Proposed legislative changes to Jordan's cooperative law relate to ongoing discussions around ILO's resolution concerning decent work and the social and solidarity economy (ILC.110/Resolution II) and ILO's Recommendation No. 193 to promote decent work and inclusive sustainable development through cooperatives. Also related to cooperatives, ILO/PROSPECTS delivered Occupational Safety and Health (OSH) training helping to translate related ILO normative standards (practice codes, recommendation) into practice. Furthermore, the project was a part of a multi-donor initiative to expand the coverage of the Social Security Corporation in Jordan as a part of the ESTIDAMA++ fund that will specifically focus on informal vulnerable workers, including refugees.
- **Kenya:** ILO/PROSPECTS supported the National Health Insurance Fund in extending social protection to workers in the informal economy. Furthermore, the Haba Haba savings plan for the informal economy workers was expanded to include refugees. A recent study on informality and formalisation challenges in the Turkana County revealed several decent work deficiencies, including regarding social protection. Applying the AIMS approach beekeeping and fodder value chain interventions in the Garissa County were designed to be inclusive of, inter alia, persons with disabilities.

- Lebanon: ILO/PROSPECTS helped promote environmental sustainability and inclusivity in the horticulture sector by giving farmers access to modern greenhouse technologies and implemented various to promote green jobs. In addition, the ILO supported organizations of persons with disabilities to participate in the policy dialogue on the National Social Protection Strategy with the focus on creating a more inclusive protection strategy, including for non-nationals.
- Sudan: After identifying barriers and gaps in the Sudanese social protection system, ILO/PROSPECTS is supporting the National Health Insurance Fund to expand the access to the informal economy workers, including internally displaced persons who could legally be included in the social protection schemes.
- Uganda: The ILO supported the development of a dual-education apprenticeship programme in collaboration with constituents, fostered partnership with the Uganda Women Entrepreneurs Association Limited to enhance women in entrepreneurial activities, and seeks to expand social security coverage.

4.2. Coherence

To determine the **coherence** of the project, **two evaluation questions** are used. They assess how well the project aligns with ILO's strategy documents at global and country level (internal coherence) and the extent to which the project builds on ILO's comparative advantages (external coherence).

EQ 5: How well is PROSPECTS aligned with ILO P&B Outcomes, DWCP strategies, and CPOs?

The Programme and Budget (P&B) 2022-23 commits the ILO among other to promote relevant ILO standards, tools, and guidance in the context of the Global Compacts on Migration and Refugees and to provide guidance to constituents to “enhance investments in decent work promotion in the humanitarian-development-peace nexus ... in line with the Employment and Decent Work for Peace and Resilience Recommendation, 2017 (No. 205)”. There are several Programme and Budget (P&B) Outcomes and outputs under which PROSPECTS can be subsumed to contribute, including the revised Enabling Outcome A¹⁷. Specific reference to displaced persons, refugees, and hosts is made under P&B Outcomes 3, 4, 5, and 7.¹⁸ Interestingly, while the Jobs for Peace and Resilience Programme is mentioned in both P&B 2020-21 and 2022-23, no reference is made to PROSPECTS despite its scope and size.

Regarding alignment with Decent Work Country Programme (DWCP) strategies, we screened the current DWCP for Ethiopia, Kenya, Iraq, and Jordan.¹⁹ All four of them address the needs of refugees, IDPs, returnees, and host communities, though the specific priorities, expected

¹⁷ ILO P&B 2022-23 Enabling Outcome A: “A. Improved knowledge and influence for promoting decent work.”

¹⁸ Considering that it contains similar language and outcomes it can also be concluded that the project aligned with the previous P&B 2020-21. Insofar we concur with the ILO which states in the ToR of the mid-term evaluation that the project “contributes to several outcomes in the ILO Programme and Budget 2020-21”. It further explains that the global and regional interventions especially contribute to Enabling Outcome A “Authoritative knowledge and high-impact partnerships for promoting decent work” and that those at country level contribute to all but the second of the eight P&B outcomes.

¹⁹ There are presently DWCP covering four of the eight PROSPECTS countries, namely Ethiopia 2021-2025, Kenya 2021-2024 as well as Iraq 2019-2023 and Jordan 2018-2022.

outcomes, and planned activities reflect the specific contexts and challenges of the countries. We note in this context the evaluability review concluded the project is well-aligned with the three main principles of DWCP Jordan 2018-2022.²⁰ Similar can be said regarding the Country Programme Outcomes (CPO) which are either broadly formulated encompassing a range of activities and target groups or specifically mentioning refugees or returnees.²¹

The project also operated within the larger policy frameworks of the Sustainable Development Goals (SDGs), the 2016 New York Declaration for Refugees and Migrants, the Comprehensive Refugee Response Framework (CRRF), and the Global Compact on Refugees (GCR). ILO/PROSPECTS addresses several SDGs, including No Poverty (SDG 1), Quality Education (SDG 4), Gender Equality (SDG 5), Decent Work and Economic Growth (SDG 8), Industry, Innovation, and Infrastructure (SDG 9), Reduced Inequality (SDG 10), Climate Action (SDG 13), and Partnerships to Achieve the Goals (SDG 17). Linkages to SDGs are noted in the first ILO/PROSPECTS Bilateral Progress Report (for the period between July 2019 and March 2020).

In the interviews, linkages to the main ideas of the Global Compact on Refugees (2018) were specifically emphasised. GCR aims to create a more comprehensive and coordinated approach to responding to refugee situations that promotes, e.g., the well-being and self-reliance of refugees while also easing the burden on host countries. Several PROSPECTS partners stressed that the project is one of a few interventions responding to protracted displacement with a holistic approach – through the three pillars of education and learning, employment and livelihoods, and protection and inclusion – in which *“the basic principles that everyone agreed to in the Grand Bargain, the Global Migration and the Global Refugee Compact come together”*, as one interviewee put it. The project is also regarded as relevant for and because of a diverse group of partners who can combine humanitarian and development approaches.

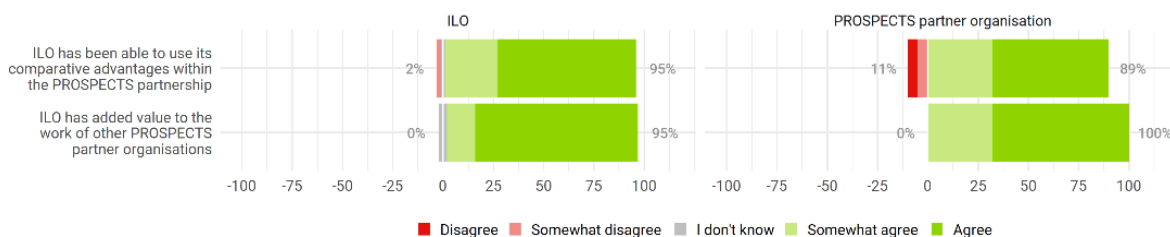
EQ6: To what extent has PROSPECTS built on the comparative advantage of the ILO?

Most survey respondents (Figure 5) and interviewed stakeholders believe that PROSPECTS has effectively utilised ILO's strengths. Survey participants commonly mentioned promoting fundamental rights at work, policy work, recognition of prior learning (RPL), entrepreneurship support, and value chain creation as key comparative advantages. Global and country interviewees additionally strongly emphasised the ILO's commitment to tripartism and social dialogue, which has contributed to breaking silos and bringing different government departments, social partners, and non-governmental actors together. Overall, almost all survey respondents agreed that ILO has improved the work of other partner organisations (Figure 5).

²⁰ Evaluability of PROSPECTS Programme in Jordan – ILO component (Agriculture Sector), Draft Report, Ravinder Kumar, February 2020.

²¹ The DWCP Ethiopia, for instance, features dedicated outputs for displaced persons or returnees, such as Output 1.4 “Displaced persons are enabled to find safe, dignified and voluntary solutions to rebuilding their lives in sustainable ways”; in Jordan CPO Outcome 1.3 strives for “Increased job creation in the construction and infrastructure sectors for Syrians and Jordanians” and Outcome 2.2 for “Improved working conditions for male and female Jordanians, migrants and refugees, including in Special Economic Zones through a strengthened regulatory framework and compliance with international labour standards”. Further linkages between PROSPECTS and CPO in all countries but Egypt are documented in a presentation titled “Mapping of PROSPECTS Linked CPOs and Global Product” (undated) that ILO shared for the document review.

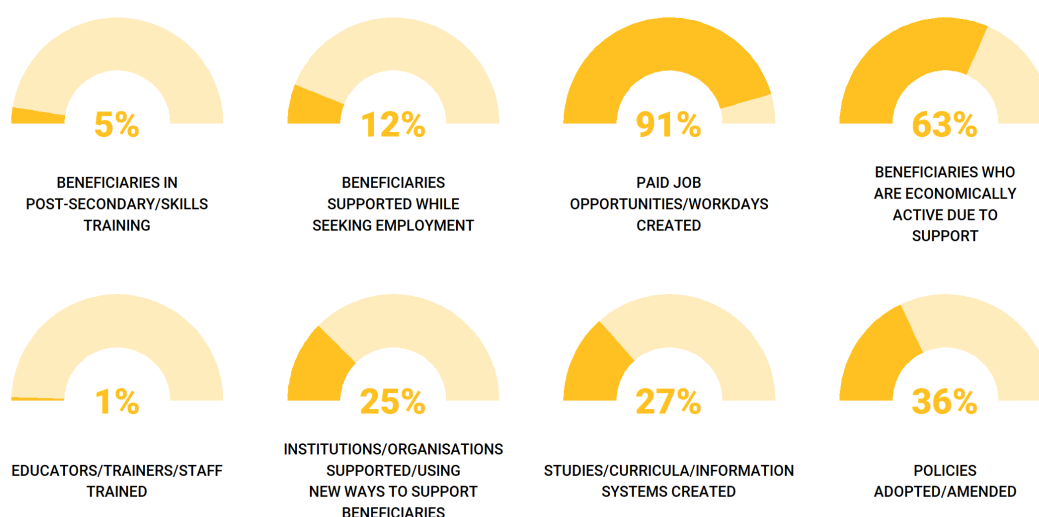
Figure 5: Use of comparative advantages and ILO value addition



Note: The percentages indicated include “agree” and “somewhat agreed” and “somewhat disagree” and “disagreed” respectively. Question: Do you agree or disagree with the following statements? (i) ILO has been able to use its comparative advantages within the PROSPECTS partnership. (ii) ILO has added value to the work of other PROSPECTS partner organisations. Number of responses: For ILO 42 and 43 respectively; for PROSPECTS partner organisations 19 and 19 respectively.

Analysing M&E data, we compared ILO's results in select areas of work²² to overall PROSPECTS achievements (Figure 6). We found that ILO played a crucial role in creating paid job opportunities and workdays, accounting for 91% of all projects' opportunities. Furthermore, ILO contributed to more than 60% of beneficiaries who are economically active in the longer term after having received project support, and to over a third (36%) of the PROSPECTS' envisioned policy change goals. Moreover, ILO made significant contributions overall in developing studies, curricula, and information systems (27%) and supporting institutions and organisations (25%).

Figure 6: Target achievement ILO/PROSPECTS compared to overall PROSPECTS achievement



Source: ILO/PROSPECTS M&E data as of December 2022

²² For further details on grouping see Annex 5.

However, there is room for improvement: Some interviewees expressed that ILO could and should do more in the policy arena, particularly in advancing legal and regulatory frameworks for refugees, both locally and by expanding global initiatives and standards, focusing on refugee rights to work. This is also reflected in the M&E results. As it will be discussed under effectiveness, ILO/PROSPECTS results are somewhat lagging for policy targets and numbers of beneficiaries who are economically active in the longer-term due to the project support. As ILO catches up with these targets, it is likely that their contribution to the overall PROSPECTS will increase even further. The potential for growth in these areas highlights the importance of continued emphasis and investment in policy work and support for refugee rights to maximise ILO's impact on the project.

4.3. Effectiveness

We assess the **effectiveness** of the project by examining **three key evaluation aspects**: the accomplishment of outputs and outcomes, the contributing and hindering factors that influence progress, and the project's contributions to ILOs cross-cutting issues. We assess effectiveness primarily based on M&E data and survey results. No unintended results were identified.

EQ7: To what extent is PROSPECTS on track to achieve expected results?

Progress based on M&E indicators

The M&E system, as defined in the PROSPECTS M&E Plan, distinguishes between the project's long-term objective and its mid- and short-term outcomes. The assumption is that achievement of outcomes will put the project on track towards improving living conditions for refugees, internally displaced peoples, and vulnerable host communities, and supporting their integration into the host countries.²³ The long-term objective can thus best be understood as the intended *impact* of the project, which we discuss further below. Since the outcomes serve as intermediary steps towards achieving that impact, they are the focus of this section. However, it is worth noting that the end-goal of "integration" might need reframing in some countries where the project operates, in particular in countries where the objective of finding durable solutions for forcibly displaced persons might not align with government priorities, as we briefly discuss under the project relevance section.

At the global level, ILO/PROSPECTS monitors a total of 38 indicators across three thematic pillars, including 7 indicators for mid-term outcomes, 14 indicators for short-term outcomes, and 17 tracking indicators for outputs at the global level.²⁴ As shown in Figure 7 that displays the global indicators, the project is making good progress based on M&E data, with five end-of-project goals already achieved by the end of last year (namely for indicators TI 1.2, 2.1a,

²³ The M&E Plan defines: "The assumption of this model is that if the short-term outcomes are achieved, then the Partnership will be on track to achieve its long-term objective of improving living conditions for refugees, internally displaced peoples and vulnerable host communities, and support their successful integration in the host countries." While it does not explicitly mention the medium-term outcomes, they are part of the results framework and monitored and thus relevant for assessing effectiveness.

²⁴ The number of indicators monitored is higher due to several country-level indicators mapping to a single global-level indicator and countries creating custom output indicators.

3c, TI 2.5, and TI 1.4)²⁵ Approximately two-thirds of the goals of Pillar 1 (education and learning) and Pillar 2 (employment and livelihoods) have reached or exceeded 50% of their final targets.

In contrast, only about 25% of Pillar 3 (protection and inclusion) goals were on track, achieving 50% or more of their final targets. However, we caution here about interpreting these results too closely, as discrepancies were uncovered between different sources of M&E data, as noted in the limitations section. According to the data received from the staff directly involved with Pillar 3 activities, half (50%) of Pillar 3 goals were on track.²⁶ Furthermore, current M&E indicators do not account for the significant effort in building relationships with governments and other partners, which is a crucial step for policy changes. This is an important factor to consider when evaluating the success of Pillar 3, since a lot of its work was aimed at forging such strategic alliances. As M&E indicators are developed by the whole PROSPECTS partnership, it would be worthwhile to discuss potential changes to the indicators, for the next project phase, to better reflect the realities of policy work, especially with regard to partnership-building.

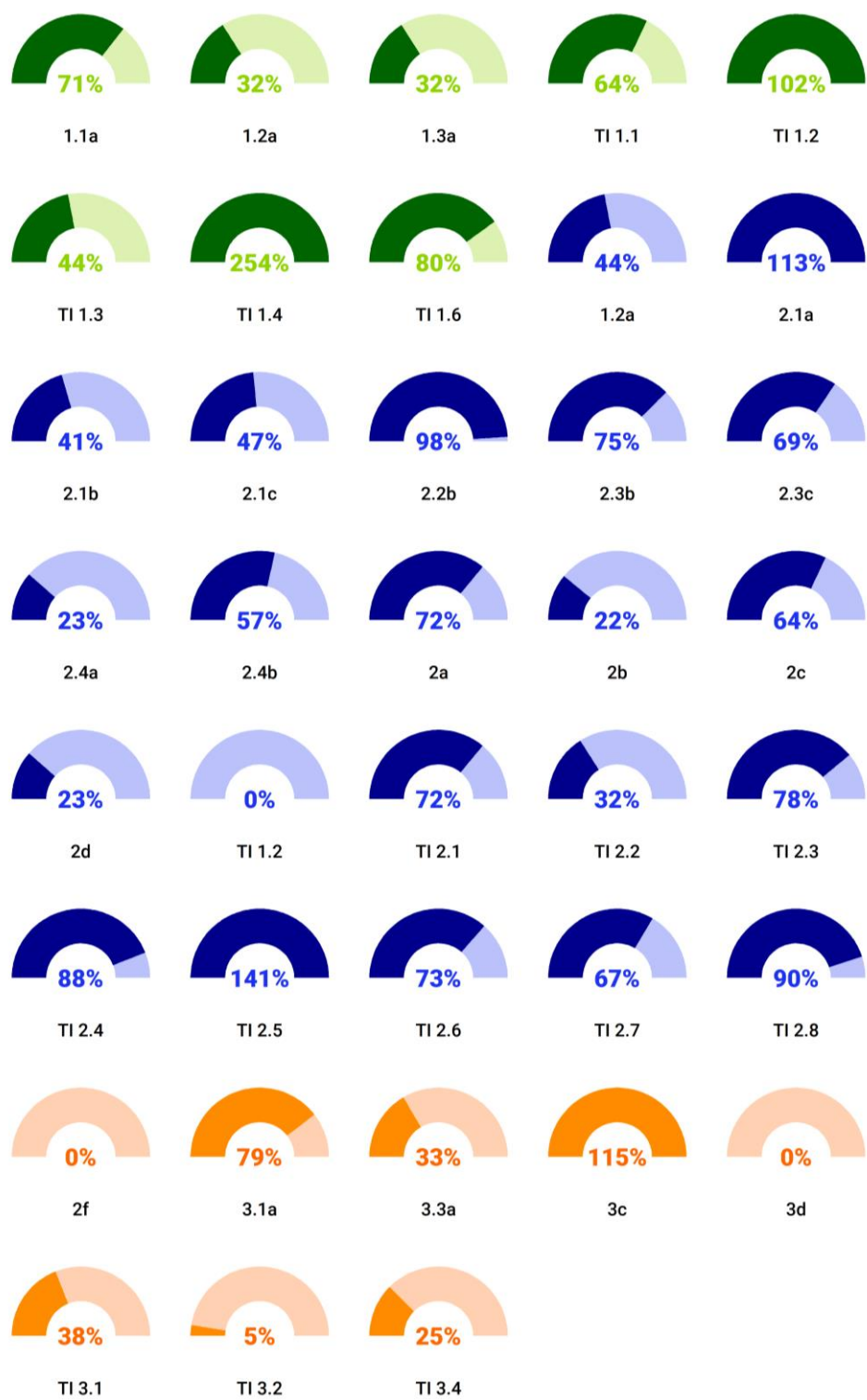
It is important to note that target achievements vary significantly among countries (for detailed results for the global context and the countries see Annex 5). Using the 50% mark as a gauge for being on track, these observations can be made:

- Pillar 1 results appeared to be behind schedule in Ethiopia, Iraq, and Sudan,
- Pillar 2 results appeared to be behind schedule in Egypt, Kenya, and Lebanon,
- Pillar 3 results appeared to be behind schedule in Sudan,
- Jordan and Uganda have more than half of their indicators on track across all pillars.

²⁵ TI 1.2 Number of skills development training curricula improved/updated/developed; 2.1a Number of job seekers using employment services; 3c Number of FDPs benefitting from case management services (SBGV, child labour, etc.); TI 2.5 Number of MFI and BDS providers staff trained by PROSPECTS in business advisory, financial and investment services for FDPs; TI 1.4 Number of educational institutions supported and/or strengthened.

²⁶ According to the data received by the evaluation team in June 2023, the target achievement was lower for indicator 3.1a (27%) and higher for indicators 3.3a (366%), TI 3.1 (86%), and TI 3.4 (138%). The target achievement was the same for indicator TI 3.2, however, the project staff found the end target of 5000 persons to be trained in Jordan on protection and social protection issues unrealistic. Furthermore, we were informed that the staff was still awaiting feedback from partners on results for the indicator 3d for Jordan.

Figure 7: Target achievement ILO/PROSPECTS

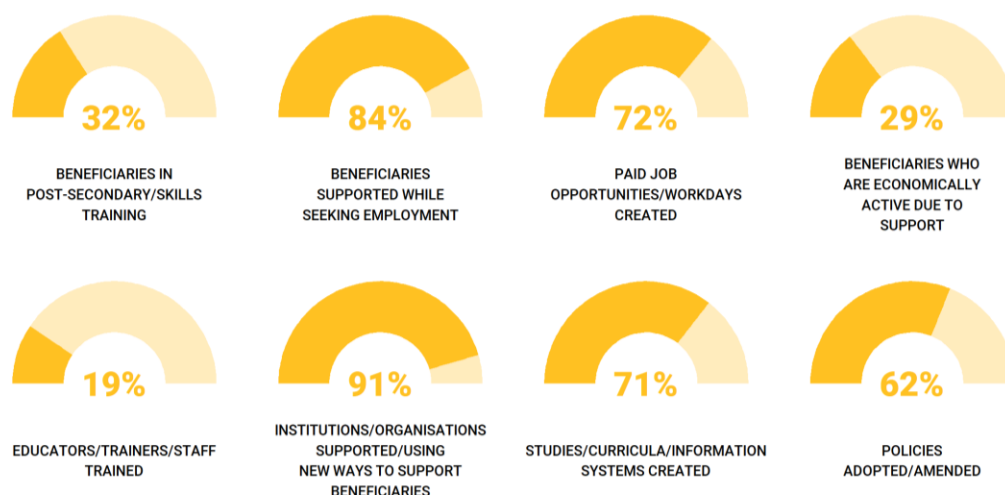


Note: Green: Pillar 1; blue: Pillar 2; orange: Pillar 3. For an explanation of all indicators, see Annex 5.
 Source: ILO/PROSPECTS M&E data as of December 2022, own graph

To complement the M&E data assessment and to assess ILO/PROSPECTS' effectiveness from a different perspective, we grouped select global indicators into eight categories to better understand trends in various activities across the pillar as shown in Figure 8.²⁷

The project is doing particularly well in supporting institutions and organisations (91% of targets reached), supporting beneficiaries while they are seeking employment (84% of targets reached), creating paid job opportunities and workdays (72% of targets reached), and developing studies, curricula, and information systems (71% of targets reached). Conversely, the project falls short when it comes to beneficiaries in training (32%), beneficiaries who are economically active due to support (29%), and educators/trainers/staff trained (19%).²⁸ These global observations are generally valid for all implementation contexts. With 62% of the targets achieved, results regarding policies that are adopted or implemented are mixed.

Figure 8: Target achievement ILO/PROSPECTS (indicator categories)



Source: ILO/PROSPECTS M&E data as of December 2022, own graph

To help provide context for the number of people potentially supported by the project's activities, we refer to Table 3, which shows an estimated 70,000 individuals were supported across various activities. This represents a significant number of forcibly displaced persons and members of host communities who have been included or benefited from the project. There is mostly a similar division between women and men, while the proportion of beneficiaries from the host communities and forcibly displaced persons (FDP) fluctuates more widely, with latter comprising between 31% and 100% of beneficiaries. It is important to recognise, though, that the targets for numbers of HC members and FDPs that will be supported were in some instances influenced by governments. For example, in Jordan 70%

²⁷ For further details on grouping see Annex 5.

²⁸ The discrepancy between results and targets in training of educators/staff/training, despite good results in most implementation contexts, comes from one indicator which is particularly lagging (TI 3.2: Number of people trained on protection and social protection issues). Furthermore, we note that the underperformance in the number of beneficiaries who are economically active due to the project support is likely due to two factors: 1. the project has yet to launch tracer studies with beneficiaries who participated in skills trainings in most countries (results were only available for Jordan, Lebanon, and Egypt at the time of writing of this report), and 2. because setting up and maintaining businesses took longer than anticipated according to ILO/PROSPECTS staff, coming after a long process of training and support.

of project beneficiaries had to be from host communities, in order to get the governmental support for refugee programming, compared to Lebanon where the ratio could have been 50:50.

Table 3: Selected ILO/PROSPECTS results as of December 2022

Indicator	Total	Gender		Status	
		F	M	FDP	HC
Pillar 1 (education and learning)					
1.2a Number of people enrolled in formal or non-formal post-secondary skills trainings, including RPL and TVET	7,930	49%	51%	57%	43%
1.3a Number and percentage of PROSPECTS beneficiaries who completed certified or verified skills development training, including (i) life skills, (ii) digital skills, (iii) technical and vocational skills, or who received a qualification following recognition of prior learning	6,858	51%	49%	56%	44%
TI 1.6 Number of apprenticeships, on-the-job training work-based learning opportunities and social enterprises developed/created	1,884	56%	44%	59%	41%
Pillar 2 (employment and livelihoods)					
2a Number of paid jobs or employment opportunities supported by PROSPECTS that benefit target groups	20,525	43%	57%	35%	65%
2b Number and percentage of project beneficiaries employed, self-employed or business owners, within 3-9 months after graduation/use of services	1,173	38%	62%	57%	43%
2c Number and percentage of FDPs and host community members assisted by PROSPECTS who started a formal/informal business/self-employment activity and sustained it six months after they started	741	39%	61%	32%	68%
2d Number of cooperatives established and/or scaled and MSMEs maintained/scaled/formalized with FDPs and host community members	579	-	-	-	-
2.1a Number of job seekers using employment services	37,560	44%	56%	40%	60%
2.1b Number of people who have been issued work permits and/or business registrations as a result of PROSPECTS interventions	6,502	48%	52%	100%	0%
2.3c Number of people assisted by BDS and financial institutions to develop economic earning and livelihoods opportunities (self-employment/businesses)	12,895	48%	52%	44%	56%
TI 2.6 Number of workdays created through increased private and/or public investment	133,667	49%	51%	31%	69%
TI 2.8 Number of people who attended awareness-raising and capacity-building workshops/events on formalization, rights at work and safe working environment	4,406	39%	61%	52%	48%
Pillar 3 (protection and inclusion)					
3c Number of FDPs benefitting from case management services (SBGV, child labour, etc.)	635	49%	51%	85%	15%
TI 3.2 Number of people trained on protection and social protection issues	247	48%	52%	-	-

Source: ILO/PROSPECTS Cumulative Targets and Actual Results by Y3. Indicators developed for the Global Opportunity Fund on Youth Engagement are not included here, because implementation only started recently.

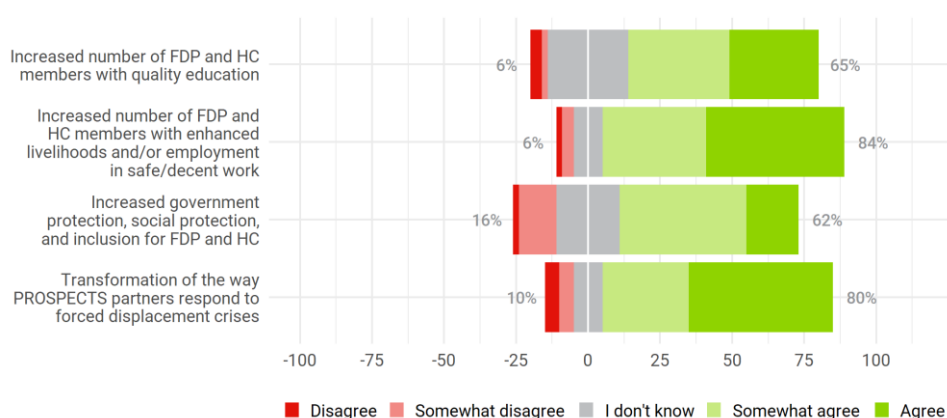
Progress as perceived by survey respondents

In addition to the M&E data assessment we conducted a survey to gather perceptions of ILO/PROSPECTS' progress in achieving its goals across the four pillars. The survey results, depicted in Figure 9, align with our M&E findings in some respects. For example, 82% of participants believe that Pillar 2 (Enhanced livelihoods and/or employment in safe/decent work) is on track, and 80% believe that Pillar 4 is effective in transforming the way in which the partnership responds to forced displacement crisis.

Contrary to the M&E data, the survey results suggest that Pillar 1 (FDP and HC members with quality education) may be less on track, with only 65% of participants (of those who provided a rating) believing the project is making good progress in this area. Another notable difference between the survey and M&E data is the perception of progress in Pillar 3 (Increased government and social protection and inclusion). While only a smaller proportion of the M&E data indicates that the project is on track, 62% of survey participants believe that the project is making good progress.

The difference in survey and M&E data could be attributed to the fact that survey participants have subjective perceptions and consider contextual factors, giving them a positive outlook for the project's future, whereas M&E data only reflects past performance without future projections. Evidence from interviews reinforces this: interviewees often highlighted major successes despite Covid-19 closures and often volatile local contexts. Moreover, successes in outcomes like policy shifts or sustained beneficiary economic activity were often highlighted above others, suggesting that they are weighted more strongly due to their challenging attainment and potential for impact, which is not readily apparent in the M&E system. Additionally, there was significant progress in areas that are not well captured or emphasized in the M&E data, such as venturing into a completely new area of work (in some contexts) and successful partnership-building with governments and PROSPECTS partners on issues that were previously largely unexplored. This might explain why, despite some challenges highlighted previously, many interviewees were content with the project's trajectory.

Figure 9: Project progress on pillars 1-4 and overall approach



Note: The percentages indicated include "agree" and "somewhat agreed" and "somewhat disagree" and "disagreed" respectively. Survey question: Do you agree or disagree with the following statements? ILO/PROSPECTS is on track to achieve the following results...)

Number of respondents: 49, 50, 45, and 40 respectively.

Illustrative case study: Recognition of prior learning in Kenya

ILO/PROSPECTS interventions under the education and learning pillar focus on market driven skills development, recognition, and certification of skills. This case study summarises insights shared by representatives of governmental stakeholders, employers' and workers' organisations, and implementing partners, as well as from refugees who participated in piloting of RPL process.

Recognition of Prior Learning (RPL) is a process used to identify, assess, and certify an individual's competencies based on learning outcomes – regardless of when, where, and how these competencies were acquired. RPL candidates go through several steps during the process: assessment of suitability for a qualification, application and evidence/portfolio collection and submission, application screening and interview, testing and certification. In case the assessor is not satisfied with candidates' performance at different stages of the process, they will be advised on how to improve (e.g., by collecting additional evidence or improving knowledge and skills).

The value of RPL has been recognised in several Kenyan legal and policy frameworks. The 2014 Kenya National Qualification Framework Act No 22. mandated the Kenya National Qualifications Authority (KNQA) to coordinate the development of national policies on RPL.²⁹ A policy was drafted in 2018, however, it was not enacted. In practice, the National Industrial Training Authority (NITA), organised under the Ministry of Labour, has been implementing a form of RPL since 1960s – the so-called Trade Tests – and more recently, in 2017, participated in a World Bank funded project that certified 400 professionals in an RPL process.

Building upon these existing efforts, ILO initiated discussions with the KNQA on bringing about a nation-wide RPL policy. The first phase of the work focused on organising the institutional framework. Two committees were formed – the National Advisory Council, a coordination mechanism comprising of high-level officials who oversee the implementation of the policy, and the National Implementation Committee, that worked on tools and guides that operationalised the policy. Numerous key stakeholders were included in the process, ranging from governmental stakeholders (KNQA, NITA), representatives of employers (Federation of Kenya Employers) and workers (Central Organization of Trade Unions, Kenya National Federation of Jua Kali Associations³⁰), and non-governmental partners as well as implementers focusing on some particularly vulnerable populations, such as youth (Toolkit iSkills). ILO/PROSPECTS ensured extensive capacity building of key stakeholders involved in the process and piloted the process with 460 HC members and FDPs until December 2022.

The Kenya Kwanza Manifesto, the ruling party's main vision document, included RPL as a strategic goal in 2023. This is seen as an additional impetus to mainstreaming RPL in the work of the organisations involved in the process. As one of the interviewed stakeholders put it, RPL is "*trending*" in Kenya's government.

RPL has been successfully mainstreamed into the operations of several key stakeholder organisations, with comprehensive guidelines being developed that outline the roles of various entities such as the Ministry of Education, KNQA, Regulators, Qualification Awarding institutions, and Assessment Centres.³¹ Furthermore, the current policy also expanded its scope to include refugees. Despite these strides, there remain opportunities

²⁹ Republic of Kenya, Ministry of Education. (2021). Recognition of prior learning policy framework in Kenya

³⁰ Jua Kali in Kenya refers to the informal sector of traders and small business owners.

³¹ Republic of Kenya, Ministry of Education. (2021). Guidelines for implementation of recognition of prior learning in Kenya.

to further enhance the integration of RPL into existing structures. Notably, organisations governing higher education are yet to be incorporated into this process, resulting in a lack of development of tools at these educational levels. There is also a need to increase advocacy for the inclusion of RPL within the mandate of employers' representatives, alongside better engagement with trade unions and industry representatives. A significant hurdle to the broader acceptance and sustainability of RPL is the current financing model, which is almost entirely project-based. However, the ILO is actively supporting the creation of a cost-sharing model, which could ensure a more sustainable approach to financing RPL initiatives in the future.

Although work on RPL in Kenya preceded PROSPECTS, all interviewed stakeholders stressed that the project was instrumental for the RPL policy's success. This is because, contrary to previous efforts, it managed to bring together all key stakeholders and facilitate exchange between them: *"We were included in the formation stages and talked based on what works, what doesn't work, where should we concentrate on as a country. Everything was agreed on by all"*. This approach helped identify and understand different perspectives and to find compromises.

Stakeholders also acknowledged the importance of capacity building efforts, with the ILO providing technical support and training: *"ILO played a key role in terms of technical support, bringing on board expertise. We really benefited [from trainings], we really understood the role of RPL"*. Capacity building was highlighted by stakeholders as an important aspect of sustainability. However, they noted that enhancing these efforts in some constituent organisations would help maintain the momentum of RPL initiatives, even in case of personnel changes or other organisational challenges.

RPL is seen as particularly valuable for Kenya's large informal sector, where many have skills that are needed in the labour market but lack necessary certificates: *"Employers still value certificates even though we have been saying for a long time that the value should be more on skills. ... we are a certificate country"*, explained one focus group discussion participant. Stakeholders noted that informal sector beneficiaries expressed enthusiasm for RPL, observing its positive impact on empowerment and self-esteem: *"I think that [informal workers] appreciate themselves, but it is also [about] being appreciated by other sectors and other actors"*. However, they also noted it is too early to report on employment-related outcomes, such as easier access to jobs, training, and higher salaries.

Refugees in particular voiced concerns about RPL's effectiveness, fearing that it may become just *"a piece of paper"*. They felt that they cannot compete with the host community because they do not have the requisite work permits, bank accounts, or access to employment services. They also emphasised the need for additional support, like business training and funding for starting their own businesses, to maximise economic benefits of RPL. This was also recognised by other stakeholders, who noted that RPL is only a first step, and should be followed by linking beneficiaries to other appropriate services.

Finally, the majority of stakeholders emphasised the importance of raising awareness and advocating for RPL in order to fully realise its potential benefits. A significant number of beneficiaries, particularly those residing in rural areas, remain uninformed about the opportunity to certify their skills and knowledge, while some employers and educational institutions question the equivalence of RPL certificates to those earned through formal education. Moreover, concerns were raised regarding the accessibility of the RPL process for particularly vulnerable populations, including individuals, Kenyans and refugees alike, who are illiterate, non-English speakers, or those with disabilities.

EQ8: Which factors can be identified as facilitating/hindering progress towards results?

In this section, we will summarise the factors that project stakeholders have identified as contributors to the attainment of desired results, as well as the factors that have impeded progress.

Factors stated by survey respondents

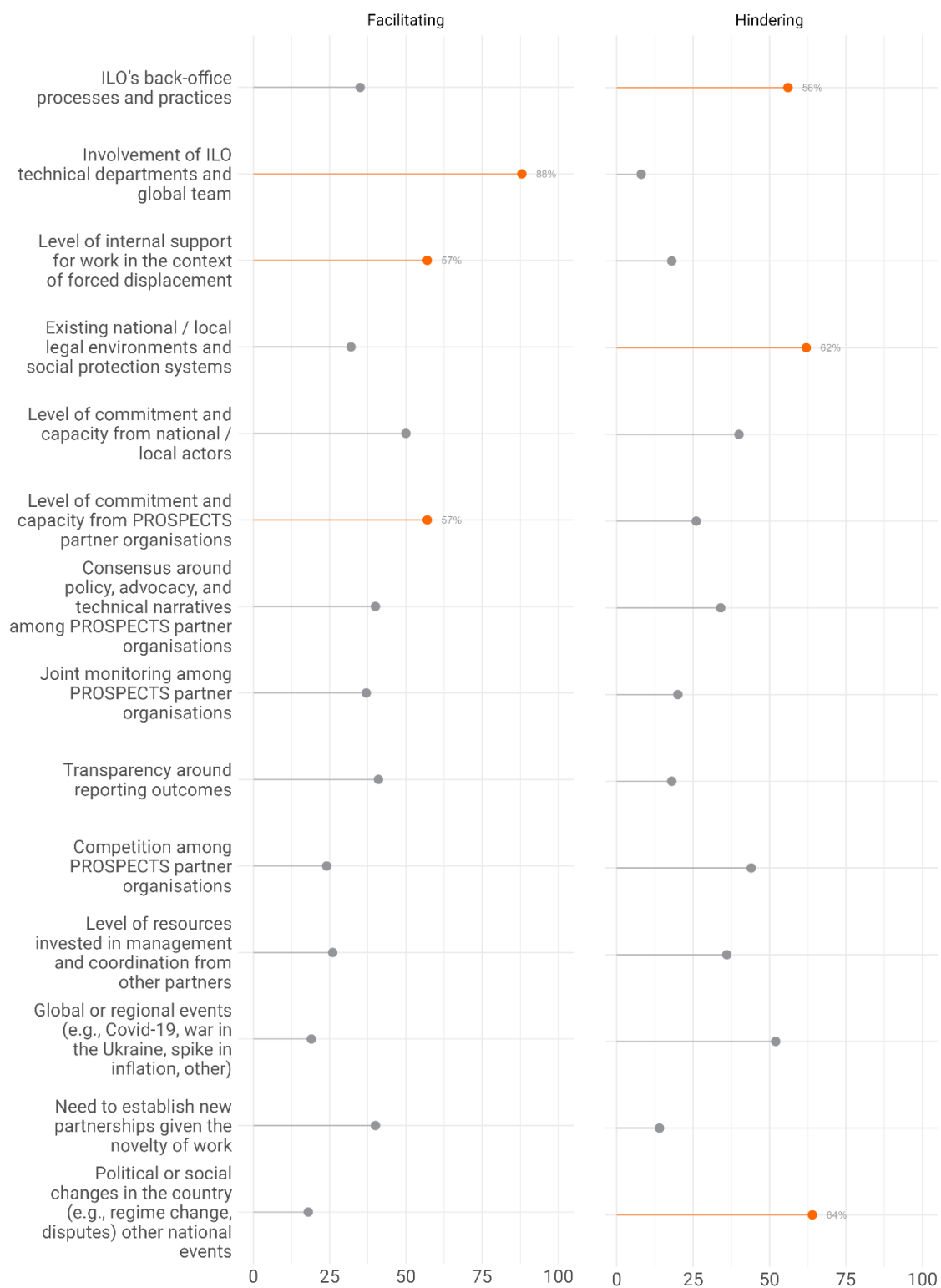
In the survey, we presented a list of factors mentioned in previous interviews and asked participants to select up to three factors that they believed were facilitating or hindering progress towards intended results.

The most commonly selected positive factors, as shown in Figure 10, left panel, were related to the ILO and the PROSPECTS project in general. These factors included the involvement of the ILO technical departments and global team (selected by 88% of participants as one of the three main factors), support for work on forced displacement (57%), and the commitment and capacity of the PROSPECTS partners (57%). These factors were consistent across the implementation contexts, although there were a few differences. For instance, commitment and capacity of local level actors were one of the top facilitating factors at the global level, as well as in Iraq, Kenya, and Uganda. In Kenya, existing national/local legal environments and social protection systems were among the top facilitating factors.

Figure 10, right panel, shows the results regarding the factors that survey participants believed were hindering progress.³² The most commonly selected hindering factors were related to political or social changes and other national events (64%) and existing national and local legal environments and social protection systems (62%). It is noteworthy that the ILO's back-office processes and practices (56%) also feature strongly in the survey. The survey's open section revealed insights into the reasons behind the perceived shortcomings and several suggestions were made to improve ILO's performance. They ranged from more resources and increased field presence, which would enable the country teams to work more closely in the implementation areas, to more decentralisation of the ILO decision-making, and a revision of procurement procedures.

³² A detailed breakdown of hindering factors by country can be found in Figure 27 in Annex 6. Note that breakdown is only shown for countries with 5 or more respondents.

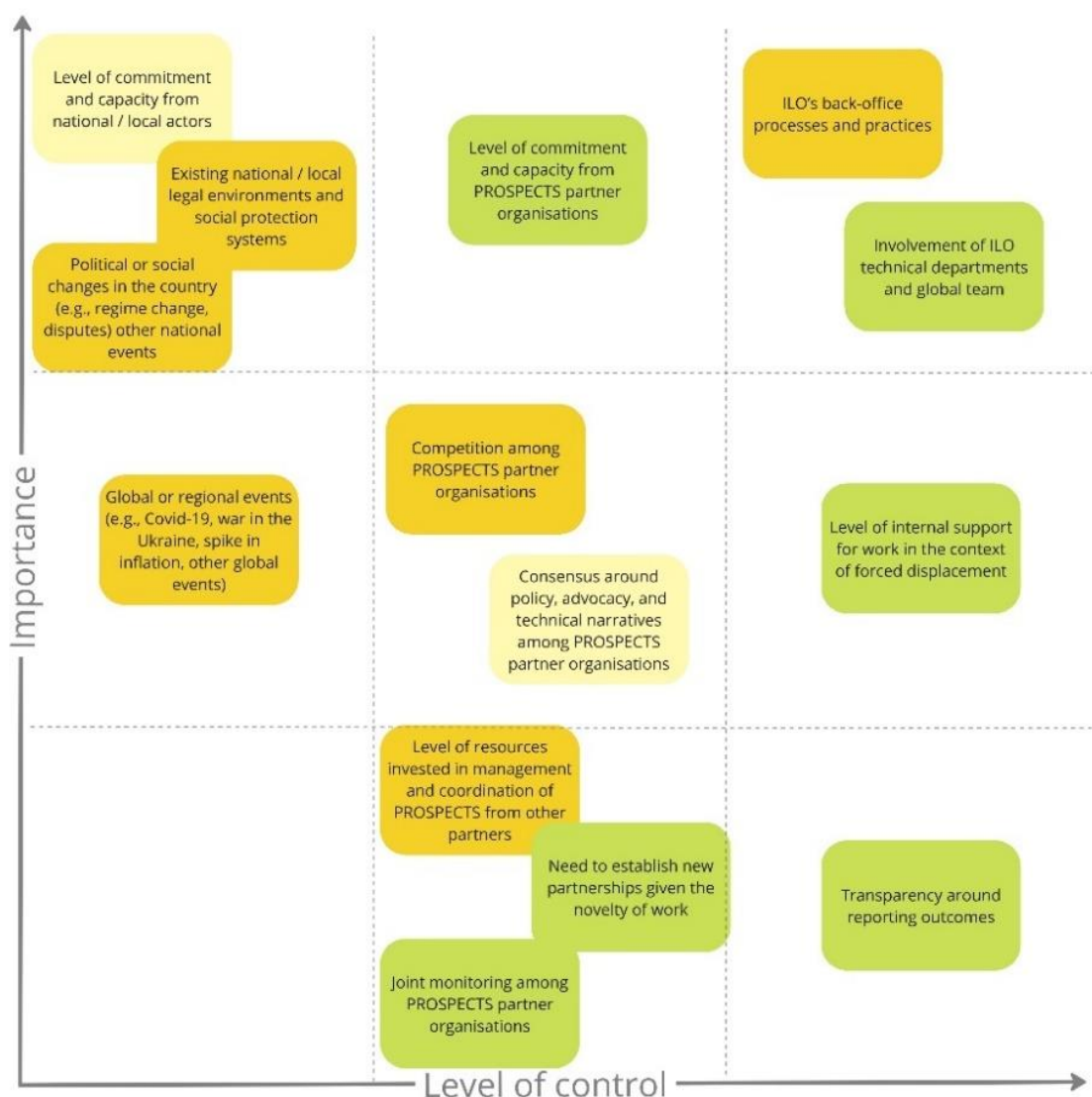
Figure 10: Top facilitating (left) and hindering (right) factors



Survey question: Which factors have been most supportive and which factors have been most hindering so that ILO/PROSPECTS could progress towards results? Select up to 3
 Number of respondents: 68 for facilitating factors; 50 for hindering factors.

The following Figure 11 locates the factors along two dimensions: importance and level of control. Importance indicates how often a factor was selected by survey participants.³³ Elements in green were predominantly mentioned as supporting factors, while dark yellow ones were selected as hindering factors (light yellow ones have been selected equally often for both categories), while level of control indicates whether the factor can be controlled by ILO on its own (1st column), by PROSPECTS partners (2nd column), or whether the factor cannot be controlled by partners, at least not directly (3rd column).

Figure 11: Facilitating and hindering factors, according to importance and level of control



³³ For importance, the responses for the two questions on facilitating and supporting factors were added. If that sum was lower than 65%, the factor was placed in the 3rd row from the top; between 65% and 80%, in the middle row; above 80% in the top row.

Interviews and focus groups

During the country-level interviews and focus group discussions, issues, situations, and circumstances that had an influence on the project or specific activities were frequently raised; in the following we summarise some that have been mentioned more often. Several of them are particularly important to explain the differences in performance across contexts, pillars, or activity that were discussed above.

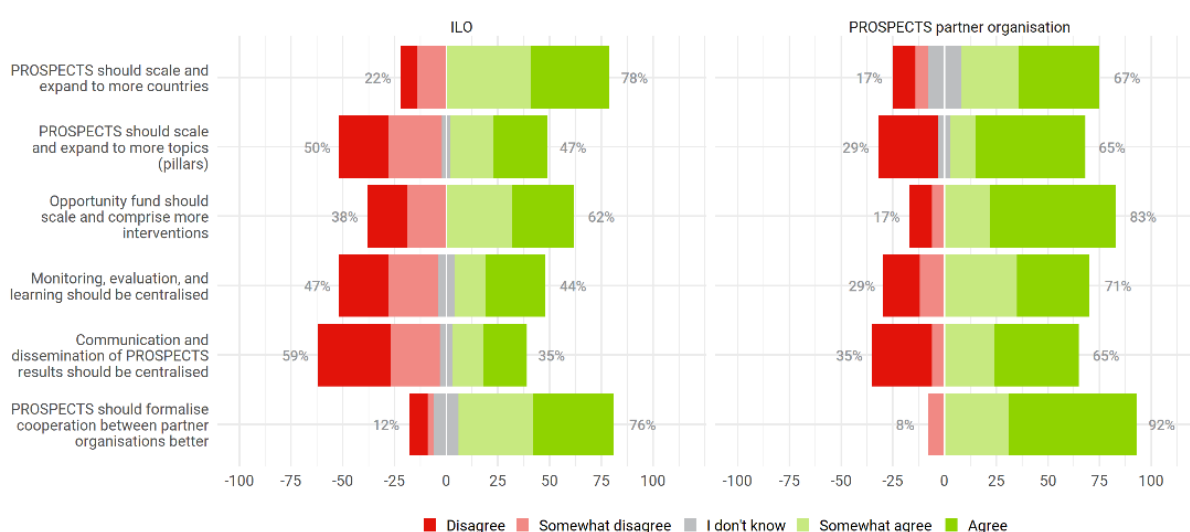
- **Global and local events:** We found that the global or local political and economic factors affected the projects' effectiveness, sustainability and impact. In Lebanon and Uganda – and elsewhere too – Covid-19 restrictions have had repercussions on the local economy and resulted in delays in execution. In Sudan, high inflation and overvaluation of the Sudanese official exchange rate significantly increased the cost of many activities. Furthermore, training activities were severely impacted during the first two years of the project implementation, as schools were closed and access to camps was impossible in many contexts, resulting in the project targets not being fully achieved – a reason that might explain why the targets related to beneficiaries in training lags. In Iraq and Sudan, political instability also contributed to hinder project implementation and in some contexts, such political instability broke out into fighting as was the case at the time of reporting in Sudan.
- **Climate and national disasters:** In Ethiopia and Kenya, droughts have created additional challenges, creating stresses that affected the economy and the population. In the value chain activities in Garissa county, for instance, the drought coupled with increasing costs for inputs such as fodder seeds and honey processing equipment had a significant impact on the viability and profitability of value chain activities in the area.
- **Regulatory framework and policies:** Existing policies and regulatory frameworks that create barriers to education, the labour market, and social protection for forcibly displaced persons have been identified as a hindering factor and impediment for transformative changes in the interviews. While examples for regulatory reforms were mentioned (for instance, in Jordan regarding the agricultural bylaw, the national cooperative law, social security law; in Kenya and Uganda regarding recognition of prior learning; in Kenya regarding provision of social protection to informal workers), achieving regulatory or policy reforms in these areas is challenging and time-consuming, which may partly explain the mixed achievements of targets in this policy area.
- **Capacities of local actors:** In several interviews we learned that the capacities of local actors can have a hindering or supporting effect. Local governments have played a positive role towards project progress such as in Uganda by facilitating access to land quickly, or in Kenya by driving the transition of farmer producer groups into cooperatives. However, lack of local actors' expertise, experience, or structure can have hindering effects. In Ethiopia for instance, overlapping mandates between the federal and regional levels lead to confusion and delays in decision making processes. Still in Ethiopia and also in Sudan, the quality of services and goods delivered by local contractors was also found to create delays in project execution. On the other hand, consultative processes during the design and implementation stages ensured that constituents remained engaged. The development approach of ILO emphasises capacity building and organisational development.
- **Collaboration and partnership:** The ILO was successful in several countries including Ethiopia, Iraq, Uganda, and Sudan by collaborating with PROSPECTS partners to

identify beneficiaries and create pathways into work – one of the factors that can explain that there is good progress on the indicator to create paid job opportunities and workdays.

Divergent opinions: findings from interviews and survey

We conclude the discussion on this evaluation question by addressing some issues that emerged during our exploratory interviews before the survey. These issues showed a significant disparity in whether they were seen as contributing or hindering factors. For instance, there were divergent opinions on whether M&E or communication activities should be centralised among one PROSPECTS partner member to enhance the effectiveness of reporting, learning, and communication. To better understand these divergences, we included a question in the survey, and the corresponding results are presented in Figure 12. Interestingly, most of the proposed changes were not widely accepted, except for better formalising the cooperation between PROSPECTS partners, which had 76% agreement among ILO respondents and 92% among those representing other members of the partnership. This finding suggests that there is still much work to be done in aligning views on these issues.

Figure 12: Potential changes for the second phase of the project



Note: The percentages indicated include “agree” and “somewhat agreed” and “somewhat disagree” and “disagreed” respectively.

Survey question: Do you agree or disagree with the following statements?

Number of respondents: For ILO 37, 38, 37, 34, and 33 respondents; for PROSPECTS partners 18, 17, 18, 17, and 12 respondents respectively.

Spotlight: Enhancing collaboration between ILO and PROSPECTS partners

According to the reconstructed PROSPECTS theory of change, one of the keys to achieving PROSPECTS goals lies in effective collaboration between PROSPECTS partners, who jointly respond to forced displacement by combining humanitarian and development approaches. However, the effectiveness of collaboration varied significantly across different contexts. Specifically, we identified four factors as particularly influential in fostering better outcomes:

1. **Clear division of tasks:** In Iraq, PROSPECTS partners divided the roles according to each partner's comparative advantages, with ILO focusing mostly on supporting beneficiaries while seeking employment and directly creating work opportunities. While the penholder model is used in many PROSPECTS countries, it was highlighted in Jordan as particularly helpful for facilitating relationships and coordinate input among the five partners, fostering collaboration.
2. **Senior management involvement:** In Uganda, cooperation worked well because discussions and decision-making took place at a higher level, preventing turf wars and competing interests. This in turn led to regular joint field meetings and fostering closer working relationships.
3. **Regular meetings and knowledge sharing:** In Ethiopia, working with PROSPECTS partners through the Global Opportunity Funds on Youth and Gig Economy is said to have "forced" partners to sit at the same table, leading to joint programming and closer collaboration. Promoting regular meetings, sharing knowledge, and organising periodic reflection meetings can encourage partners to stay informed about each other's activities and strengthen collaborative efforts.
4. **Prior collaboration:** The successful collaboration between UNHCR and ILO on addressing social protection barriers for FDP is a continuation of prior joint work on this issue, stemming from an MoU³⁴ signed in 2014. This collaboration is also formalised in a cost-sharing agreement between the organisations for the Inter-regional Technical Specialist on Social Health Protection.

Formalising collaboration was also one of the proposed changes for the second phase of the project that received significant support from ILO and PROSPECTS partners alike (see Figure 12). Still, this can increase transaction costs, which could outweigh the benefits of enhanced collaboration. Therefore, in the future it is important to strike the right balance between introducing additional layers of exchange and coordination and over-bureaucratisation.

EQ9: Does the PROSPECTS implementation consider ILO cross-cutting policy issues adequately?

Most key informants and survey respondents (Figure 13) believe that the project addressed ILO's cross-cutting issues during the implementation stage, with social dialogue and tripartism frequently highlighted as particularly successful (for a detailed reflection, see Info box: Tripartism and social dialogue). However, a considerable number of respondents believe some issues could have been better addressed, notably disability inclusion (18% of survey respondents who gave a rating) and fair transition to environmentally sustainable economy (16% of survey respondents). Furthermore, as previously mentioned and even though it was the best ranking element in Figure 13, some interviewees expressed concerns about gender inclusion.

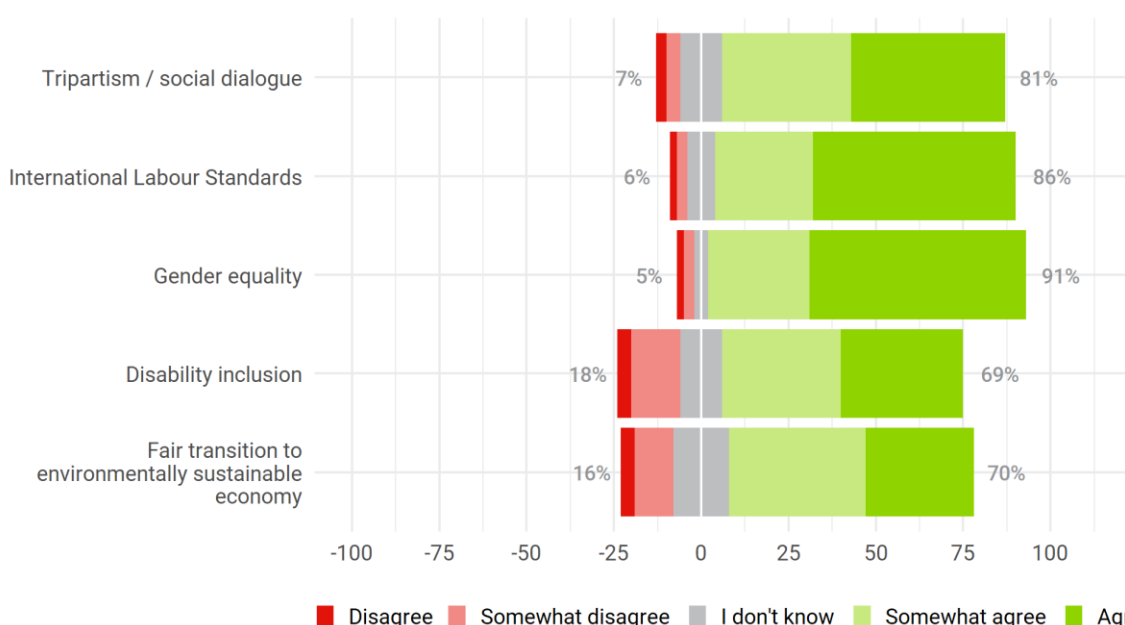
M&E data reveal that – overall – the project successfully included both women (46% of all beneficiaries involved) and men (54%). However, it is important to note that the project did not consistently track disability status, making a detailed analysis impossible. Furthermore, differences in inclusion are more apparent for certain types of project outputs. For example, of the tracked beneficiaries who are economically active in the longer term, only 39% were

³⁴ Review of Lessons Learned on the Implementation and Management of ILO PROSPECTS, Final Report, undated

women. There is considerable variability between countries; however, when results are uneven men generally fared better than women (see Annex 5).

Several efforts have been made to boost women's participation in the project. For example, implementing partners in Egypt provided childcare, online training, and convenient scheduling to promote women's participation in education. Despite these accommodations, some interviewees highlighted cultural barriers that require tailored approaches: *“in countries that have some cultural specificities we need a different methodology to really get [women] to participate in the training programs”*. Furthermore, women found it difficult to participate in EIIP projects across many contexts. In Ethiopia, for instance, focus group participants critiqued that women in the Somali region face cultural barriers to engage in certain livelihood activities, such as construction and cobblestone works. In Iraq, they complained about tasks like removing large rocks from the land in an EIIP project in Dohuk. In conclusion, although the project is achieving reasonable gender inclusion, it is essential to continue addressing the unique cultural and practical challenges women face, especially regarding long-term labour market inclusion.

Figure 13: Consideration of ILO cross-cutting issues



Note: The percentages indicated include “agree” and “somewhat agreed” and “somewhat disagree” and “disagreed” respectively. Survey question: Do you agree or disagree with the following statements? The project implementation has adequately considered these cross-cutting policy issues ... (each item).

Number of respondents: 124, 125, 126, 124, and 122 respondents.

Illustrative case study: Three perspectives on EIIP in Dohuk, Kurdistan Region of Iraq.

Employment Intensive Investment Programmes (EIIP) are programmes that focus on creating employment opportunities through public investments, primarily in infrastructure development. While EIIP are akin to other cash-for-work programmes, they emphasise labour-intensive approaches and pursue broader goals of capacity and institution building, local resource utilisation, and community development. As of March 2023, five such EIIP were implemented with the Directorates of Irrigation and Municipalities in the Dohuk Governorate, Kurdistan Region of Iraq. They comprised cleaning and repair of irrigation channels for farmers in five

districts in Dohuk to improve access to water and storage; increasing the sorting capacity of the Kwashe Sorting Plant by creating a second shift; in collaboration with UNHCR, producing compost from organic waste material to be used as fertilisers; and implementing an afforestation project with roughly 2,000 olive trees at the Dohuk university campus. The latter two in particular are examples of green works that aim to contribute to environmental goals, including the adaptation to climate change and natural disasters. Through these EIIP, the ILO was able to create some 370 short-term employment opportunities reaching close to 18,700 working days.

The EIIP relate to outcome priorities under the Decent Work Country Programme 2019-2023, especially Priority 1 on Job creation and private sector development and Priority 3 on Labour market governance and realisation of Fundamental Principles and Rights at Work.

This case study summarises insights shared by representatives from the municipality and the government, the workers union, as well as from youth who were integrated into the EIIP. The case study is enhanced by incorporating information from other sources, allowing us to contextualise the findings alongside other EIIP interventions.³⁵

Government/civil service: The representatives of the Dohuk governorate generally expressed appreciation and were supportive of the EIIP approach, especially considering limited government resources to create opportunities and to provide much needed infrastructure support. They noted the flexibility of the ILO in the planning and delivery of the projects and the commitment of the ILO team in Erbil. However, challenges were also voiced, especially the trade-off between providing job opportunities to many unemployed and operational efficiency. Given that workers under the EIIP typically have contracts for a period of 50 days, the managers of the waste management plant, for instance, stated that the short turnover period is not optimal given the time that is needed to train workers to operate the machinery and to separate the waste correctly.

Our discussions with representatives of the Ministry of Labour and Social Affairs (MoLSA) in Dohuk indicate that ILO/PROSPECTS' strategy involved a close collaboration with relevant government offices. This reflects ILO's general ambition to effectively integrate, sustain, and scale the EIIP approach in collaboration with national partners. The ongoing discussions between the MoLSA and the ILO around a new intervention that utilises the EIIP approach with funding support from the European Union are worth noting in this context. Furthermore, the project aimed to foster linkages between various interventions under PROSPECTS, for instance through referrals of job seekers who were registered with the Department of Labour and Social Affairs (with PROSPECTS' support), to the EIIP activities.

Workers: A key feature of EIIP is to strengthen the capacity and collaboration of constituents to ensure adherence to decent work standards. In Dohuk, the ILO involved the Kurdistan United Workers Union and provided training on issues such as decent work and occupational safety and health. The association representatives valued the collaboration as it allowed them to inspect the EIIP work sites and raise awareness about worker rights and employer responsibilities. In each of the EIIP, worker representatives were elected. They received a notable number of complaints; for instance, women voiced concerns about strenuous tasks such as excavating large rocks, inadequate clothing or footwear or masks, the absence of separate resting and eating spaces for men and women, and insufficient restroom facilities for women. The interviewees of the Kurdistan United Workers Union emphasised that the monthly technical meetings between the workers, the public officials, and themselves not

³⁵ Another comprehensive discussion of the EIIP approach in Iraq is available in the Documentation Report: The Case of EIIP Iraq - How EIIP Approaches, Experiences and Lessons, contribute to the Humanitarian Development and Peace Nexus (HDPN) in Iraq, ILO, 2019 available for download [here](#).

only offered opportunity to address close to 60 complaints, but also fostered relations among the constituents.

Youth: Six young engineers provided insights on the EIIP experience from the youth perspective. They were part of a group of two dozen youth (men and women mostly from the host community) who applied to take part in a 30-day life, digital, and entrepreneurship skills training which was then supplemented with a one-week assignment to monitor the implementation of the irrigation and afforestation EIIPs, respectively. This is one of the examples in which UNHCR and ILO joined forces to create a pathway blending education and employment. During the discussion, many expressed that the training and monitoring assignment provided them with valuable knowledge and skills while also expanding their peer network. Some even reported that their participation helped them land jobs in NGOs or the private sector, by adding the training and work experience to their resumes. However, there were concerns and frustrations about unclear communication surrounding their involvement, which led to some expectations that were not met. Specifically, they had anticipated being employed by the ILO rather than only receiving a short-term assignment. Additionally, they were disappointed when the projects, which they developed for training purposes as part of the program, were not funded.

There was also evidence that various EIIP activities facilitated continuous social interactions, fostering connections and mutual understanding. Additionally, interviewees (except for the aforementioned youth, none of them HC or FDP participants of the EIIP) mentioned that in some cases, these interactions led to friendships among beneficiaries and that forcibly displaced persons expressed that their inclusion in the EIIP not only provided immediate income but also gave them a sense of community belonging.

Similar experiences were also shared in Ethiopia, Sudan, and Uganda where one of the interviewees stated that “... *the project also reduced the gap between the refugees and the host community because of being involved in the same community activities*”.³⁶

In this context it can also be mentioned that the project’s M&E plan foresees to track the extent to which PROSPECTS beneficiaries report positive relationship with other groups (Indicator 2f). While no specific data exists for Iraq at the time of the evaluation data collection, tracer studies in Egypt and Lebanon revealed that the forcibly displaced persons reported slightly more positive relationships with the hosts than vice-versa.

4.4. Efficiency

This section evaluates **efficiency**, responding to **five evaluation questions** related to 1. efficient resource use, 2. adequacy of management arrangements, 3. creation of synergies within the project and with other interventions, 4. use of the results framework for steering, and 5. documentation and dissemination of knowledge.

EQ10: How well have resources been used?

Our evaluation of this question focuses on two dimensions of efficiency: the adequate availability and allocation of resources and the timely delivery of activities. We should note

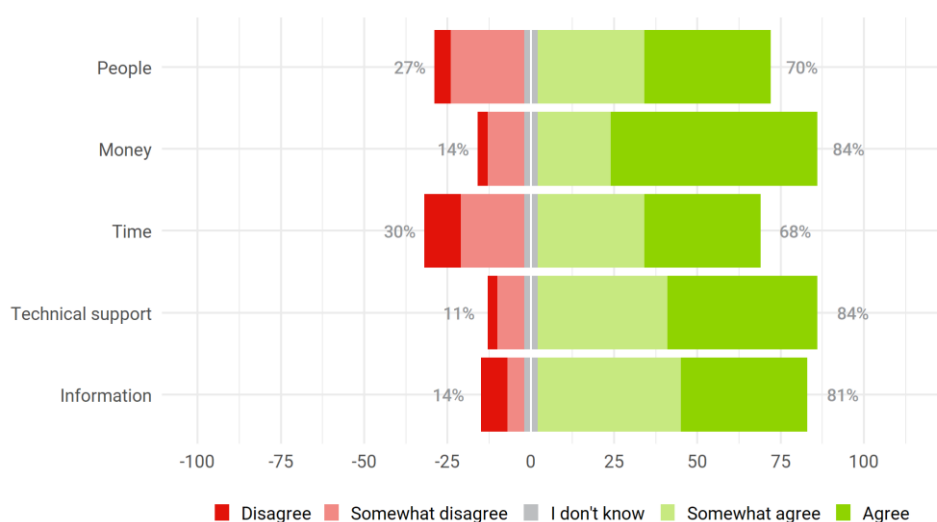
³⁶ In this context we refer to an interesting research that discusses issues around conflict sensitivity of labour market programmes for host and refugees: Building Stability Between Host and Refugee Communities: Evidence from a TVET Program in Jordan and Lebanon, WBG Social Sustainability and Inclusion Global Practice, June 2022

that the discussion does not include an assessment of cost-benefit ratio or similar measures, which are typically used to assess the efficiency of resource utilisation. Such an assessment cannot be provided at the moment, due to insufficient data in the required format. The ILO is in the process of revising project expenditure reporting methods which may enable such analysis in the future. What we can mention in this context, however, is that the feedback that we collected from interviews and focus groups suggests that the quality, technical competence, and delivery of activities were considered good – which is one of the elements to be considered in the ratio between results and benefits and the cost leading to them.

Resource availability and allocation

Regarding the adequacy of resources to achieve the intended results, Figure 14 shows that most ILO staff who participated in the survey are of the opinion that the project had sufficient funding, technical support, and information such as assessments and studies (81% to 84% agreement).³⁷ However, a significant number of respondents felt that the project lacked the necessary human resources (27%) and time (30%).

Figure 14: Adequacy of resources to achieve results



Note: The percentages indicated include “agree and somewhat agreed” and “somewhat disagree and disagreed” respectively. Survey question: Do you agree or disagree with the following statements? There was enough of the following resources to design, implement and monitor ILO/PROSPECTS: people; money, time; technical support (including backstopping); information. Number of responses: 37, 37, 37, 38, and 37 respectively.

Several reasons explaining the critical responses were given in the open response section of the survey and partly in the interviews, including:

- Delays in the recruitment of personal and a lack of technical assistants in country offices, resulted in (significant) delays in activity implementation and increased costs.
- Too small budgets as well as sharply rising cost of inputs (e.g., in the construction sector) seem to have caused challenges in some activities (Ethiopia, Sudan), because

³⁷ The survey data also showed that governmental stakeholders and implementing partners overwhelmingly felt that they received the necessary technical support from the ILO to implement the project (100% and 97% respectively).

the project had to rely on implementing partners even when they lacked the necessary quality or skills.

- During some interviews, ILO staff questioned whether the project's focus on many thematic areas led to interventions which were too small. For example, many of the field staff work on several topics at the same time, which can negatively impact delivery rates. They also expressed concern expanding the thematic areas further (adding areas such as water, sanitation, and hygiene) could spread resources too thin.

Table 4: Budget distribution technical backstopping per implementation context³⁸

Branch	Global	Iraq	Sudan	Lebanon	Egypt	Uganda	Kenya	Ethiopia	Jordan
Cooperatives	50'111	33'354	49'572	33'927				33'751	72'597
DEVINVEST	57'312		48'940						
EMPLAB	353'645								
FUNDAMENTALS	43'983		16'883					39'568	18'493
MIGRANT	35'000								
Social finance	40'666	27'442			20'802		31'137	17'971	
SKILLS	41'424		30'498		42'983	13'680	13'864	45'228	
SME	293'326	14'249	96'164	30'735	67'526	40'210	78'029	65'576	
GEDI	20'205								
ROAS				100'345					71'657
HQ PROCUREMENT									17'657
ROAF			21'060		33'909		56'693	14'266	
Social Protection	96'472						18'969		
Total	1'032'144	75'045	263'117	165'007	165'220	53'890	198'692	216'360	180'404

Source: ILO/PROSPECTS, data as of November 2022

Regarding technical backstopping, interviewees did not express negative opinions on the resources used by country teams, which are shown in Table 4. The differences were most often explained with different framework conditions, where countries with, for instance, more challenging environments require more resources than others; Lebanon and Sudan were mentioned specifically. Notwithstanding, there were also some concerns about technical backstopping. One participant noted that the initial levels of technical backstopping were insufficient to support country teams with weaker capacities, and that ILO team in Geneva had to step in to fill gaps in some regions and countries. Another interviewee mentioned challenges with coordination between branches and departments, as well as uneven capacity among departments to provide backstopping, with some departments receiving additional funds while others did not. In this context, it was also highlighted that the process of negotiating annual technical backstopping budgets (work-months) between the technical departments and the country offices incurs significant overhead costs, posing challenges especially for smaller

³⁸ Data shared by ILO/PROSPECTS Finance Manager on 16 November 2022. The budget stated in the table for Social Protection was mostly dedicated to developing global products, with a portion used for some country backstopping.

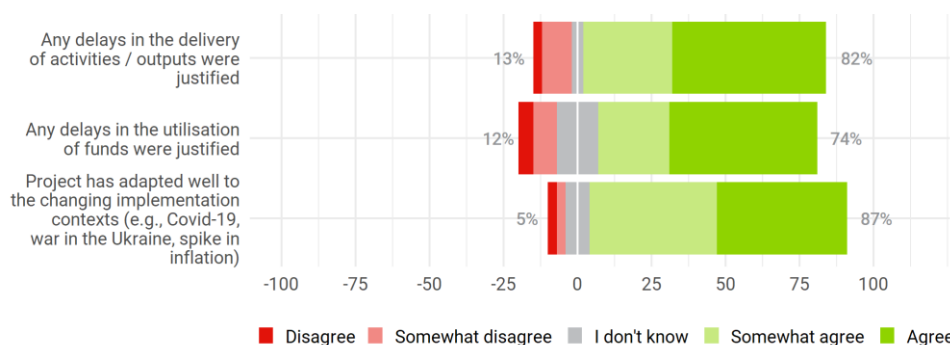
technical departments to manage. Furthermore, several of our interviewees noted the lack of ILO-wide processes or guidelines pertaining to these negotiations. Finally, one interviewee pointed out that administrative support from HQ was rather limited compared to technical support, which could create challenges for smaller teams, such as those in Sudan or in countries with larger portfolios.

Timely delivery and adaption to changing contexts

Timeliness of the delivery of activities is another dimension that is used as a proxy to assess the project’s efficiency. Whereas 61% of the respondents reported experiencing delays in the delivery of project activities and outputs, the majority of them believed that the delays were justified (note: no specific justifications had to be provided in the survey). Notwithstanding, some implementing partners expressed concerns about timeliness issues. Specifically, 18% of implementing partners felt that there were some unjustified delays in project activities, while 19% felt that the delays in funding were unjustified.³⁹

Furthermore, the survey revealed that the project adapted well to the changes in implementation contexts and the delays caused by the pandemic. A large majority of survey respondents agreed that the project responded well, which is evidence to the project’s adaptability and resilience.

Figure 15: Delays and adaptation to changing implementation contexts



Note: The percentages indicated include “agree and somewhat agreed” and “somewhat disagree and disagreed” respectively. Survey question: Do you agree or disagree with the following statements? (each item) Number of responses: 67, 66, and 75 respectively.

The critical responses in the survey and the interviews often revolved around slow approval processes at ILO’s back-office level and in contexts where decisions are taken at the regional level, as well as procurement procedures that resulted in (significant) delays in activity implementation.

EQ11: Are management arrangements adequate at the different levels of implementation?

Regarding management arrangements, we focus on those within the ILO since those between the PROSPECTS partners were dealt in detail in the PROSPECTS MTE of Pillar 4 of August

³⁹ For stakeholder breakdown, see Figure 29 in Annex 6.

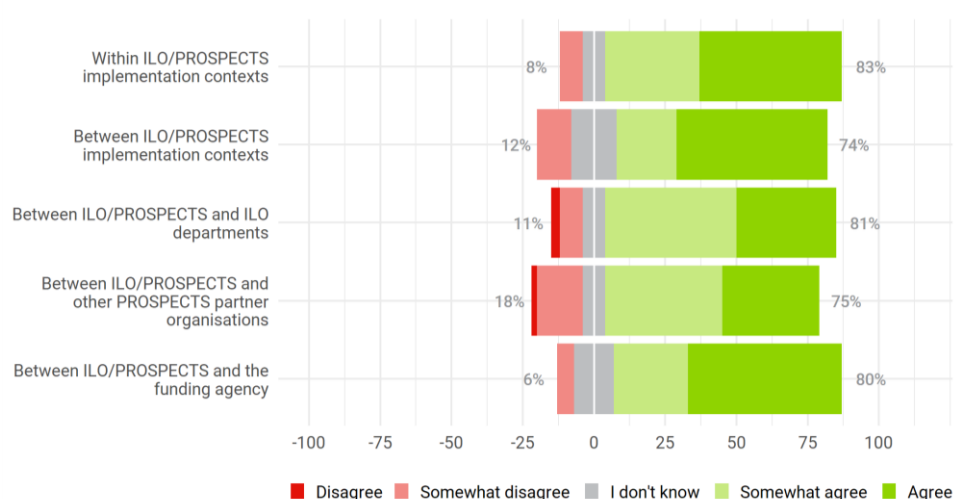
2022, which we supplement with our spotlight on Enhancing collaboration between ILO and PROSPECTS partners further above.

ILO/PROSPECTS consists of a team at headquarters in Geneva and teams based in each of the countries in which PROSPECTS is active. A Technical Core Advisory Group is tasked to provide strategic and technical guidance and to “ensure coherence, complementarity, collaboration and coordination within and between ILO technical departments involved in the PROSPECTS programme” (Governance ToR). The advisory group includes representatives from several ILO branches and departments, including Employment, Enterprises, PARDEV, Social Protection, and Work Quality.

In our interviews with ILO staff, we repeatedly heard the view that PROSPECTS is a complex project and that coordination between country teams, regional specialists, and headquarter specialists entailed considerable time and effort, especially at the beginning of the project. This improved with the institution of the advisory group. It should nonetheless be noted that despite the central role it plays, several of the persons we talked to were not immediately aware of the advisory group, its purpose, and/or could not name what it does or otherwise talk about it. Several interviewees stressed that the commitment of the ILO/PROSPECTS project managers as well as dedicated M&E and communication staff was important to improve management processes at headquarter level.

These findings were also mirrored in the survey, in which most ILO staff expressed that the management arrangements were good, with 74% to 83% agreeing for different levels of arrangements (Figure 16). However, a significant portion of respondents, both ILO and PROSPECTS partners (19% and 17%), felt that arrangements between ILO and other PROSPECTS partner organisations could be improved.

Figure 16: Clarity of management arrangements



Note: The percentages indicated include “agree and somewhat agreed” and “somewhat disagree and disagreed” respectively. Survey question: Do you agree or disagree with the following statements? The management arrangements (roles and responsibilities regarding planning, decision making, monitoring, reporting etc.) were clearly defined. Number of responses: 36, 34, 37, 56, and 35 respectively.

EQ12: To what extent were synergies created within PROSPECTS, and with other ILO interventions?

Interviews with key stakeholders and the document review identified many examples of successful synergies between ILO and PROSPECTS partners across the three pillars of education, employment, and protection. These synergies were particularly successful between UNICEF, UNHCR, and the ILO. Typical examples of synergies include utilising UNICEF comparative advantages in (basic) education and training, ILO's expertise in school-to-work transition and employment-related activities and UNHCR experience and contacts in the area of forced displacement. This collaboration has helped avoid overlaps, enhance resource utilisation, and improve effectiveness. Some examples of these collaborations include:

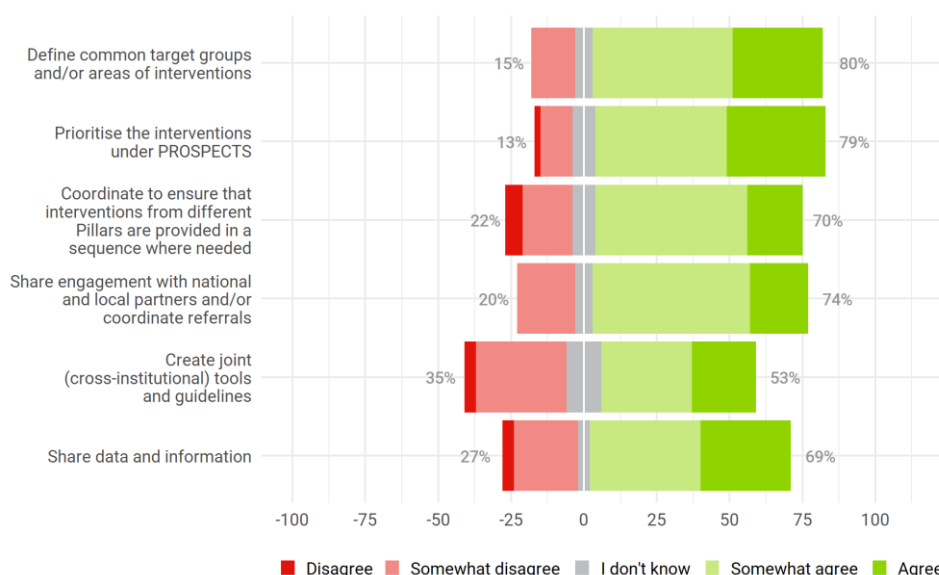
- the ILO-UNHCR studies on inclusion of refugees in social protection schemes (Egypt and Ethiopia),
- young graduates first attended UNICEF-led life, digital, and entrepreneurship skills training and then worked in the ILO's Employment Intensive Infrastructure Projects in Dohuk (Iraq),
- UNICEF and ILO piloting an ILO methodology of Job Search Clubs (building on previous ILO work on this topic in Egypt), and UNHCR and ILO partner in the government led Estidama++ programme (Jordan),
- young entrepreneurs received start-up support from UNICEF's Generation of Innovation Leaders (GIL) Innovation programme⁴⁰ and then incubation support by the ILO (Lebanon),
- UNHCR and ILO work on improving access to mental health and psychosocial support that links supported persons with skills training and employment services; UNICEF and ILO deliver iUPSHIFT, an initiative to provide training and mentorship to youth to develop their digital and soft skills, and entrepreneurship (Uganda),
- the ILO-UNHCR Opportunity Fund project to foster social dialogue and identify opportunities for inclusive access to decent work in the gig economy in forced displacement contexts; the ILO-UNHCR study on policy, legislative and regulatory frameworks and practice; and the ILO-UNICEF-UNHCR collaboration on meaningful youth engagement as a part of the Global Opportunity Fund (Global).

However, there is still room for improvement. A significant number of survey respondents (Figure 17) believe that more could be done to create synergies between PROSPECTS partners, particularly when it comes to creating joint (cross-institutional) tools and guidelines (35%), sharing data and information (27%), coordinating interventions in a sequence (22%), and sharing engagement with other partners/coordinate referrals (20%). Furthermore, some interviewees believe that improving collaboration with other PROSPECTS partners – particularly IFC – would be highly beneficial in fulfilling ILO's mandate, as the role of private investment is likely to be critical for sustainable local and regional economic development. A significant number of survey respondents (22%) also felt that more could be done to coordinate work between country constituents. This relates to concerns about the lack of

⁴⁰ The programme, funded by the Kingdom of the Netherlands and implemented by UNICEF, aims to address high unemployment rates among youth in Lebanon and their lack of access to the knowledge economy.

sufficient forums for partners working in the same areas to regularly meet, exchange experiences, and explore opportunities for further synergies.

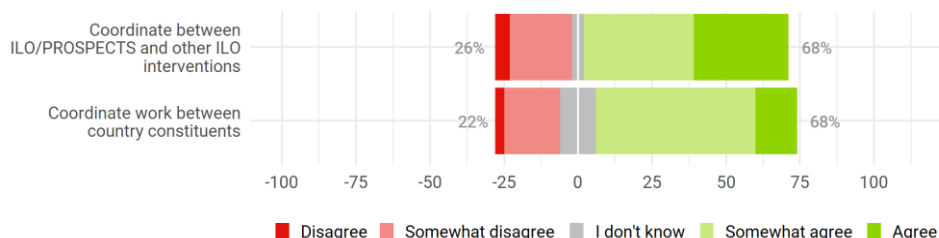
Figure 17: Synergies created between ILO and PROJECT partners



Note: The percentages indicated include “agree” and “somewhat agreed” and “somewhat disagree” and “disagreed” respectively. Survey question: Do you agree with the following statements? Enough has been done between PROJECT partner organisations to: (define common target groups and/or areas of interventions, prioritise the interventions under PROSPECTS, etc.). Number of responses: 54, 53, 54, 50, 49, and 45 respectively.

A separate and important issue is that of ILO/PROSPECTS synergies and collaboration with other ILO interventions. A significant number of survey respondents (22%) believe more coordination between ILO/PROSPECTS and other ILO interventions is necessary (Figure 18). Some interviewees also voiced concerns that PROSPECTS remains somewhat "siloe" within ILO, potentially preventing it from serving as a catalyst for other initiatives within the organisation. Although there are examples of coordination on the country level, it seems that this collaboration is still limited in scope, remaining at a basic level without truly fostering deeper integration and joint action. A more integrated approach could ensure that valuable lessons from PROSPECTS are disseminated throughout ILO, promoting the durability and sustainability of its results.

Figure 18: Coordination within ILO and country constituents



Note: The percentages indicated include “agree” and “somewhat agreed” and “somewhat disagree” and “disagreed” respectively. Survey question: Do you agree with the following statements? Enough has been done between PROJECT partner organisations to: (coordinate between ILO/PROSPECTS and other ILO interventions to ensure that they reinforce each other, coordinate work between country constituents to ensure that they learn from each other). Number of responses: 38 and 37 respectively.

EQ13: Is the PROSPECTS results framework used for strategic decision-making and implementation?

The results framework builds on the project’s theory of change as defined in the M&E Plan and covers all pillars. For each of the four pillars there is one mid-term outcome, accompanied by three to four short-term outcomes, as well as three outputs and several “tracking indicators”.

Quantitative or qualitative indicators are assigned to each of the outcomes and outputs; in total there are 60 indicators: 48 indicators for pillars 1-3 and 12 indicators for Pillar 4.⁴¹ No indicators are defined at the level of the long-term objective of the project (impact level), which we discuss further below in EQ15.

The evaluability review rated the quality of outcomes and outputs generally positive, noting especially that the mid-term outcomes related to pillars 1-3 are “adequately, precisely and verifiably defined”. The same positive assessment was provided regarding the quality of the indicators and baselines. With regard to the realism with which the indicator targets were set we refer to our findings in EQ3 and EQ7.

The M&E Plan assigns responsibilities to each of the partners and country teams to track and monitor their activities and map them to the results framework. Following internal checks, the results are reported at quarterly intervals for ILO internal needs and annual intervals to the donor. Furthermore, the reporting comprises the Opportunity Fund and the annual updates of the MAGRP and MACP. As part of our document review, we screened selected 2021 MACP updates (Egypt, Jordan, and Sudan) to assess whether they discuss changes in the implementation context necessitating adjustments of the results framework. This is generally the case. In Egypt, for instance, financial resources were repurposed towards apprenticeship and TVET programmes for which there was evidence that they yield better results, whilst in Jordan, new activities were created to bolster institutional capacity of the Technical and Vocational Skills Development Commission, following its restructuring and change of management. In Sudan, the MACP explained the reasons for shifting some of its activities under Pillar 3 on social health protection.

In January 2022, the PROSPECTS M&E Working Group reflected on the M&E system and found that it is not consistently used. It highlighted issues such as errors in data collection sheets, inconsistent quality and capacity for imputing data at the country level, and the inability to estimate the unique number of supported beneficiaries. The group recommended joint data collection and joint quality analysis exercises, annual tracer studies, full-time M&E staff, and regular internal data interpretation workshops to identify trends and present areas of concern under the pillars.

From the interviews with ILO staff and PROSPECTS partners we learned that the ILO/PROSPECTS team leads the monitoring effort among the partnership, having a dedicated full-time global M&E officer as well as country M&E officers. Furthermore, while there is a consensus that the M&E system is comprehensive to track progress, several of the interviewees voiced that they are at time struggling with the intensity and frequency of the M&E. They mentioned concerns regarding the abundance of assessments, namely

⁴¹ Whereas the medium-term outcomes and indicators are fixed for all the partners, the short-term outcomes and outputs can be customised as per the needs of the partners or the respective country teams.

evaluations of PROSPECTS work and reporting exercises, and the ongoing challenges in standardising measurement across pillars and partners.

EQ14: How effectively does PROSPECTS document and disseminate knowledge?

ILO/PROSPECTS' communication and dissemination strategies, formats, and channels are primarily managed by a dedicated communications team. It is responsible for ILO's engagement to ensure visibility of PROSPECTS within ILO and vis-à-vis external audiences as well as the dissemination of knowledge products. The team is part of the wider PROSPECTS communication working group which is tasked to strategically plan annual communication and dissemination objectives and deliverables.

A wide range of online channels is used to reach different audiences: We learned that ILO manages an internal Microsoft Teams Platform as the main, albeit not only, communication and dissemination tool for PROSPECTS. It also features technical channels. The one for ENTERPRISES is reportedly the most active and the communications team intends to mobilise other branches and departments to follow suit. The main vehicle for external audiences is the ILO/PROSPECTS website, which centralises all articles, publications, reports, factsheets, videos, etc. that are also published on social media.

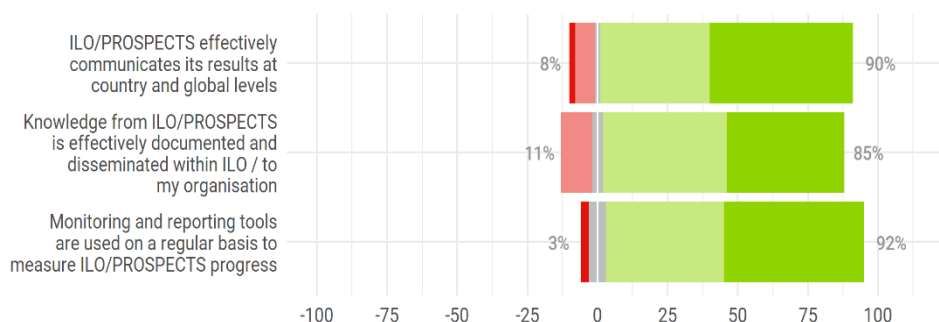
Communication and knowledge dissemination further takes place in the yearly bilateral donor reports and the quarterly progress reports as well as through the joint PROSPECTS partners platform coordinated by UNHCR that provides access to various channels: M&E working group, Learning working group, Global Steering committee, Communication working group, and the Global Opportunity fund on Youth Engagement. Lessons learned are also presented in events at global, regional, and country level. Especially at the country level, learning takes place through country team meetings, co-creating activities, joint field visits and learning events as well as through manifold informal ways of communication, such as attending the same meetings and through day-to-day collaboration.

The extent to which these efforts are effective were part of the survey and discussed in interviews, especially at the global level. We summarise the findings below:

As shown in Figure 19, a large majority of survey respondents believe that ILO/PROSPECTS communicates results and disseminates knowledge effectively both within ILO and externally (85% to 90% agreement). Comparing the responses of different stakeholder groups, it is notable that a significant number of respondents from government or public institutions (17%) and PROSPECTS partner organisations (22%) believe that ILO/PROSPECTS knowledge could be better disseminated to their organisation.⁴²

⁴² For the stakeholder breakdown, see Figure 30 in Annex 6.

Figure 19: Effectiveness of PROSPECTS documentation and dissemination of knowledge



Note: The percentages indicated include “agree” and “somewhat agreed” and “somewhat disagree” and “disagreed” respectively. Survey question: Do you agree or disagree with the following statements? (each item) Number of responses: 36, 62, and 61 respectively; note: not all stakeholder groups were asked about the third item, hence the notable difference in responses.

In the interviews we commonly heard that among the partnership, the ILO can be said to invest most resources into the communication effort. According to one interviewee this “made [the ILO] the go-to place for accessing knowledge of what can be done in forced displacement and what ILO is doing in this regard”. Several interviewees mentioned that there is much learning within ILO and across the partnership at all levels. And even though there are no metrics to measure the reach of these communication and dissemination efforts (e.g., site visits, download rates etc.) or the knowledge uptake, several of our interviewees shared the view that the communication and dissemination efforts have been successful in reaching the target audiences.

Mirroring the critical perspectives shared in the survey, some interviewees believe that there is an overemphasis on communication that reports activities and successes, rather than knowledge and lessons learned. One interviewee at the global level went as far as to say that “for the size of the partnership, I think our learning was pitiful”, calling for specific knowledge management that is capable and supportive to improve each organisation and the approaches to respond to forced displacement. Finally, although some PROSPECTS partners appreciate the ILO’s communication efforts, they also believe that such communication is done to “position” the ILO and that resources could be better allocated to project activities.

4.5. Impact

Responding to **one evaluation question**, this section evaluates whether there is visible progress towards **impact**. We use quantitative data, survey results, as well as interview and focus group feedback for this assessment. The discussion touches on different perspectives and different levels of impact, namely the influence of PROSPECTS on individuals, ILO as an organisation, and the partnership.

EQ15: Is there any visible progress towards impacts at this stage of implementation?

To respond to this question, we need to first explore what impact means in the context of PROSPECTS: There are different sources that define what PROSPECTS wants to achieve, including the Vision Notes, the Global Theory of Change (2019), the M&E Plan and results framework (March 2022), the PROSPECTS MTE of Pillar 4 Theory of Change (August 2022),

as well as the MARGP and MACP.⁴³ Given that the project measures its progress and change as defined in the M&E Plan, we adopted its definition of the PROSPECTS long-term objective, which is to “improve sustainable living conditions for refugees, internally displaced peoples and vulnerable host communities”. In essence, this objective represents the desired impact that the project intends to accomplish across all eight countries.

As previously stated, there are no specific impact indicators, but instead there is the assumption that the achievement of various outcomes across four pillars will ultimately lead to the realisation of the long-term objective. Following this approach, at least initially, we revisit the performance data of the outcomes discussed in section 4.3. Some of the key findings related to impact are:

- ILO/PROSPECTS achieved results across all countries and pillars, despite Covid-19 obstacles and challenging local contexts: Pillar 1 and Pillar 2 goals especially are on track to be achieved until the end of the project, while those defined of Pillar 3 are behind plan. Variations across countries and pillars need to be noted as well, where only Jordan and Uganda appear to be on track to realise the stated goals in *all* pillars. In the future, an important indicator of the project’s success may be the number of displaced persons and members of host communities who gain long-term employment as a means to independently establish sustainable living conditions. At the time of the writing of this report, the project was working on the standardisation of the use of tracer studies on a regular basis to track the long-term employment and livelihood situation of project beneficiaries.
- ILO/PROSPECTS has been particularly successful when it comes to supporting institutions and organisations with capacity building, technical advice, and dialogues to provide better services to beneficiaries, and it also made some progress in achieving desired policy reforms. These types of achievements hold a particularly high potential for lasting impact, as they create a solid foundation for systemic change. For example, in Ethiopia, skills development partners were supported by training on skills needs anticipation and matching and by acquiring learning material. In Egypt, Ethiopia, Iraq, and Jordan select BDS and financial institutions were trained to roll out entrepreneurship trainings and support services. Working with key governmental stakeholders in Kenya, ILO managed to broaden the scope of the RPL policy to include refugees and expanded the coverage of the national social protection scheme to include the workers in the informal economy. In Jordan, the project engaged in a multi-donor collaboration working with the government to extend social security coverage to vulnerable workers, including refugees. This inclusive approach not only benefits project beneficiaries directly, but it also contributes to enhancing the overall system, fostering a more equitable and adaptable framework that can better address the diverse needs of the entire population. Despite progress, the data suggests that meeting targets for training and capacity building, and enabling beneficiaries to become self-reliant economically, still require further efforts.

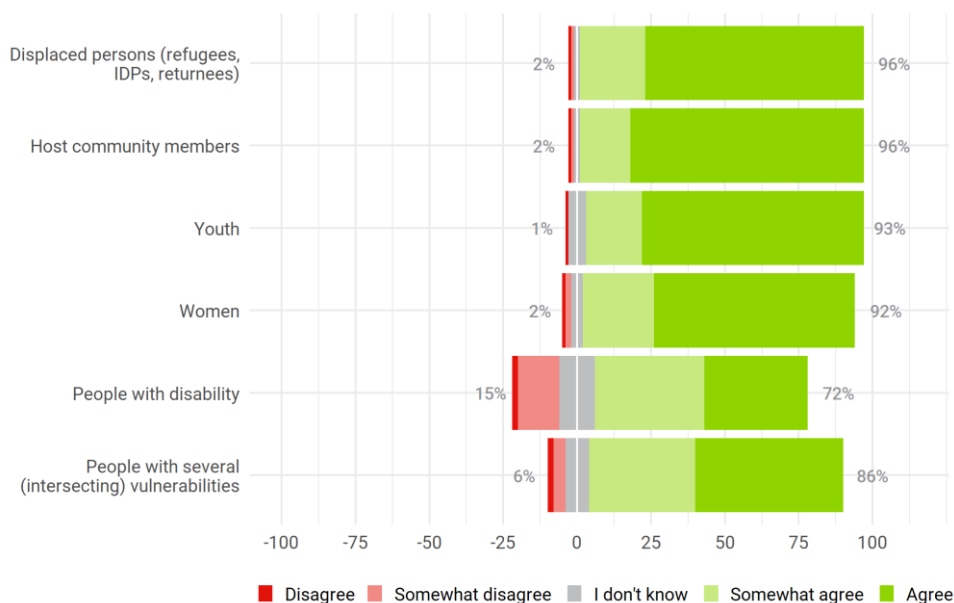
⁴³ To exemplify, the reconstructed Theory of Change, developed as a part of overall project’s MTE of August 2022, defines PROSPECTS impact as “improved sustainable living conditions for women, men, girls, and boys in forcibly displaced and host communities”.

- The M&E data indicates that an estimated number of 70,000 persons were supported in various activities and many of them report benefits and livelihood improvements, be it through skills training, short term work assignments, entrepreneurship support, business and market development, increase of work decency, or the enhancement of social protection. As the project and the partnership of the five partners continues to evolve, it is likely that these numbers will further grow and even accelerate. Furthermore, as more data becomes available, including through additional tracer studies, the full extent of the project's impact on these 70,000 persons will be better understood.

These results indicate significant progress towards PROSPECTS' long-term objective, but questions remain about the projects' success in reaching beneficiaries and whether the target groups benefitted equally from the project, which we address subsequently.

ILO/PROSPECTS has been quite successful in reaching its various beneficiaries – men and women, host community members and forcibly displaced persons – as seen from M&E data discussed previously. PROSPECTS stakeholders across countries, pillars, and roles believe that the project had been successful in reaching beneficiaries, with the notable exception of persons with disability (Figure 20).⁴⁴ Furthermore, the Global Opportunity Fund on Youth Engagement plays an important role of engaging youth in the decision-making process leading to enhanced participation, agency, and self-esteem.

Figure 20: Reaching end-beneficiaries



Note: The percentages indicated include “agree” and “somewhat agreed” and “somewhat disagree” and “disagreed” respectively. Survey question: Do you agree or disagree with the following statements? The project has been successful in reaching the following beneficiaries...)

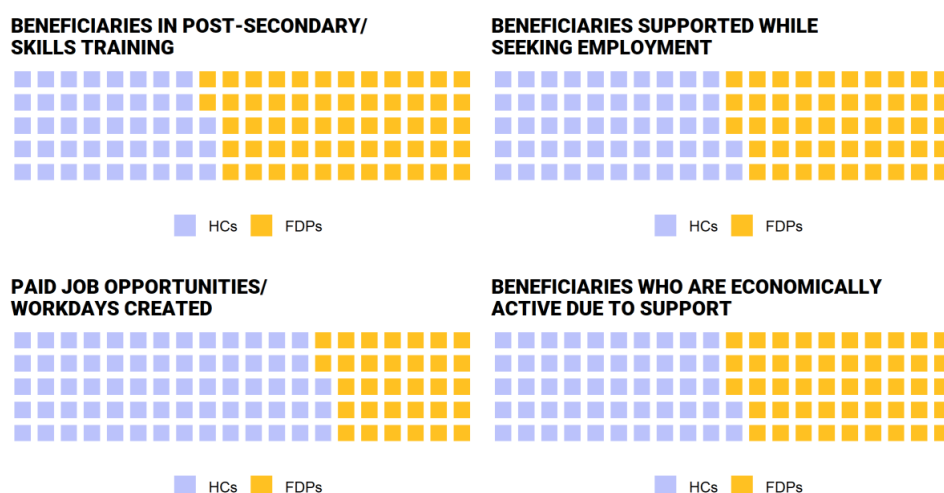
Number of responses: 123, 124, 122, 120, 118, and 103.

⁴⁴ For a breakdown by stakeholders, see Figure 28 in Annex 6.

Women have been nearly equally involved in ILO/PROSPECTS activities, but notable differences exist in the types of activities they have benefited from and the likely benefits for them. Although they have been similarly included in post-secondary/skills training activities, only 39% of those beneficiaries who are economically active following project support are women. As transitioning from training to the world of work is crucial for ensuring sustainable livelihoods, women may not have experienced the same degree of change as men.⁴⁵

The project intends to improve living conditions for refugees, internally displaced people, and vulnerable host communities alike. The data in Figure 21 reveals an interesting trend, similar to the one observed above, where forcibly displaced persons are more engaged in post-secondary and skills training (57%), whereas in all other types of activities, members of the host communities were more frequently involved.

Figure 21: Involvement of hosts and forcibly displaced person (indicator types)



Source: ILO/PROSPECTS M&E data as of December 2022

Many reasons could explain the observed differences, including the idea that it is essential to create an environment in which host communities can flourish to facilitate the integration of newcomers and to prevent grievances. Furthermore, difficulties in accessing forcibly displaced persons and the existence of several barriers – such as regulatory, educational, and cultural – can make it more challenging to support them in rebuilding their lives. Merely to exemplify this, a recent tracer study in Jordan revealed that 55% of the training graduates found jobs after completing vocational training, with most earning slightly above minimum wage of 220 JOD per month (about 310 USD). However, about half of them remained unemployed, and those that have jobs rated work decency 'low' to 'moderate', with Syrians facing more challenges than Jordanian hosts in terms of income and contractual relations.⁴⁶ Recent tracer studies done in Egypt and Lebanon showed similar results. Finally, sometimes governments

⁴⁵ We note here that the data for beneficiaries who are economically active were available only for Jordan, Lebanon, and Egypt at the time of writing of this report. At the same time, the increase in the amount of data does not necessarily need to change this ratio.

⁴⁶ Improve PROSPECTS for Forcibly Displaced Persons and Host Communities' Tracer Study, ILO Jordan, Findings of the baseline round, July to September 2021.

required a higher number of HC members to be included in the activities to support the project, as was the case in Jordan. These compromises are important to consider in the future when determining the type and scope of activities, as well as targets, in contexts with less support for long-term solutions for forcibly displaced persons.

Impact – views from the beneficiaries

Impact is ultimately about the beneficiaries, and it is their experiences that determine whether a project has made a difference in their lives. While hard data and stakeholder perceptions provide important insights, beneficiary views and testimonies are essential in assessing the project's success and highlighting areas for improvement. Our evaluation set out to give voice to beneficiaries and understand their perceptions of the project's impact. We do so with testimonies that we collected from participants in focus groups that our team conducted with forcibly displaced persons and host communities in seven of the eight PROSPECTS countries.

The following Table 5 contains a random selection of testimonies, organised by sentiment (supportive, critical, mixed). This selection is not meant to be representative but rather aims to offer a glimpse into the different stories, experiences, and perspectives of PROSPECTS beneficiaries during focus group discussions.

Table 5: Focus group participant testimonies

Supportive sentiments	Critical sentiments	Mixed sentiments
<p><i>“Before the training, we were managing our businesses the traditional way. We didn’t have a business plan; we didn’t have a bank account or any proper source of funding. But now, we have acquired assets, we are organised as a cooperative, and we are thinking of selling our products not just in other parts of Ethiopia, but to the neighbouring countries.”</i></p> <p><i>“As a refugee this was the only opportunity to start up my own business.”</i></p> <p><i>“I added the ILO trainings into my CV, and it was useful to get a job. The employer asked me about this experience during the job interview.”</i></p> <p><i>“I am glad that I found an internship close to my home that aligns with my university</i></p>	<p><i>“They hinted that they would give us the material support to enable us to start our own business. But that didn’t happen; we are still waiting for a job placement or the material support to start our own business.”</i></p> <p><i>“I travelled more than two hours to get to the [life skills] course and studied hard. At some point I understood that it was not true that I would be given a job through ILO, and then I quit the course.”</i></p> <p><i>“My expectation number one of becoming a certified welder was not met. My second expectation was after the course to get some kind of mentorship on how I can start my own business using the same skill that I gained, but also support to start my own business as well. I consider this program as an opportunity that I can use to select welding as career, as my professional career. What I expected from the program, nothing was met, apart from gaining skills that I</i></p>	<p><i>“Because of the training I received I was able to shift my career to information technology sector. Now I work in an entry position in an IT company in Damietta, yet I need further capacity support to be able to join technical positions.”</i></p> <p><i>“[L]oans and grants that support us would be important for us. You know in business you need support because it’s not every day that things are good, so in addition to the training we should get some financial support, and since you have taught me how to manage money, so, give me some so that I can practice the training.”</i></p> <p><i>“It would have been great if we were given the opportunity to be given in-kind support with the basic tools needed to repair the machines; I could start my own business as I succeeded with flying colours in the theory and the trainings, my teachers and bosses said that I was perfect.”</i></p> <p><i>“The approach was okay, but it is limited to a few activities. It does not allow me the flexibility of</i></p>

<p><i>degree. It is even better that I got hired and can walk to work, saving me transportation costs.”</i></p> <p><i>“The beauty about this project is that it bridged the gap with our CDO [Community Development Officer], and other stakeholders in the central division offices. [A]lthough the money was little, people had the zeal to work in their various villages. This project has been successful because the communities were able to choose what they should do for themselves, and their expectations were met.”</i></p> <p><i>“My expectation was being able to learn how to produce the various value added soybean products, such as soy milk, and earn income from that. I am still halfway to achieving that because we have just harvested the soybean we planted in our farmer group.”</i></p>	<p><i>am not currently practicing. The chance even to drop from or to forget everything that I learned is very high.”</i></p> <p><i>“I was expecting a certificate which I did not get. They also promised us a weaving machine, but we did not get one. I am even forgetting the tailoring skills. I just borrowed the one I used in training from a friend.”</i></p> <p><i>“[The ambiguous selection criteria for who qualified to sit Directory of Industrial Training (DIT) exams] caused unhappiness ... because some people sat for the DIT and others did not. This caused quarrels ...”</i></p>	<p><i>considering other alternatives that may be easier to start up. My preference was mechanical training, but I am stuck because it requires higher startup capital.”</i></p> <p><i>“... The multi-span greenhouses have proven to be very effective and can contribute to an increased yield that would solve many problems (...). However, the current economic crisis demands a different approach, one that addresses the market issue directly (...) the influx of produce from Syria at very low prices is causing Lebanese products to go to waste, resulting in significant losses for farmers.”</i></p>
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Synthesising more than 50 testimonies (which can be roughly divided into 26 supportive, 11 critical, and 17 mixed feedbacks) revealed a range of outcomes of different activities. On the one hand, the participants expressed gratitude for the opportunity to acquire new skills (such as tailoring, livestock health management, or soybean production), shift to new jobs, and improve their working conditions. Some participants have been able to find jobs and internships in their desired occupations, while others have started their own home-based businesses producing leather goods or selling groundnuts or created cooperatives. Positive outcomes of the EIIP interventions on community development and improved living conditions through greening and cleaning projects, drainage maintenance, or improvement of infrastructure were also mentioned. Finally, there are testimonies that some of the projects created opportunities of bringing host communities and forcibly displaced persons closer together.

The critical feedback, on the other hand, revolves around unfulfilled expectations and promises as well as limited opportunities and support in certain aspects, which may have impacted the participants’ ability to fully utilise their skills and start their own businesses. Several beneficiaries expressed disappointment about not receiving equipment, job

placements, or startup capital – some indicating that they felt this was a broken promise. Others were frustrated that their preferred training courses were not available, while a few focus group participants who successfully completed skills training have mentioned that they did not receive certification, mentorship, or support in starting their own businesses.

Impact – views on the partnership and views on ILO

Going beyond the limits of the results framework and looking at the PROSPECTS partnership, many interviewees expressed being satisfied with the collaboration among the partnership and believed that a joint approach was beneficial to responding to forced displacement situations. However, and despite several success stories and *“intangible results such as bringing the organisations closer together to work in a more efficient and effective way”*, as one interviewee put it, there was little consensus on whether the partnership led to more change for the beneficiaries than would have been possible without it, or whether it influenced the inner workings of each of the organisations. Indeed, differences in which the UN partners on the one side and the World Bank and the IFC on the other side operate were repeatedly mentioned as an issue – a finding that also emerged in the previous evaluations of PROSPECTS.

The views about how PROSPECTS affected the ILO are mixed. Several interviewees pointed out that PROSPECTS has had a considerable impact on ILO. It has enabled the organisation to establish itself in an area in which it has not typically been active. One interviewee put it this way: *“The most significant change is the visibility PROSPECTS has provided to ILO in a domain where our visibility has been unfairly limited.”* This development is viewed as beneficial for both ILO and the field of forced displacement itself, as ILO adds a development perspective to the humanitarian domain. At the same time, the project is also seen as giving impetus for structural change within the ILO by emphasising collaboration with other UN agencies and external partners as a vital component in achieving ILO's mandate. Still, as discussed in the sustainability section, for many others it is presently an open question whether and to what extent the ILO will integrate new approaches and partnerships or address strategic and organisational issues beyond the project.

Finally, we conclude the assessment by acknowledging that PROSPECTS is said to be one of the first comprehensive interventions that addresses both immediate needs and longer-term solutions in forcibly displacement contexts and that is organised around the objectives of the Global Compact on Refugees and other international frameworks. With its mix of providing technical, financial and infrastructure support to improve access to education, employment, and social protection; of promoting self-reliance as well as inclusion, it holds many potentials to create impact. Realising this impact – and at scale – will among other hinge on political will and commitment, financial resources, and continued cooperation and partnerships.

4.6. Sustainability

This section covers the **evaluation question** regarding the likelihood to which PROSPECTS' results are durable. Evaluating the **sustainability** of a large and diverse project like this one poses significant challenges because of the wide range of contexts, pillars, and activities involved as well as the various levels of analysis that could be applied.

We therefore concentrate the assessment by considering three factors that can typically contribute to sustaining project results, namely the technical and financial capacity as well as the motivation of local stakeholders. This approach aligns and complements the elements that the ILO has itself identified in its Sustainability Strategy, which we describe further below.⁴⁷ For this assessment we primarily use findings from the survey that we supplement with what we learned in the interviews.

EQ16: To what extent are PROSPECTS results likely to be durable?

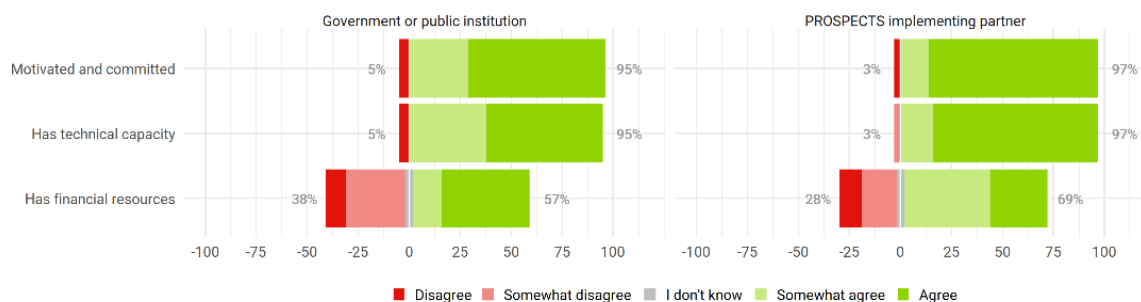
Sustainability as perceived by survey respondents

Asked about capacity and motivation, respondents from government and public institutions as well as implementing partners overwhelmingly stated that they are both motivated and committed and have the technical capacity to uphold project results (Figure 22). This mirrors the finding mentioned earlier in the report that constituents, partners, as well as beneficiaries were largely involved in design and planning of the activities, which can increase ownership and commitment. Furthermore, individuals and organisations were capacitated to design, manage, and maintain results. New processes, procedures, or approaches were designed and implemented together with partners; lessons learned were shared. These findings bode well for sustainability.

Notwithstanding, more than a third of them (38% of governmental stakeholders and 28% of implementing partners) report that they lack the requisite financial resources that are needed to implement – and let alone further develop or scale – the activities. The share of respondents from Ethiopia, Kenya, and Uganda who reported a lack of financial resources is in the range of 36% and 50%. For additional country results we refer to Figure 31 in Annex 6. Given that financial resources are essential to continue activities, resource constraints are a threat to sustainability. Indeed, in the survey's open response section, 17 respondents offered ideas to ensure sustained success for the changes introduced by the project. The most commonly suggested solution was to extend the project's timeline and allocate additional resources to consolidate results and establish a long-term vision – which include identifying new financing sources. Engaging more with the private sector was mentioned as one way to access additional resources.

⁴⁷ The elements are: ownership, policy, leverage, capacity, and awareness. Improving Prospects for Forcibly Displaced Persons and Host Communities (PROSPECTS), Sustainability Strategy, ILO, March 2022, page 4.

Figure 22: Motivation, capacity, and financial resources to sustain results



Note: The percentages indicated include “agree and somewhat agreed” and “somewhat disagree and disagree” respectively.
 Survey question: Do you agree or disagree with the following statements? My organisation is ... to sustain ILO/PROSPECTS results beyond external funding.

Number of respondents: For government or public institution 21, 21, and 21 responses; for PROSPECTS implementing partner 36, 37, and 36 respondents.

Analysis of country level observations

As stated above, assessing sustainability is challenging given the complexity of ILO/PROSPECTS. However, several common observations emerged from the country interviews and focus group discussions, which we summarise in the following:

- Limited resources and technical capacity:** In several countries, stakeholders struggle with limited (financial) resources or technical capacity, threatening the continuation of project activities. This is the case, for example, in Iraq regarding the ability of the Employment Services Centre in Dohuk to continue registering unemployed (forcibly displaced) persons or incorporating and scaling the SIYB and financial inclusion curricula in the public vocational training centres. In Kenya, the Garissa County trade department requires financial (and other technical) support to hold trade shows to promote local businesses and entrepreneurs. In Lebanon, dwindling funds due to the ongoing economic crisis could affect the successes that were achieved with regard to, for instance, the solar energy infrastructure maintenance skills training and the ability of the private sector to offer job opportunities.
- Partner buy-in:** Incorporation of project results into existing programmes and obtaining partner buy-in also ensures that (at least certain) elements of the results are continued. This was reported in Kenya, where the Lutheran World Federation, an implementing partner in Kakuma, mentioned that they use the ILO/PROSPECTS entrepreneurship development curriculum in a youth empowerment program since their staff became a certified ILO SIYB trainer. And in Uganda, the government was able to partner with and mobilise funds from the World Bank Group to continue a successful apprenticeship programme that the ILO instituted.
- Capacity building:** Supporting local actors through training and providing diagnostics and other essential resources, such as toolkits and guides, was seen as promoting sustainability in several countries. In many of our interviews and focus groups we heard that the sustainability of newly acquired skills or newly established businesses will in many cases necessitate continued support, such as specialised coaching, marketing assistance, and access to finance, to enhance durability.
- Relations of communities:** Regarding perceptions and relations between host communities and forcibly displaced persons, we heard stories of joint water point installations fostering unity in Sudan, and in Uganda, the Federation of Uganda

Employers has new employers in the refugee hosting districts joining the association. However, there were also stories of persisting challenges, such as in Iraq, where some of the feedback suggests that increased awareness and trust-building are required to build on the early results of providing access to finance to forcibly displaced persons at private banks.

ILO's engagement in contexts of forced displacement

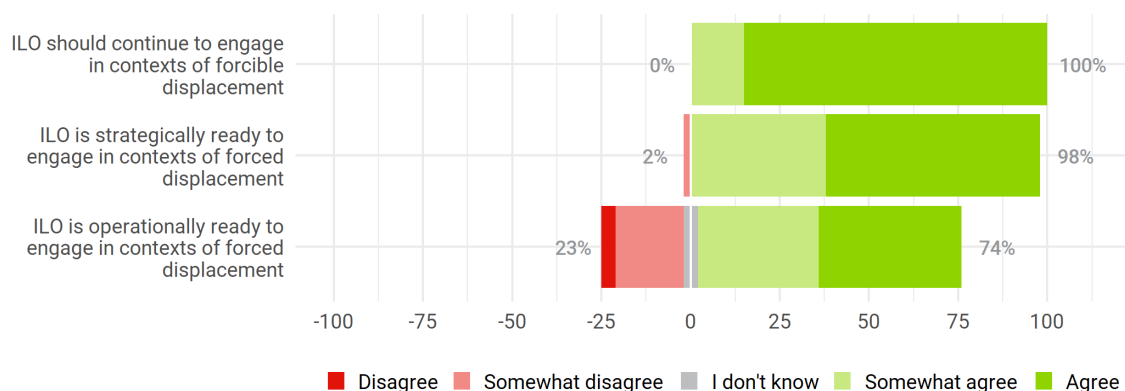
To conclude the discussion in this section, we shift our attention to the ILO and examine whether the engagement in forced displacement contexts and the new partnerships, approaches, and tools that PROSPECTS brought for the ILO are sustainable. We did so by formulating three questions for ILO staff namely whether 1. ILO should continue to engage in contexts of forced displacement and whether 2. it is strategically and 3. operationally ready to do so (Figure 23).

The results are interesting for several reasons: first, there is consensus that the ILO should continue its engagement – not least in light of the commitments under various international frameworks and the ILO's mandate to ensure decency of work universally, as some argued in the interviews – and second, the survey respondents are convinced that the ILO is strategically fit to do so. However, 23% of respondents believe that ILO needs to improve its operational readiness to engage. This ties to the earlier findings that back-office policies and practices were identified as a hindering factor in the pursuit to effectively and efficiently work where there is forced displacement.

Furthermore, some interviewees raise a question on whether PROSPECTS will permeate and change the inner workings of the ILO to make it fit to work on forced displacement beyond PROSPECTS. This was already stressed in the *Lessons Learned*⁴⁸ report where similar internal challenges regarding mainstreaming of the work with forcibly displaced populations within the organisation. As then, there is still space to better institutionalise learning by taking stock of the many lessons learned and emerging good practices and to develop guidance or more standardised operating processes and procedures. However, a notable change appears to have happened since the *Lessons Learned* report. This evaluation – both in interviews with key ILO stakeholders and in the survey – found a unanimous support to continuing ILO engagement in the field of forcible displacement. This, and increased awareness of existing challenges, support the idea that PROSPECTS has the potential to bring about institutional change.

⁴⁸ Review of Lessons Learned on the Implementation and Management of ILO PROSPECTS, Final Report, undated

Figure 23: ILO's engagement in contexts of forced displacement



Note: The percentages indicated include “agree” and “somewhat agreed” and “somewhat disagree” and “disagreed” respectively. Survey question: Do you agree or disagree with the following statements? ... (each item) Number of respondents: 54, 53, and 53 respondents.

Sustainability Strategy – an innovative and comprehensive tool to gauge the project’s sustainability

ILO/PROSPECTS has a dedicated Sustainability Strategy that was issued in March 2022. It describes the conditions that need to be in place and the activities to be implemented to ensure the sustainability of the project’s results over time.

The strategy outlines five main approaches to sustainability:

- maximising ownership,
- improving policy,
- leveraging initiatives or networks,
- building capacity, and
- raising awareness about displaced persons or decent work.

Furthermore, it defines the metrics and process of the so-called Sustainability Assessment that is planned at the end of the project. It uses qualitative methods and analysis to collect data for a scoring system that focuses on four factors: institutional capacity, policy/regulation supporting sustainability, synergies and complementarity, and scalability. The factors are differently weighted (50, 20, 10, and 20 points maximum) with the total scores being shown in a colour-flagged system to provide an indication of the sustainability of each of the short- and mid-term outcomes that are defined in the ILO/PROSPECTS results framework. The four factors comprise the above approaches, except for the awareness element.

The Sustainability Strategy is a comprehensive and innovative tool that in our view is not only apt to generate insightful results but also to help facilitate looking back in a structured manner that allows for reflection, comparison, and learning going forward. If the tool is applied regularly *during* implementation, as recommended in the strategy, it can be even more effective in identifying factors that may threaten sustainability at a stage where adjustments and supportive measures can still be implemented.

4.7. Lessons learned and Good practice

One of the purposes of the mid-term evaluation is to identify **lessons to be learned and good practices**.⁴⁹ Before presenting them we note that ILO/PROSPECTS and its partners have themselves identified many lessons learned and good practices. They are reported and documented in the annual global and country programme updates, in ILO internal retreats and learning documents of various departments, branches and offices, in specific learning events at global, regional, and country levels, many of the project's communication and dissemination products, or in exercises that are externally supported such as the lessons learned review.

To exemplify, we combined and synthesised the lessons learned that ILO/PROSPECTS reported in the annual reports of the past two years, providing an impressive list of insights covering various strategic, thematic, and operational issues that can inform the current and future delivery towards improving practices and performance whilst reducing existing deficiencies.⁵⁰ These lessons learned are:

- **Understanding context:** Understanding context and awareness of prevailing community and institutional values and expectations is essential to fostering behavioural change.
- **Meaningful engagement:** Understanding partner organisations and fostering collaboration lead to more effective partnerships with various stakeholders; they can ultimately lead to better results.
- **Prioritising flexibility and adaptability:** Adapting internal processes and project content to respond to changing circumstances, such as political and economic crises and the COVID-19 pandemic, is crucial. Working effectively with humanitarian systems allows for improved service provision to target groups.
- **Strengthening national and local capacity:** Investing in activities that enhance national and local capacity leads to better results and boosts ownership as well as sustainability more generally.
- **Diversifying partnerships:** To meaningfully engage in different situations, it is important to engage with a broader range of partners, including local and non-traditional actors, and to foster their capacity, including to apply development approaches in humanitarian settings.
- **Balancing digital solutions with traditional approaches:** Focusing on blended learning approaches to address accessibility issues while maintaining the essential human socialisation and interaction aspects of education and training works best, as digital inclusion alone cannot overcome inequalities.

⁴⁹ Review of Lessons Learned on the Implementation and Management of ILO PROSPECTS, Final Report, undated

⁵⁰ The ILO defines lessons learned as “an observation from project or programme experience which can be translated into relevant, beneficial knowledge by establishing clear causal factors and effects. It focuses on a specific design, activity, process, or decision and may provide either positive or negative insights on operational effectiveness and efficiency, impact on the achievement of outcomes, or influence on sustainability. The lesson should indicate, where possible, how it contributes to 1) reducing or eliminating deficiencies; or 2) building successful and sustainable practice and performance. A lesson learned may become an emerging good practice when it additionally shows proven results or benefits and is determined to be worthwhile for replication or up-scaling.”

- Understanding the impact on social cohesion: Developing more systematic approaches to monitor the impact of activities on social cohesion within forcibly displaced and host communities is important to inform future project programming and design.
- Integrating upstream and downstream work: Connecting policy advocacy and dialogue with practical implementation of integrated interventions, contributes to political commitment and capacity building, and can lead to systemic change.
- Adapting intervention locations: Flexibility in selecting and adapting intervention areas that are conducive to integrated development models, considering factors such as local conditions, accessibility, and security, are important for an effective outreach.
- Preserving institutional memory: Maintaining comprehensive documentation to ensure continuity and provide a reference for future programming, helps with dealing with challenges associated with staff turnover in government and partner organisations.

The findings also show that ILO/PROSPECTS collected many lessons that can be useful for the current and future phase of PROSPECTS and beyond. However, as we note earlier, we often heard that ILO/PROSPECTS team members are struggling to manage the volume of lessons available. Keeping the ILO's emphasis on knowledge management and continuous improvement in mind, as well as the value of ensuring that PROSPECTS knowledge is mainstreamed through the organisation, it is important to ensure that these lessons are translated into significant, generalisable, and replicable knowledge that can be put into action. Given the important number of existing lessons for ILO/PROSPECTS, we aimed to select complementary ones to what is already known. The following two lessons and the emerging good practice are described in detail in Annex 7 and Annex 8 respectively. The lessons learned and good practice are relevant for ILO, the PROSPECTS partnership members, implementing partners, governments, private sector, financial institutions, and beneficiaries, making them the targeted users for this lesson learned.

Lesson learned 1: Partnering, engaging in effective communication, and staying agile in the project implementation can facilitate addressing challenges that result from overlapping mandates of different institutions.

The mid-term evaluation found that in Ethiopia, the ILO faced challenges due to overlapping mandates between different public institutions, which resulted from multiple underlying causes. The mandate overlaps resulted in a number of challenges such as delays in receiving information or receiving conflicting information or duplication of efforts due to unclear institutional prerogatives and responsibilities. It also hampered the creation of effective and supportive partnerships. Addressing these challenges can be facilitated by, inter alia, leveraging the networks of each PROSPECTS partner and by remaining flexible, and adapting project activities or components.

Lesson learned 2: Limited access to finance can limit the effectiveness or sustainability of start-up and entrepreneurship programmes.

Entrepreneurial support can be an effective way for members of the host and forcibly displaced communities to create their own economic opportunities and become self-reliant. Interviews and focus groups revealed that these trainings are valued by the participants. However, there were frequent remarks that the participants face difficulty in utilising the newly acquired knowledge and skills due to inadequate capital to invest in necessary tools and equipment to start their businesses (such as welding equipment, toolboxes, sewing machines, and other

tools that are required depending on the specific occupation and context). This led some to abandon their business ideas. Some even felt that by committing time to the training resulted in a trade-off that ultimately worsened their livelihoods. The learning reinforces the importance of ILO/PROSPECTS' ongoing efforts to improve access to finance.

Good practice: Providing childcare services can enhance women with childcare responsibilities to enrol, participate, and complete support services and programmes.

Evidence suggests that the lack of childcare services hinders women from enrolling, participating, and completing skills and employment support programmes, as well as from joining the labour force in general. Providing a conducive environment for children while women attend support programmes enables them to focus and may encourage them to enrol and complete these programmes. Against this background a good practice emerged in Egypt, where one of ILO's implementing partners capitalised on their available facilities and allowed women trainees to bring their young children to the training rooms and in some cases offered separate childcare. The measure was found to have a positive effect on women's participation.

5. Conclusions

The conclusions presented in this chapter are based on a comprehensive analysis of the data and information that were collected, building on the views of a range of ILO/PROSPECTS stakeholder, and synthesise the main findings of the mid-term evaluation. The evaluation findings are robust, ensuring validity and reliability which could be achieved through a combination of mixed methods, an inclusive and participatory evaluation processes involving stakeholders, and triangulation with other sources. Diverse perspectives and several feedback loops have strengthened the credibility of the findings, and the absence of apparent bias adds further confidence in the accuracy of the conclusions. We structure the conclusions according to the OECD DAC evaluation criteria.

Relevance

ILO/PROSPECTS is generally well aligned with the priorities of governments, as well as those of workers' and employers' associations, responding to key forced displacement issues through a consultative design that ensures responsiveness to country contexts. Yet, it also has to be acknowledged that the project's objective to find durable solutions for forcibly displaced persons may not fully align with government priorities in countries with restrictive policies regarding, for instance, access to the labour market for forcibly displaced persons. A misalignment of the project's objectives with such government priorities can then sometimes be in the interest of beneficiaries because they might still get the support they need (such as short term employment or entrepreneurship opportunities). The project effectively addresses beneficiary needs by leveraging partner experience, conducting studies and assessments, and co-designing interventions. However, in the view of some stakeholders, addressing the needs of specific groups like women and persons with disabilities could still be strengthened. While the design of the project may seem perplexing to some, as a result of varying perspectives, approaches, or concerns regarding PROSPECTS, others consider it to be legitimate and practical for the initial phase of implementation.

Coherence

Assessing the project's alignment with the ILO's Programme and Budget (P&B) Outcomes, Decent Work Country Programme (DWCP) strategies, and Country Programme Outcomes (CPO), we find that ILO/PROSPECTS is congruent with these strategic frameworks. It also reflects the main ideas of the Global Compact on Refugees (2018) which aims to create a more comprehensive and coordinated approach to responding to refugee situations that promotes, e.g., the well-being and self-reliance of refugees while also easing the burden on host countries. Building on several of the methods and sources used for the mid-term evaluation, it can be concluded that the project has made good use of ILO's strengths – especially ILO's comparative advantages within the PROSPECTS partnership of promoting fundamental rights at work, supporting policy work, and strengthening Recognition of Prior Learning (RPL), as well as tripartism and social dialogue and entrepreneurship support.

Effectiveness

ILO/PROSPECTS achieved remarkable results already – in challenging contexts that are (partly) new for ILO – towards its development objective to enhance the environment for socio-economic inclusion, access to protection, and the resilience of forcibly displaced persons and host communities. There are, however, notable differences between pillars and countries in the achievement of targets at this point of the implementation. Interventions that aspire to develop local economies and integrate displaced persons into the economic fabric are, according to our findings, promising because they create economic and livelihood opportunities for hosts and displaced and hold the potential to deal with misconceptions between hosts and displaced. One of the single most important factors that impedes “improving prospects for forcibly displaced persons” are national regulations and policies. They are hard to change, especially if there is a lack of awareness or interest surrounding the issues at hand. Yet more might be achieved with a concerted effort to reform key regulations and policies.

Efficiency

The findings section discussed an array of efficiency-related aspects, a few of which are reflected upon here: A key observation is that the majority of ILO staff perceive PROSPECTS to have had sufficient resources at its disposal. However, a sizeable minority (approximately one-third of survey participants) expressed that the project lacked the necessary personnel resources and time. A more fundamental point raised was whether the project's wide-ranging thematic focus resulted in overly small interventions; this presents a complex question as the answers will differ between contexts. Nonetheless, it is an important issue to reconsider during the planning of the next phase. Although numerous examples of successful synergies between ILO and PROSPECTS partners and with other ILO programmes exists, a significant portion of respondents felt that these collaborations could still be improved. Finally, there is similar feedback in regard to communication and learning; while fine progress has been made, there is also a widespread belief that refining knowledge dissemination methods could strengthen the project further.

Impact

With its mix of providing technical, financial and infrastructure support, promoting self-reliance as well as inclusion, PROSPECTS has potential to create impact. Achieving this impact hinges on political will and commitment, financial resources, and continued cooperation and partnerships. Significant progress has been made towards improving sustainable living conditions for refugees, internally displaced people, and vulnerable host communities.

However, concerns remain about reaching beneficiaries equally, especially women transitioning from training to the world of work, and addressing barriers faced by forcibly displaced persons. While some beneficiaries point to the new skills gained, jobs, and new businesses, others experienced unfulfilled expectations and limited support, leading to frustration. PROSPECTS is considered to have had a considerable impact on the ILO itself, by enabling the organisation to establish itself in an area in which it has not yet been active typically. It also gave impetus to deepen collaboration with other UN agencies and external partners. At the same time there was little consensus on whether the partnership led to more change for the beneficiaries than would have been possible without it, or whether and to what degree it influenced the inner workings of each of the organisations.

Sustainability

The findings reveal that government and implementing partners have the technical capacity and motivation to maintain the project's results, two important factors to sustain results. However, many countries, organisations, and institutions face financial constraints, often caused by or coupled with political and economic crises, that threaten to achieve durable results. Communities and individuals too are grappling with obstacles, oftentimes due to regulatory, financial, and resource constraints. Addressing these issues through continued funding, as well as continued optimisation and adaptation of the project will be essential for ensuring the long-term success and impact of many of the project's achievements. There is much agreement that the ILO should continue its engagement in contexts of forced displacement, living up to commitments under international frameworks and its mandate. However, many sense that the ILO should improve its operational readiness to engage in these contexts.

Other reflections

In conclusion, PROSPECTS is an innovative programme that has shown both successes and challenges, including in finding the most effective way for all five partners to contribute towards the desired long-term objective. While some partners have expressed difficulty in collaborating, notably with the IFC and the WBG, it is important not to overestimate these issues given the newness of the partnership. Looking ahead, a priority will be to find the right mix of support, especially in areas such as entrepreneurship, market development, value chains, and access to finance, where IFC and WBG have important roles to play as development agencies. As the partnership prepares for the extension of PROSPECTS, several important questions should be addressed, such as how to allocate funds across partners to maximise development impact, how to balance reaching as many people as possible with supporting longer-term, systemic change, or how to engage with the private sector in innovative ways to respond to forced displacement crises at larger scale. By tackling these questions, PROSPECTS can also serve as a model for other initiatives seeking to operationalise the commitments that were made under the Global Compact on Refugees and other relevant frameworks.

6. Recommendations

The **recommendations** presented in this chapter have been formulated to “support the completion, expansion or further development of initiatives supported by the programme, especially if a Phase 2 of the programme is to be designed.” (ToR) and are based on the findings and the conclusions presented in chapters 4 and 5.

Given that commitments for the activities of the remaining phase have soon to be completed and that the discussions about the extension of PROSPECTS from 2024 onwards are currently taking place, our focus is on recommendations that can be important for the immediate future as well as longer-term. Whereas the recommendations are addressed to the ILO as the main client of this evaluation, we indicate which partners could also support the recommendations, being conscious that they all have their own mandates, considerations, and priorities.

We have seven main recommendations that emerged from all countries and sources. They are supplemented with an emerging recommendation – a recommendation which is outside the thematic scope of the evaluation and is therefore not included in the main suite. Other recommendations are included in Annex 9.

6.1. Main recommendations

Recommendation 1: Create additional and more comprehensive pathways for the target groups

- Addressees: ILO – partnering with IFC, UNICEF, UNHCR
- Priority: High
- Resources: Medium to high
- Timing: Medium to long term

Justification: The partnership and each partners’ specific mandates, strengths, networks, leverage etc. provides opportunities to create a pathway for forcibly displaced and hosts that could work seamlessly – from skills training to job matching and entrepreneurship support, to financial inclusion and market access with the end goal of providing decent work. There are several examples in which ILO, UNICEF and UNHCR provide solutions together in education, protection, and employment (e.g., Iraq, Uganda, Sudan). The recommendation focuses on expanding the pathways (e.g., access to finance, psychological support, diversifying skills development programs) and on finetuning intersections (joint project design, data sharing, selecting common service providers, sequencing interventions, etc.), which is best done between partners with presence on the ground.

Recommendation 2: Enhance entrepreneurship support and access to finance

- Addressees: ILO – partnering with IFC
- Priority: High
- Resources: High
- Timing: Medium to long term

Justification: Entrepreneurship is an essential and viable approach to job creation in forced displacement contexts in which access to labour markets is often limited. Feedback from SIYB etc. participants reveal great interest and potential in motivating and supporting people in entrepreneurial work – yet far too often their ideas and ambitions are thwarted by limited access to finance to start and grow their businesses. Solutions such as those tested in Iraq have the potential to be replicated – though results of the tests have yet to be analysed. The IFC-led *Blended Finance Facility for Refugees* gives additional space to do so. Coaching, business management, or marketing support could also be explored as value-adding support for entrepreneurs.

Recommendation 3: Expand efforts on developing value chains and market linkages

- Addressees: ILO – partnering with IFC, UNHCR, UNICEF, WBG
- Priority: High
- Resources: Medium to high
- Timing: Medium to long term

Justification: For forcibly displaced persons to thrive, local economies must be able to accept them as equals and provide opportunities for them, as they face several barriers to integrate into local markets. To respond to these barriers, specific approaches are required. Supporting market access, developing value chains, and creating market linkages can help to create an environment that enables refugees and host communities to become self-sufficient and better able to support themselves and their families. The ILO has a signature AIMS approach and can leverage its established partnership with UNHCR and IFC, extending to the WBG too. Which interventions work best (e.g., creating cooperatives, building infrastructure etc.) – and to what extent they can be scaled without having negative effects – will depend on the context.

Recommendation 4: Continue strengthening engagement with government partners and other tripartite partners

- Addressees: ILO, together with all PROSPECTS partners
- Priority: Medium
- Resources: Medium
- Timing: Medium to long-term

Justification: The tripartite approach that the ILO brings to the partnership is an asset that can be leveraged even more to strengthen institutional support by working directly with government partners (and other constituents) at all levels, particularly in contexts that have shifted from emergency to development or in which project objectives align with prevailing political priorities. Direct engagement with government partners for project implementation minimises overreliance on other implementing partners and can contribute to ownership, which is an important factor for sustainability. This involves synchronising work plans with governments to accelerate results and ensure alignment of project outcomes with the government's plans and priorities, as well as tailoring activities towards building institutions, promoting good governance, and facilitating policy development to find solutions in displacement contexts. The ILO's technical expertise and reputation, regularly acknowledged by constituents in the mid-term evaluation, can further support this strengthening effort.

Recommendation 5: Identify key barriers in the regulatory environment – and seek to respond to them jointly

- Addressees: ILO, together with all PROSPECTS partners
- Priority: Medium to high
- Resources: Medium to high
- Timing: Short to long term

Justification: Policies and practices are very different, yet in all countries there are barriers to accessing labour markets, opportunities and social protection (e.g., permits, movement restrictions). Resolving these barriers can have transformative effects. PROSPECT partners should identify those issues they can align with and work consistently towards reforms in policy discussions. Examples in Jordan (agricultural bylaw, proposal for the national cooperative law, social security law) or Kenya and Uganda (recognition of prior learning) and those of other interventions (e.g., Jordan Compact) can give guidance. Strengthening policy dialogue complements other elements of the interventions and supports sustainability – and is thus also a key element in the Sustainability Strategy. The recent ILO-UNHCR policy related flagship study⁵¹ but also its social dialogue and tripartite approach are assets to leverage in this regard. While recommendation 4 focuses on strengthening the partnership with governments in areas where there is a common interest, recommendation 5 also relates to elements that are not aligned with government priorities and which might need advocacy.

Recommendation 6: Enhance communication with beneficiaries to better manage expectations

- Addressees: ILO, together with all PROSPECTS partners
- Priority: High
- Resources: Low to medium
- Timing: Short to long term

Justification: Our interactions with beneficiaries, particularly youth, in various countries (e.g., Egypt, Iraq, Kenya) indicate that many of them were frequently left unsatisfied and somewhat irritated as a result of unmanaged expectations. This is unfortunate, especially considering the central role that young people play for the ILO and the other PROSPECTS partners, including in the youth programme under the Global Opportunity Fund. To address this issue, we recommend enhancing communication and to be open and transparent regarding ILO's support and what displaced and host communities can expect from it.

Recommendation 7: Render sharing of lessons learned, good practices, and failures more systematic and effective

- Addressees: ILO, together with all PROSPECTS partners
- Priority: Medium
- Resources: Medium

⁵¹ Review of National Policy, Legislative and Regulatory Frameworks and Practice", ILO, 2022

- Timing: Short to medium term

Justification: Stakeholder feedback suggests that ILO/PROSPECTS has generated and disseminated much knowledge and that there are many learning activities. While this is appreciated, stakeholders also state that learning at country, regional and global levels and between PROSPECTS partners can be further improved. The feedback suggests that the Strategic Learning Agenda may not fully meet the needs of its intended audiences. We thus propose to assess the learning needs of different audiences, such as interests and preferred formats, and use this information to create a learning agenda that outlines responsibilities, resources, and actions needed for the remaining phase and extension of the project. The goal is to ensure that information and insights are shared effectively, leading to improved outcomes and collaboration.

6.2. Emerging recommendation

The findings for the following recommendation emerged in the mid-term evaluation but we did not focus on organisational issues and so we refrain from issuing a full recommendation. Instead, we call it an emerging recommendation.

Emerging recommendation: Reflect on what PROSPECTS means for ILO as an organisation – strategically and operationally

- Addressees: ILO
- Priority: Medium
- Resources: Medium
- Timing: Medium to long term

Justification: ILO's engagement, results, and experiences in various programmes (JRP, RRP Turkey, PROSPECTS) and its normative framework (particularly the Guiding principles on the access of refugees and other forcibly displaced persons to the labour market, and the Employment and Decent Work for Peace and Resilience Recommendation 2017, No. 205) indicate that the organisation is set to engage in forced and/or fragile contexts – and many interviewees and survey participants believe that ILO should continue to do so beyond single (albeit large) programmes.

Our emerging recommendation to reflect on the strategic and operational implications of PROSPECTS is rooted in the need to address ongoing challenges that we learned hinder progress towards maximising the potential benefits of ILO's engagement in such contexts. This would include, for instance, recruitment and training, budget planning, processes pertaining to the negotiations around the provision of technical backstopping, processes of procurement, processes regarding project duration and resource spending, and safety and security policies.

Furthermore, even though many ILO departments are involved, it seems as if PROSPECTS is still a “siloeed” project which may prevent it from serving as a catalyst for other initiatives within ILO. A more integrated approach could help that valuable lessons from PROSPECTS are disseminated throughout the ILO, ensuring the durability and sustainability of PROSPECTS results in the organisation.

Annex 1: Terms of Reference



Terms of Reference

INDEPENDENT MID-TERM EVALUATION

Improving prospects for forcibly displaced persons and host communities (PROSPECTS)

Key Facts

1	Title of project being evaluated	Improving prospects for forcibly displaced persons and host communities (PROSPECTS)
2	Project XB Symbol	GLO/19/18/NLD
	Countries	Global, Egypt, Ethiopia, Iraq, Jordan, Kenya, Lebanon, Sudan, Uganda
	Start and End Date	1 July 2019 - 30 June 2024
3	Type of evaluation	Independent
4	Timing of evaluation	Mid Term
5	Donor	Ministry of Foreign Affairs, Kingdom of the Netherlands
6	Administrative Unit in the ILO responsible for administrating the project	DDG/P
7	Technical Unit(s) in the ILO responsible for backstopping the project	ENTPRISES (SME, COOP, SOC/FIN), EMPLOYMENT (SKILLS, DEV/INVEST, EMPLAB), FUNDAMENTALS, SOCIAL PROTECTION, GEDI, MIGRANT, INWORK, ACTRAV, ACTEMP
8	P&B outcome(s) under evaluation	Outcomes 1, 3, 4, 5, 6, 7, 8
9	SDG(s) under evaluation	1, 3, 4, 5, 8, 10, 16 and 17
10	Budget	Multi Annual Country Programmes and Multi Annual Global and Regional Programme: US\$ 93,069,307 Opportunity Fund for Round 1 and 2: US\$ 31.021.682

List of Abbreviations

CCRF - Comprehensive Refugee Response Framework
DWCP - Decent Work Country Programme
DWT - Decent Work Team
EA - Evaluability Assessment
EM - Evaluation Manager
EVAL - ILO Evaluation Office
FDP – Forcibly Displaced People
FGD – Focus Group Discussions
HC – Host communities
HQ – Headquarters
IDP – Internally Displaced Person
IFC – International Finance Corporation
ILO - International Labour Organization
MACP – Multi-annual Country Programme
MAGRP – Multi-annual Global and Regional Programme
M&E - Monitoring and Evaluation
MTE - Mid Term Evaluation
P&B - Programme & Budget
UNHCR - United Nations High Commissioner for Refugees
UNICEF - United Nations Children's Fund

Introduction to the programme

The forced displacement crisis has increased in scale and complexity in recent years. According to UNHCR, there were about 84 million forcibly displaced persons (FDP) in mid-2021, of whom about 34.9 million refugees and asylum-seekers. Overall men and women were almost equally represented in the population of concern. Forced displacement is increasingly protracted and disproportionately affects children: one in two refugees worldwide is a child. The overwhelming majority of the forcibly displaced are hosted in developing countries with limited resources and capacities to respond to the situations – with substantive socioeconomic impacts on both forcibly displaced persons (FDP) and host communities (HC).

A new consensus has emerged – especially around the need for displaced persons and host communities to access enhanced economic opportunities, and for children on the move to have effective and inclusive access to protection and education. Significant international support is needed to enhance the education, protection, and economic opportunities available in areas affected by forced displacement – in partnership with the private sector and other stakeholders.

The Partnership for improving prospects for forcibly displaced persons and host communities (PROSPECTS) is a unique four-year partnership (2019–2023), spearheaded by the Government of the Netherlands, that brings together the International Finance Corporation (IFC), the International Labour Organization (ILO), the UN Refugee Agency (UNHCR), the UN Children's Fund (UNICEF) and the World Bank (WB). Together, these partner organisations are developing a joint and fully integrated approach to respond to the forced displacement situation in the Middle East, North Africa and in the Greater Horn of Africa. The rationale for PROSPECTS is to overcome institutional silos, so that the different partner agencies can achieve more by working together than individually, thus leading to more coherent responses.

PROSPECTS aims to facilitate transitioning from humanitarian to development-centred assistance, by addressing long-term challenges and needs of FDPs and HCs and accelerate sustainable solutions to build a more inclusive, cohesive and productive society. This is to be done by aligning and leveraging partners' experience and expertise to develop a new paradigm in responding to forced displacement crises. Through their involvement, development actors can help transform the way governments and other stakeholders, including the private sector, respond to forced displacement crises for both FDPs and HCs through joint and concerted action in three thematic focus areas, referred to as pillars:

1. Education and Learning: Improving access to education and training for forcibly displaced persons and host community members (migrants, returnees, IDPs and refugees);
2. Employment with Dignity: Supporting the creation of decent employment and livelihoods opportunities;
3. Protection and Inclusion: Strengthening social protection for forcibly displaced persons and communities hosting them.

Work to achieve results under the three pillars is delivered by country teams in eight target countries (Egypt, Ethiopia, Iraq, Jordan, Kenya, Lebanon, Sudan and Uganda). Common priorities are agreed under multi annual country programmes (MACPs) and an 'Opportunity Fund' provides an added incentive for collaboration: partner agencies can bid for additional funding once a year, provided they submit joint proposals building on existing programmatic success or responding to a newly available opportunity in a target country or at the global level.

A fourth pillar cuts across the other three areas of focus. It lays out the framework for partners' efforts to develop new ways of working, emphasizing results-oriented and learning-based collaborative and

complementary action that leverage each agency's expertise, mandate, and comparative advantage, to respond more forcefully to forced displacement crises.

Within PROSPECTS, the ILO plays a key role in the promotion of decent work and focuses on strengthening local economic development and improving employability by equipping refugees, IDPs and host communities with better and more relevant skills to enter local labour markets and to access enterprise development opportunities.

ILO brings significant expertise and experience in supporting enabling environments to underpin inclusive socio-economic growth and decent work, strengthen labour markets and promote access to improved working conditions and fundamental rights at work, including through the involvement of its tripartite national constituents.

The ILO stimulates labour market demand and immediate job creation through employment-intensive investment, employment service centres, local economic and business development and promotion of specific value chains and market systems. It provides targeted support to labour market institutions, services and compliance and monitoring mechanisms that facilitate the integration of forcibly displaced persons into the labour market in accordance with its strong normative foundation of international labour standards. The ILO also brings expertise on technical and vocational education and training and on the recognition of prior learning for certifying the skills of refugees to better ensure access to the labour market, and methods for assessing labour market demand to provide the right skills to refugees needed by employers. It equally works towards more inclusive social protection systems, focusing on national social security, including health insurance.

PROSPECTS provides a platform to demonstrate the benefits of innovative approaches that can enhance impact on the ground – including, but not limited to, by fostering synergies across the engagement of partnering organizations. Participating institutions are encouraged to create and test innovative approaches to forced displacement leveraging their respective comparative advantages, and to learn from each other, while collaborating in joint endeavours to maximize impact on the ground and to collectively stimulate dialogue with other stakeholders, including host governments. The partnership is expected to build on existing coordination arrangements between partnering organizations and leverage them as may be needed. Synergies are expected to strengthen strategic coordination, to ensure coherence in identifying priority activities and to seek opportunities for complementarity across individual programs.

Management arrangements

ILO/PROSPECTS consists of a team based in Geneva, and country teams in the field, who are supported by international staff for specific technical areas (i.e. Enterprise, Skills and Employability, Social Protection and Employment Intensive Investment Programme).

From an internal management perspective, ILO/PROSPECTS reports to its Technical Core Advisory Group. The purpose of the Technical Core Advisory Group is to provide strategic and technical guidance to reinforce the ILO's added-value in the partnership programme. It also serves as a platform to ensure coherence, complementarity, collaboration and coordination within and between ILO technical departments involved in the PROSPECTS programme. It is expected that any technical approaches and tools funded and designed under PROSPECTS are adapted to serve the specific objectives of the PROSPECTS Programme and contribute to the ILO Programme and Budget. In this perspective, the Technical Core Advisory Group includes as members the focal points of key technical departments that are involved in the PROSPECTS programme or have a vested interest in the topic of forced displacement (i.e. EMPLOYMENT, SOCIAL PROTECTION, ENTERPRISES, GOVERNANCE,, WORKQUALITY, ACTRAV, ACT/EMP and PARDEV).

Strategic Alignment

ILO Programme and Budget (P&B)

ILO/PROSPECTS contributes to several outcomes in the ILO Programme and Budget 2020-21. The regional and global programme contributes to ILO P&B Enabling Outcome A: "Authoritative knowledge and high-impact partnerships for promoting decent work", and Output A.4² in particular.

ILO/PROSPECTS country-level projects contribute to P&B Outcomes 1, 3, 4, 5, 6, 7 and 8.

Sustainable Development Goals

PROSPECTS is aligned with the 2030 Agenda for Sustainable Development and is being implemented within the larger policy framework of the Sustainable Development Goals (SDGs³), as well as other global policy frameworks⁴. PROSPECTS' Theory of Change actively supports these frameworks and related policies as part of its objectives, such as the ILO's Guiding Principles on the Access of Refugees and other Forcibly Displaced Persons to the Labour Market, among others.

Rationale for the evaluation

ILO considers evaluation as an integral part of the implementation of development cooperation activities. The ILO evaluation policy notes that evaluations are undertaken for organisational accountability and learning. Provisions are made in all programmes, in accordance with ILO Evaluation Policy and based on the nature of the programme and the specific requirements; projects with budgets over US\$5 million must undergo a mid-term and a final evaluation, both of which must be independent. This will be the programme's independent mid-term evaluation (MTE), and a cluster approach will be taken.

The MTE will provide an opportunity to review the performance to-date of ILO/PROSPECTS and enhance organisational learning and accountability to ILO constituents, partners and donors. Findings from the MTE will allow to ascertain if the interventions are still coherent with the ILO's strategic objectives, are relevant and useful to the key stakeholders and are being conducted in an efficient manner, according to ILO standards and the agreed programme documents.

Purpose, scope and clients of the evaluation

Purpose

The Evaluation will provide an independent assessment of progress on the achievement towards ILO/PROSPECTS' development objective, assessing performance as per the established indicators vis-à-vis the strategies and implementation modalities chosen in the evolving national and regional contexts, and project management arrangements. The MTE will provide strategic and operational recommendations as well as highlight lessons and good practices to improve performance, delivery and sustainability of results across the programme for the remaining implementation period.

Considering that it is a mid-term evaluation, the approach will largely be learning-oriented and will gather evidence to inform the continuation of the project. It will thus:

² Output A.4: Strengthened ILO partnerships within the multilateral system for greater integration of the human-centred approach to the future of work into global debates and policies for achieving the SDGs.

³ SDGs addressed include 1, 3, 4, 5, 8, 10, 16 and 17

⁴ i.e. The 2016 New York Declaration for Refugees and Migrants, the Comprehensive Refugee Response Framework (CRRF) and the Global Compact on Refugees (GCR)

- Advise future project implementation;
- Contribute towards organizational learning;
- Help those responsible for managing the resources and activities of ILO/PROSPECTS to enhance development results from the short term to a sustainable long term;
- Assess the effectiveness of planning and management for future impacts; and
- Support accountability by incorporating lessons learned in the decision-making process of project stakeholders, including donors and partners.
- Provide recommendations to programme stakeholders to support the completion, expansion or further development of initiatives supported by the programme, especially if a Phase 2 of the programme is to be designed.

Scope

The mid-term evaluation will cover the period from the launch of the project in July 2019 to July 2022, and will take a cluster approach.

Despite PROSPECTS being a Partnership across UNICEF, UNHCR, ILO, IFC and the World Bank, the main focus of the evaluation will be the work implemented under ILO/PROSPECTS. The evaluation will cover all outcomes and outputs that have resulted from the implementation of ILO/PROSPECTS. It will have full geographic coverage, assessing both the global component of the programme managed by ILO HQ, and the different country programmes, as well as projects funded through the Opportunity Fund.

As a cluster evaluation, it is expected that the linkages between the various ILO initiatives at global and country levels will be analysed. For each evaluation criterion, the MTE will examine both on the individual interventions and the interconnectedness of interventions within ILO's work in different countries.

The MTE will thus focus on ILO/PROSPECTS' achievements and its contribution to the overall socio-economic improvement of FDPs and HC members in the targeted countries, as well as to ILO and wider policy frameworks, and to SDG targets. The evaluation will also review and assess the impact of the COVID-19 pandemic and ongoing socio-political crises on project implementation, and identify possible lessons learned in this context.

The evaluation should also provide early findings on the effectiveness of the Opportunity Fund projects in which ILO takes part, which includes other partners as well. In particular, the evaluation should assess the extent to which interventions jointly designed and implemented with other agencies add value to ILO's relevance in forced displacement contexts. The ILO's collaboration with other partners to leverage comparative advantages will be another element to examine.

The target groups of the evaluation are programme beneficiaries, especially working-age women and men, both from FDP and HC. Other indirect stakeholders are social partners and representatives of government institutions (i.e. policy and lawmakers, and those implementing policies, laws and programmes), as well as implementing partners. The evaluation should cover and reflect gender and disability inclusion-related issues, in the methodology, data collection as well in its analysis of findings, as well as ILO cross-cutting issues tripartism, social dialogue and the promotion of International Labour Standards.

Clients of the evaluation

The primary clients of the evaluation will be the ILO/PROSPECTS team, as well as ILO Country Offices in targeted countries and other member agencies of the PROSPECTS partnership, ILO departments and the donor (both embassies, as well as the Ministry of Foreign Affairs of the Netherlands). The evaluation will also be useful to other groups, including national and regional governments, social partners, implementing partners of the PROSPECTS partnership at country level, other ILO projects in crisis contexts, UN and other organisations working on the forced displacement response, academics interested in furthering knowledge on forced displacement, and beneficiary groups.

Evaluation Criteria and Questions

The mid-term evaluation will adhere to the [OECD Development Assistance Committee \(DAC\) evaluation criteria](#) and establish the relevance, coherence, efficiency, effectiveness, sustainability, and any evidence of impact to-date of ILO/PROSPECTS. The [ILO policy guidelines for results-based evaluation](#) and their technical and ethical standards and the Code of Conduct for Evaluation of the UN System⁵ are established within these criteria, and the evaluation should therefore adhere to these to ensure an internationally credible evaluation.

The evaluation will examine:

- a) Relevance and strategic fit: the extent to which the objectives are in keeping with global, national and local priorities and needs, constituents' priorities and needs;
- b) Coherence: this includes internal coherence and external coherence, in particular, synergies and fit with other ILO projects working in situations of forced displacement, national initiatives, other PROSPECTS partners, and with other donor-supported projects;
- c) Validity of design: the extent to which the project design, logic, strategy and elements are/ remain valid vis-à-vis problems and needs, including the COVID-19 pandemic and socio-economic-political strife;
- d) Effectiveness: the extent to which ILO/PROSPECTS can be said to have contributed to the immediate objectives, achieved expected outcomes, and whether planned outputs were produced in a timely and satisfactory manner. Identification of supporting factors and constraints that have led to this achievement or lack of achievement; and unintended changes at the policy, institutional and beneficiaries' level, both positive and negative at outcome level, in addition to the expected results;
- e) Sustainability and impact: the adequacy of the sustainability strategy, its progress, and its potential for achievement, with identification of results that are likely to be maintained by stakeholders beyond project completion; evidence of progress towards impact
- f) Efficiency: the extent to which the programme has been implemented efficiently, how it may have achieved value for money, and the adequacy of financial and human resources;
- g) Cross-cutting policy drivers: the extent to which ILO/PROSPECTS contributed to promoting gender equality, inclusion of persons with disabilities, social dialogue and tripartism, international labour standards, as well as the just transition to environmentally sustainable economies;

It is expected that the evaluation addresses these criteria by answering the questions detailed below, as appropriate to each country context. These questions will be reviewed and refined during the inception phase, in consultation with the Evaluation Manager. They will be organised in the form of an Evaluation Question Matrix (EQM) and presented in the inception report.

⁵ <http://www.unevaluation.org/document/detail/2866>

OECD/DAC Criteria	Evaluation questions
RELEVANCE: Are interventions doing the right things?	<ol style="list-style-type: none"> 1. Have PROSPECTS interventions at country and global levels been designed and implemented in a consultative process, in accordance to the needs and capacities of constituents, taking the different country contexts into account? 2. Do the intervention objectives and design respond to the real and emerging needs of final beneficiaries? How were intersecting dimensions such as national status (refugees, IDPs, HC members), gender, religion, race and identity, and disability addressed? 3. What are the components of PROSPECTS that have higher/lower relevance to different stakeholder groups (e.g. government representatives, social partners, FDPs and HCs)? What have been the most effective approaches to increase relevance for stakeholders? 4. To what extent is the intervention design valid and realistic in each respective country/context to deliver planned results? Do activities and outputs causally link to the intended short-term and medium-term outcomes? Are the approaches taken appropriate to achieve immediate objectives, given the intervention logic, time and resources available? Were all relevant stakeholders engaged in the design phase, and if not, why? Were assumptions and risks properly identified and factored into the design? To what extent are PROSPECTS' theory of change, assumptions and risks still relevant at the global and country levels? Does the design need to be modified in the second half of the programme? 5. Does the PROSPECTS strategy and intervention design remain valid in the context of COVID-19? To what extent have PROSPECTS interventions provided a timely and relevant response to constituents' needs and priorities in the COVID-19 context, especially for forcibly displaced and host community women, youth, and persons living with a disability? 6. To what extent has the design adapted to changing contexts? 7. Do the PROSPECTS theory of change and results framework, and overall design give adequate consideration to ILO cross-cutting policy issues related to gender equality and disability inclusion, as well as the promotion of relevant ILS, social dialogue, tripartism, and the just transition to environmentally sustainable economies?
COHERENCE: How well do interventions fit?	<ol style="list-style-type: none"> 1. Are PROSPECTS interventions at the country level aligned with national priorities and policies? Do they respond to priorities identified by constituent groups? 2. How well-aligned are the PROSPECTS strategy and country interventions with ILO Programme and Budget Outcomes? Are they aligned with Decent Work Country Programme Strategies and CPOs? To what extent have they contributed to these? 3. To what extent has PROSPECTS built on the comparative advantage of the ILO? Is there evidence of mutual leveraging and complementarity? Are there any points which have not yet been pursued, but should be? 4. How do ILO/PROSPECTS interventions fit in the wider UN Global and national frameworks and address SDGs?

<p>EFFECTIVENESS: Are interventions achieving their objectives?</p>	<ol style="list-style-type: none"> 5. To what extent is PROSPECTS on track to achieve expected results (outcomes and outputs) at global and country levels? What is the likelihood of countries achieving expected results by the end of the programme period? Are any components of the PROSPECTS performance framework particularly successful in making progress towards objectives? 6. To what extent has each individual country-level intervention contributed to the overall PROSPECTS objectives (keeping in mind the different scopes of country interventions)? 7. What general and/or country-specific factors can be identified as facilitating / hindering progress towards results? Are there specific areas that countries should address in their remaining project periods and/or upcoming strategies for a next phase? 8. To what extent have PROSPECTS strategies effectively adapted to unexpected changes at the global and country level e.g. the COVID-19 pandemic and/or socio-economic-political conflict? Is the programme agile enough to respond to emerging needs? 9. How and to what extent has ILO/PROSPECTS contributed to new or revised policy and legal initiatives to enhance the socio-economic integration of FDPs into HCs? Have advocacy efforts led to changes at the policy level? Has the programme increased the voice and representation of vulnerable groups (e.g. women, youth and persons with disabilities) in targeted communities? 10. How effective was the complementarity between ILO and the other PROSPECTS partner agencies, and how did they work together across the three core pillars? 11. To what extent and how have partnerships established at global, regional and country levels contributed to the achievement of the ILO/PROSPECTS objectives? 12. To what extent has ILO/PROSPECTS engaged with, and worked through social partners? Have there been any missed opportunities? 13. Was ILO/PROSPECTS able to maximize synergies and establish effective collaboration with new or external actors, while limiting duplication of efforts/resources? Should any other partnerships be considered to better deliver the programme, beyond the other PROSPECTS partners? <p>ILO Cross-cutting policy issues:</p> <ol style="list-style-type: none"> 14. How were social dialogue and tripartism promoted and used to make progress towards PROSPECTS objectives at country and regional and global levels? 15. To what extent has PROSPECTS promoted awareness of, and compliance with International Labour Standards (ILS) at the country and global levels, and built on ILO's comparative advantage in normative work? 16. To what extent and how has PROSPECTS mainstreamed gender equality at country and global levels? 17. To what extent and how has PROSPECTS incorporated and encouraged disability inclusion at country and global levels? 18. To what extent has PROSPECTS supported greater understanding and buy-in of the fair transition to an environmentally sustainable economy at the country and global levels, and among key partners/collaborators?
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<p>EFFICIENCY: How well are resources being used?</p>	<ol style="list-style-type: none"> 19. To what extent have financial and human resources been allocated strategically to achieve expected results at global and country levels? Were they used efficiently? Were funds and activities delivered in a timely and cost-effective manner? Was staffing adequate to implement and monitor the programme? In general, do the results achieved justify the costs? 20. To what extent has ILO/PROSPECTS leveraged resources with other ILO projects/programmes, to enhance the programme's results and efficiency? How effective is the collaboration between ILO departments and ILO/PROSPECTS? 21. To what extent has ILO added value to the work of other PROSPECTS partner organisations? 22. Are management arrangements adequate at the different levels of implementation, with roles and responsibilities clearly defined and known among different actors/partners? Was technical backstopping sought and received from specialists when needed, and were arrangements effective? How effective is communication between the different actors involved? 23. Does the programme at global and country levels receive adequate administrative, technical, and political support from ILO? 24. To what extent are ILO/PROSPECTS country and global-level interventions learning from each other's experiences and creating synergies? 25. Were synergies created among the country interventions under review, and across pillars (education, employment, and social protection)? How did they mutually reinforce each other? 26. How were results achieved attributed to the New Ways of Working of the partnership vs. ILO standalone action? 27. To what extent did ILO's support in the targeted countries act as a catalyst for change? To what extent did ILO work help leverage additional resources in the country? 28. Is the ILO/PROSPECTS results framework used for strategic decision-making, implementation and to support responses to contextual changes? Do these link to each other with regards to an overall results framework? Are there SMART indicators linked outcomes, realistic performance targets, with milestones and baselines? 29. Have monitoring and reporting frameworks been established and used to measure and report progress at country levels? Were the recommendations of the 2020 (Jordan) and 2021 (Global) Evaluability Assessments addressed and followed-up? Are MACP updates responsive to changes in implementation contexts, and to what extent have ILO inputs been included? 30. Is there a strategy to document and disseminate knowledge from the PROSPECTS programme internally and externally? How effectively does PROSPECTS communicate its results and progress at country and global levels?
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SUSTAINABILITY and IMPACT: Will the benefits last?	<ol style="list-style-type: none"> 31. To what extent are PROSPECTS results at global and country levels likely to be durable and maintained? Is there a sustainable exit strategy? 32. What are the key factors that influence the ability of stakeholders to sustain ILO/PROSPECTS results? Is there evidence of ownership by constituents and target stakeholders, or changes in their behaviours and practices? 33. What are the most critical factors influencing the success of sustainability strategies? What measures should be built into ILO/PROSPECTS interventions for increased sustainability of intervention results? 34. Is there any visible progress towards impacts at this stage of implementation? To what extent has ILO/PROSPECTS contributed to this? What are the most significant elements to date that have influenced impacts? 35. To what extent have country interventions been successful in reaching end-beneficiaries? Have all beneficiary groups benefited equally from ILO/PROSPECTS interventions? Have certain groups been left out, and why? 36. What are the current and anticipated effects of COVID-19 on the sustainability and impact of ILO/PROSPECTS interventions, and how can this be addressed during the remaining project period?
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When and where relevant, evaluation questions will also be guided by the [ILO protocol on collecting evaluative evidence on the ILO's COVID-19 response measure through project and programme evaluations](#). The independent evaluators, the evaluation manager, and the ILO/PROSPECTS team, under the guidance of EVAL, should propose alternative methodologies to address the data collection during the inception phase of the evaluation. These will be reflected in the Inception Report.

The different needs of women and men and of marginalized groups targeted by the programme should be considered throughout the evaluation process, and gender concerns should be addressed in accordance with [EVAL Guidance note 3.1: "Integrating Gender Equality in the Monitoring and Evaluation of Projects"](#) and [EVAL Guidance Note 4.5: "Stakeholder engagement"](#) should be taken into consideration to ensure stakeholder participation. The evaluation will also address disability inclusion as a cross-cutting concern throughout its deliverables and processes, including in the final report. All data should be sex, age and disability disaggregated whenever possible.

Methodology

The evaluation will comply with evaluation norms and standards and follow ethical safeguards, all as specified in ILO's evaluation procedures. The ILO adheres to the United Nations Evaluation Group (UNEG) evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards. The evaluation is an independent evaluation and the final approach, methodology and evaluation questions will be determined by the lead consultant in consultation with the Evaluation Manager.

The evaluation will apply a **mixed methods approach**, collecting and analysing both quantitative and qualitative data. This should allow for triangulation of information to increase the validity and rigor of the evaluation findings, and the ability to capture the achievement of expected and unexpected outcomes. The methodology should clearly state the limitations of the chosen evaluation methods, including those related to representation of specific group of stakeholders.

The evaluation will comprise an **exhaustive desk review** of relevant project-related documentation including an examination of PROSPECTS' theory of change and logical framework, to see if there is a logical connect between levels of results and alignment with ILO's strategic objectives and outcomes and the global and national levels, as well as with relevant SDGs; **individual interviews and/or focus**

group discussions with, *inter alia*, staff in ILO Headquarters and field offices, technical backstopping officials, implementing partners, donors, PROSPECTS partners and other development partners, and direct and ultimate beneficiaries. The evaluation team may have to revise data and interview some stakeholders from the other partners specifically for the Opportunity Fund portfolio.

It is proposed that the evaluators consider doing several thematic case studies across different countries, to complete their analysis of the effectiveness ILO/PROSPECTS, possibly building on existing research and data. The topics will be proposed by the evaluation team during the inception phase, after initial briefings and the desk review. Online surveys may also be conducted, as deemed necessary. Involvement of key stakeholders at all levels in the evaluation design, data collection, reporting and dissemination stages should be ensured, in line with [Guidance Note 4.5](#).

The current COVID-19 pandemic severely restricts the mobility of staff and consultants. Based on the matrix developed by the ILO on the constraints and risks as measured against the criticality of the evaluation to the ILO, evaluation of the global component evaluation will be conducted remotely. It can be envisaged to have field visits for up to three project countries⁶, if the evaluation team includes national consultants, and depending on the COVID-19 pandemic evolution. A hybrid face-to-face/remote approach for collecting data will thus be taken. [ILO Evaluation Office guidance on the evaluation process during COVID-19](#) should serve as the main guidance on the subject.

The Evaluation Manager will facilitate the compilation of documentation and facilitate contacts to establish an interview schedule. Key questions to be asked during interviews will be prepared by the evaluation team. It may be relevant to circulate a questionnaire to key stakeholders ahead of time.

The evaluation should include the [gender dimension](#) and disability inclusion⁷ as cross-cutting issues throughout the methodology and deliverables. The evaluators will ensure that the views and perceptions of both women and men and Persons with Disabilities are reflected in the interviews and that specific questions regarding these groups are included. The evaluation should also consider and integrate other core ILO cross-cutting priorities, including promotion of International Labour Standards and ILO's normative work; the fair transition to environmental sustainability; tripartism and social dialogue and constituent capacity development. To the extent possible, data collection and analysis should be disaggregated by sex as described in the [ILO Evaluation Policy Guidelines and relevant Guidance Notes](#).

Main deliverables

The deliverables to be produced by the evaluation team are presented and detailed further below. All documents, including drafts and final outputs, supporting documents, analytical reports and raw data must be presented in English and submitted to the Evaluation Manager in electronic version compatible with Word for Windows:

1. **Inception report**
2. **Draft evaluation report**
3. **Stakeholder workshop(s)**
4. **Final evaluation report**
5. **Evaluation Summary and a fact sheet**
6. **Quantitative and qualitative data collected during the evaluation**

⁶ Selection of field visit locations should be based on criteria defined and justified by the evaluation team. To the extent possible, selection of locations should also take into account the socio-political and cultural contexts as well as programme investment in a particular location.

⁷ Guidance for disability inclusion is available here: <http://www.uneval.org/document/detail/3050>

The following procedure will be followed in submitting the inception report, draft and final evaluation reports:

1. The Evaluation Team Leader will submit the report to the Evaluation Manager.
2. The Evaluation Manager will forward a copy to the ILO/PROSPECTS team, donor and other key stakeholders for comments, inputs and factual corrections.
3. The Evaluation Manager will consolidate all comments and send them to the Evaluation Team Leader.
4. The revised report will be submitted to the Evaluation Manager with any explanation why certain comments might not have been reflected in the report.
5. Once the report is approved, it will be forwarded to key stakeholders and disseminated by the Evaluation Manager. The evaluation report is considered final when it is approved by ILO Evaluation Office.

Deliverable 1: Inception report (cf. [Checklist 4.8 Writing the inception report](#))

The inception report should:

- Describe the conceptual framework that will be used to undertake the evaluation, notably justifying and explaining the approach to be taken;
- Elaborate the methodology proposed in the TOR, including the final evaluation questions (presented in a matrix), case studies, justification of countries for field visits if relevant, and justification of any changes as required;
- Set out in some detail the data required to answer the evaluation questions, data sources by specific evaluation questions; data collection instruments, triangulation and analysis methods; sampling and selection criteria of respondents for interviews, and identification of case study topics;
- Detail the work plan for the evaluation, indicating the phases in the evaluation, their key activities, deliverables and milestones;
- Identify key stakeholders to be interviewed and the tools to be used for interviews and discussions;
- Provide an outline for the final evaluation report.

The Evaluation Manager will review and sign off on the inception report.

Deliverable 2: Draft evaluation report

Suggested outline for the evaluation report:

- Title page with key project data
- An executive summary, with the project background, evaluation background, methodology, key findings, conclusions and recommendations, as well as any lessons learned or good practices
- Brief background on the project and its intervention logic
- Purpose, scope and clients of the evaluation
- Evaluation criteria and evaluation question matrix
- Methodology applied, including limitations, and a short reflection on the process of the evaluation identifying the lessons learnt and suggestions for future PROSPECTS evaluations
- Presentation of findings addressing all evaluation questions, with a table presenting key results (i.e. figures and qualitative results) achieved per outcome and output (expected and unexpected)
- Conclusions
- Recommendations (specifying to whom they are addressed, timeframe and resource implications)
- Lessons learned and emerging good practices (detailed further in the ILO standard templates)

- Annexes (including case studies)

The evaluation will follow the ILO EVAL [Checklist 4.2 "Preparing the evaluation report"](#) and [Checklist 4.9 "Rating the quality of evaluation reports"](#). The Evaluation Manager will do a quality standard review of the draft report before circulating it for comments to all concerned stakeholders and project staff. The Evaluation Manager will collect all comments and forward the consolidated comments to the lead evaluator in a standard comments log table.

Deliverable 3: Stakeholder workshop(s)^a and PPT presentation

After the evaluation team has completed the data collection process and initial analysis, findings should be presented to all key stakeholders for validation in the form of an online workshop, once the draft report is available. Participants will be encouraged to give feedback and inputs on the preliminary findings and recommendations presented, and translation should be considered depending on the language of stakeholders. The PowerPoint presentation will be provided to the Evaluation Manager as one of the deliverables. The timing of the stakeholder workshop should be clearly specified in the inception report.

Deliverable 4: Final evaluation report (using the relevant templates for the Title Page, the Executive Summary and Annexes including lessons learned and emerging good practices in the ILO Templates).

The final report, excluding annexes but including an executive summary (as per template provided in ILO Policy Guidelines for Evaluation) should aim not to exceed 50 pages. The final report shall make all necessary adjustments to integrate comments received^b, including feedback from stakeholders. When submitting the final report, the lead evaluator should also provide a completed comments log table to the Evaluation Manager, with observations on which comments were addressed, as well as those that were not.

The expected structure of the final report as per the proposed structure in the ILO evaluation guidelines is outlined below:

- Title page with key intervention and evaluation data
- Table of contents, including boxes, figures and tables
- List of acronyms
- Executive Summary using standard ILO template
- Programme background
- Evaluation background (purpose, scope and clients of evaluation)
- Evaluation criteria and questions (including ILO cross-cutting policy issues)
- Methodology
- Main findings (organized by evaluation criteria)
- Case studies (these may also go in an annex)
- Conclusions
- Lessons learned and emerging good practices
- Global and country-specific recommendations
- Annexes

^a If field work can take place, in-country debriefing sessions with the Country Team and other key ILO staff could be considered, to present preliminary findings based on the evidence collected at the country. This will be determined by the Evaluation Team and the EM.

^b There may be more than one round of comments.

The evaluators are required to append the following items:

- Lessons learned based on the ILO template
- Emerging good practices based on the ILO template
- Terms of Reference
- Evaluation Questions Matrix, including data collection instruments
- List of persons or organizations interviewed
- Bibliography
- Any further information the evaluator deems appropriate can also be added.

The Evaluation Manager will review the final version and submit it to ILO Evaluation Office (EVAL) for their final approval. The quality of the final report will be assessed against the standards set out in the ILO Policy Guidelines for Evaluation, and the lead evaluator is expected to familiarize themselves with these.

Deliverable 5: Evaluation summary and Fact Sheet³⁰

This deliverable shall be prepared based on the template provided in [Checklist 4.4 Preparing the Evaluation Report Summary](#). The Evaluation Summary shall only be prepared once the final evaluation report has been approved. Contents for a short fact sheet and infographics could also be provided, upon discussion and agreement with the evaluation manager. The Evaluation summary should be translated into Arabic.

Deliverable 6: Quantitative and qualitative data collected during the evaluation

The evaluation team will share all qualitative and quantitative data collected during the evaluation process with the ILO. The modalities will be discussed and agreed upon with the Evaluation Manager and the individual country interventions.

Completion criteria

Deliverables will be regarded as delivered when they have been received electronically by the Evaluation Manager, and that a confirmation message has been sent by the Evaluation Manager.

Acceptance will be acknowledged only if the deliverables are judged to be in accordance with the requirements set out in the contract, to reflect agreements reached and plans submitted during the contract process, and incorporate or reflect consideration of amendments proposed by ILO. In particular, the evaluation report will be considered final only when it is approved by ILO Evaluation Office. Once approved, the evaluation report, good practices, and lessons learned will be uploaded and stored in the [ILO I-eval Discovery](#) database, to provide easy access to all development partners, to reach target audiences and to maximize the benefits of the evaluation.

Management arrangements

The evaluation will be managed by an Evaluation Manager working for the ILO with no prior involvement in the project, with oversight provided by the ILO Evaluation Office (EVAL). For this assignment, the Evaluation Manager is Ms. Magali Bonne-Moreau (bonne-moreau@iloguest.org).

The Evaluation Manager will undertake the following tasks:

- Serve as the first point of contact for the evaluators;
- Provide background documentation to the evaluators, in collaboration with the ILO/PROSPECTS team;
- Brief the evaluators on ILO evaluation procedures;

³⁰ For a sample fact-sheet, see <https://www.ilo.org/eval/comms-products/infographics/lang--en/index.htm>

- Ensure proper stakeholder involvement;
- Approve the inception report;
- Monitor the implementation of the evaluation methodology, as appropriate and in such a way as to minimize bias in the evaluation findings;
- Review and circulate draft and final reports to all concerned stakeholders for comments;
- Assist with the stakeholder workshop(s);
- Consolidate comments for the evaluators.

ILO/PROSPECTS teams at Global and country levels will be actively engaged in the evaluation process and provide relevant inputs required by the evaluators. The ILO/PROSPECTS M&E Officer will be the focal point within PROSPECTS for the evaluation. The PROSPECTS teams will provide administrative and logistical support during the evaluation process (in line with ILO rules and regulations):

- Provide programme background materials to the evaluation team through the Evaluation Manager;
- Provide a comprehensive overview of existing data to the Evaluation Team Leader;
- Prepare a comprehensive list of stakeholders to be interviewed, facilitate introductions, and assist in organizing stakeholder consultations;
- Provide assistance in the coordination of in-country logistical arrangements, including interview schedules, referrals to interpretation services, and in-country transportation¹¹, as needed;
- Provide inputs as requested by the evaluators during the evaluation process;
- Review and provide comments on draft evaluation reports;
- Make recommendations for the organisation of validation workshops;
- Provide any other logistical and administrative support to the evaluation team, as may be required.

Given the large scope of work of the PROSPECTS programme, this independent MTE may be carried out by a team of evaluators or a company. The team composition should include sufficient team members to cover the required scope of work, with an international consultant (team leader) and national experts.

The Team Leader will report to the Evaluation Manager and be responsible for the timely submission of the deliverables detailed above, including the final evaluation report, which should comply with ILO's Evaluation Policy Guidelines and related checklists and templates. It is expected that the team leader will identify and collaborate with national consultants who will support the evaluation at country-level in Egypt, Ethiopia, Iraq, Jordan, Kenya, Lebanon, Sudan¹² and Uganda. The national consultants will report to the Team Leader. Under their guidance, national experts will be responsible for the implementation of data collection activities at country level. The Team Leader is responsible for coordinating with regional/national consultants and to ensure the evaluation meets the requirements specified in the TOR. The ILO/PROSPECTS programme team will provide administrative and logistical support during the evaluation process, including any field missions.

The evaluation will be funded from the ILO/PROSPECTS budget. The funds will cover the daily fees of the evaluation team, any evaluation missions (if relevant) and daily subsistence allowance (DSA) during field visits at the standard UN rate.

¹¹ While ILO/PROSPECTS may provide some assistance, the evaluation team will be primarily responsible for logistical and travel arrangements related to the MTE.

¹² Due to the current political situation in Sudan, evaluation of this country project will be done remotely, and may be very limited in scope.

Profile of the evaluation team

The evaluation team should be composed of an international lead evaluator and national evaluators/team members, to divide the work and cover all countries listed in these TOR. It is possible for a national evaluator to cover more than one country, based on their experience and proven capacities. Gender balance of the evaluation team is expected, and the final composition of the team must be endorsed by the ILO before the signing of the contract.

Team members should have the following experience and qualifications:

- No previous involvement/engagement in the design and delivery of ILO/PROSPECTS programme;
- At least 8-10 years of experience evaluating policies, programmes, and projects at the international level (team leader) and 5 years for country level (national consultants), in particular with policy-level work, institutional building and local development programmes; proven experience using a systems approach to evaluation would be an advantage;
- Experience in conducting evaluations for the ILO, including multi-country programme evaluations (team leader);
- Relevant background in social and/or economic development with a specialization in forced displacement, socio-economic inclusion and decent work;
- Relevant sub-regional and/or country experience;
- Familiarity with the ILO's normative and social dialogue mandate, tripartite structure and cross-cutting issues of gender and inclusion, decent work, and the fair transition to environmentally sustainable economies, as well as the ILO's internal processes;
- Adequate contextual knowledge of UN programming, including SDGs, and of UN evaluation norms;
- Extensive knowledge of, and experience in applying participatory qualitative and quantitative evaluation methodologies, and an understanding of issues related to validity and reliability;
- Demonstrated ability to use on-line tools for data collection and analysis (surveys, interviews, stakeholder workshops);
- Strong capacity to analyse, triangulate, synthesise and present different types of data, both quantitatively, and qualitatively;
- Excellent consultative, communication and interviewing skills, with experience conducting key informant interviews and focus group discussions;
- Demonstrated ability to deliver quality results within strict deadlines;
- Fluency in written and spoken English and excellent report-writing skills in English for the team leader, and spoken Arabic would be an advantage; fluent English and relevant local language skills for the national consultants;
- Available for work between August and November 2022, including possible travel to field visit countries, should international health regulations allow.
- All team members should have proven ability to work with others in the development and timely delivery of high-quality deliverables.

Tentative workplan and timeframe

It is anticipated that the evaluation will take place between August and November 2022, based on the proposed workplan below. Work days can be split among team members. This is a tentative allocation of work days per phase, and the evaluation team may wish to re-allocate days to different phases, as long as the level of effort remains unchanged. The level of effort expected by the evaluation team leader is about 60 days, plus 15-20 days per country for national/regional team members.

Table 1. Proposed work plan and tentative level of effort

Task/Deliverable	Responsible person	Work days	Tentative Deadlines
Inception phase			
Initial briefing with Evaluation Manager and PROSPECTS team(s)	Evaluation team	2 days	Week of 1 st August 2022
Desk review / drafting of inception report	Evaluation team	15 days	24 August 2022
Review and clearance of inception report	Evaluation Manager	---	
Circulation of draft inception report to PROSPECTS stakeholders, consolidation of comments to be sent to Lead Evaluator	Evaluation Manager	---	
Final inception report (Deliverable 1)	Evaluation team	2 days	7 September 2022
Data collection			
Data collection via interviews with key stakeholders	Evaluation team	25 days for lead evaluator, 10-15 days for each regional/national expert	September - October 2022
Evaluation report and stakeholder workshop			
Draft evaluation report (Deliverable 2) , including case studies.	Evaluation team, including national experts	15 days for the main report, and 4 days/case study	Late October 2022
Draft agenda and draft presentation for the stakeholder workshop(s)	Evaluation team	2 days	Late October 2022
Restitution/validation workshops (online) with stakeholders (Deliverable 3)	Evaluation team	1 day	Early November 2022
Review and clearance of draft report	Evaluation Manager	---	
Circulation of draft evaluation report to PROSPECTS stakeholders, consolidation of comments	Evaluation Manager	---	
Finalize evaluation report, including annexes and a completed comments log table (Deliverable 4)	Evaluation team	5 days	Mid-November 2022
Report approval and Evaluation Summary and Fact sheet			
Review and clearance of final evaluation report	Evaluation Manager	---	
Approval of evaluation report	EVAl	---	
Drafting of evaluation summary and fact sheet, and sharing of data collected (Deliverables 5 and 6)	Evaluation team	1 day	End of November 2022

Legal and Ethical Matters

The evaluation will strictly comply with UN standards for evaluations as specified in the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation and be guided by the ILO Evaluation

Policy. The evaluators are expected to familiarise themselves with, and adhere to the [UNEG Code of Conduct for Evaluation in the UN system](#). The evaluators will also commit to adhere to the [ILO Code of Conduct for Evaluators](#). The evaluators should not have any links to the management of this project, or any other conflict of interest that would interfere with the independence of the evaluation. They are expected to disclose any possible conflicts of interest that could interfere with the independence of the evaluation.

Evaluators must act with cultural sensitivity and pay particular attention to protocols, codes and recommendations that may be relevant to their interactions with refugees, persons living with a disability, women and minority groups.

The evaluation will observe confidentiality with regards to sensitive information and feedback obtained through individual and group interviews.

Ownership of data from the evaluation rests exclusively with the ILO. The copyright of the evaluation report will rest exclusively with the ILO. Use of the data for publication and other presentations can only be made with the written agreement of the ILO.

Annex 2: Evaluation matrix

Note: Docs = Project related documents and other literature; Data = project M&E data; KII/FGD = Key informant interviews or focus group discussions.

Note: Markers in (brackets) indicate sources we used to respond to the evaluation question.

Evaluation criterion / question	Docs	Data	Survey	KII/FGD
Relevance				
EQ1: To what extent are the interventions aligned with the priorities of ILO constituent groups?	(●)		●	●
EQ2: Do the interventions respond to the needs of final beneficiaries?	●		●	●
EQ3: To what extent is the intervention design valid and realistic?	●			(●)
EQ4: Does the PROSPECTS design consider ILO cross-cutting policy issues adequately?	●			(●)
Coherence				
EQ5: How well is PROSPECTS aligned with ILO P&B Outcomes, DWCP strategies, and CPOs?	●			(●)
EQ6: To what extent has PROSPECTS built on the comparative advantage of the ILO?	●		●	●
Effectiveness				
EQ7: To what extent is PROSPECTS on track to achieve expected results?	●	●	●	●
EQ8: Which factors can be identified as facilitating / hindering progress towards results?	(●)		●	●
EQ9: Does the PROSPECTS implementation consider ILO cross-cutting policy issues adequately?	●	●	●	●
Efficiency				
EQ10: How well have resources been used?	●	●	●	●
EQ11: Are management arrangements adequate at the different levels of implementation?			●	(●)
EQ12: To what extent were synergies created within PROSPECTS, and with other ILO interventions?	(●)		●	●
EQ13: Is the PROSPECTS results framework used for strategic decision-making and implementation?	(●)		●	●
EQ14: How effectively does PROSPECTS document and disseminate knowledge?	●		●	●
Sustainability				
EQ15: To what extent are PROSPECTS results likely to be durable?	●		●	●

Impact				
EQ16: Is there any visible progress towards impacts at this stage of implementation?	●	●	●	●

Annex 3: Interviewees

Egypt

Name, Organisation	Type
Amir Obeid, ILO	Face to face
Injy Salem, IFC	Online
Eugenia Boutylkova, Dutch Embassy	Online
Nagwan Amin, Sally Sobhy, Caritas	Face to face
Lobna Elewa, CRS	Online
Angelo Laudani, Don Bosco	Online
Karim Shower, Etijah	Online
Nanis El-Nakory, Ministry of Youth and Sports	Face to face
Sayed Torky, Federation of Egyptian Industries	Online
Haitham Mohsen, Sprints	Face to face

Ethiopia

Name, Organisation	Type
Jean-Yves Barba, ILO	Online
Awena Lebesch and Eyoual Tamrat, IFC	Online
Dominic Muntanga, UNICEF	Online
Robert Nyambaka, UNHCR	Online
Hussein Adem Hussein, Somali Regional Bureau of Labour and Social Affairs, Employment Services	Face to face
Tahir Sheik Abdi, Somali Region Cooperatives Agency	Face to face
Wesinew Adugna (Dr.), Vétérinaires Sans Frontières Suisse	Face to face
Abdelkadir Ibrahim, Lutheran World Foundation	Online
Legassu Leulseged, Ethiopian Center for Disability and Development	Online
Saud Mohammed, Ethiopian Employers' Federation	Face to face
Tamiru Demeke, Business Development Support Provider's Association	Face to face

Iraq

Name, Organisation	Type
Dr. Maha Katta, ILO	Online
Yasser Ali, ILO	Online
Fadia Jradi, ILO	Face to face
Srood Omer, ILO	Face to face
Bashar Elsamarneh, ILO	Face to face

Mohammed Adeeb, Middle East Bank	Online
Alaa Ghazi, Central Bank of Iraq	Online
Karama Mahdi, Central Bank of Iraq	Online
Marwa Salman, Central Bank of Iraq	Online
Fadia Jradi, ILO	Face to face
Mohammed Khadir, DOLSA Mosul	Face to face
Israa AL Jburi, UNICEF	Online
Frank Gilbert, Al-Thiqa NGO	Face to face
Dr. Afir Hito, MOLSA KRI	Face to face
Sdiq Ramadan Hassan, KRI worker union	Face to face
Mahabd Mohamed Nimat, KRI worker union	Face to face
Gariba Ahmed Mohamed, KRI worker union	Face to face
Aras Khorshid Mohamed, KRI worker union	Face to face
Rebecca Dürst, Lutheran World Federation	Face to face

Iraq Case study

Name, Organisation	Type
Hazim Abdi, Municipality of Duhok	Face to face
Hassan Mohammed Hassan, Directorate of Environment Duhok	Face to face
Rejeen Hussein, Directorate of Irrigation Duhok	Face to face
Heja Abdulwahid Salih, Directorate of Irrigation Duhok	Face to face
Sdiq Ramadan Hassan, KRI worker union	Face to face

Jordan

Name, Organisation	Type
Meredith Byrne, ILO	Online
Mustapha Said, ILO	Face to face
Paolo Salvai, ILO	Online
Eias Fahmi, Luminous Education	Online
Sylvia Skerry, UNHCR	Online
Ahed Obeidat , Kufursoum Cooperative	Online
Hazem Al Nsour, Ministry of Youth	Online
Hussam Saady, SSC Media Center	Online

Kenya

Name, Organisation	Type
Abdiwahid Ahmed, Garissa Chamber of Commerce	Online

Hassan Ares Yarrow, Garissa County TVET	Online
Joel Asiago, Somali Lifeline	Online
Abdulahi Dakane, Cooperatives Garissa County	Online
Abdikhani Ahmed Ali, Garissa County	Online
Paul Erukudi, Turkana Chamber of Commerce	Online
Hilda Thuo, Lutheran World Federation	Online
Pius Ewoton, Turkana Chamber of Commerce	Face to face
Michael Musyoki, Turkana County	Face to face
Stephen Eregae, Turkana County TVET	Online
Caroline Njuki, ILO	Online
Martin Kiandiko, ILO	Face to face

Kenya Case study

Name, Organisation	Type
Mr Geoffrey Ochola, ILO	Online
Mr Peter Njiru, National Industrial Training Authority	Face to face
Mr Stanley Maindi, Kenya National Qualifications Authority	Face to face
Mr Alfrick Biegon, Kenya National Qualifications Authority	Face to face
Ms Grace Kaome, Human Resource and Administration, Federation of Kenya Employers	Face to face
Ms Jane Muigai, Toolkit iSkills	Face to face
Mr Nyamai Wambua, Kenya National Federation of Jua Kali Associations	Online
Ms Joan Kago, Base Titanium	Online

Lebanon

Name, Organisation	Type
Rouba Kharrat, Independent Consultant	Online
Manal Hassoun, The LEE Experience	Online
Wassim Moukarzel & Loubna Abou Zeid, ACTED	Online
Maria Molino- Fillipo Porcari & Sarah Khalil, AVSI	Online
Farah Baroudi, Independent Consultant	Online
Tarek Alam, Safadi Foundation	Online
Amal Obeid, UNICEF	Online
Jan-Jaap Sas, The Embassy of the Netherlands in Lebanon	Online
Lisa Van Hogerlinden, Marie-Anne Amadiou, Farah Harwida, UNHCR	Online
Sonia el Abiad, Ministry of Agriculture	Online
Gelena Vougianovits, DRC	Online
Reda Alawa, ILO	Online
Shaza el Jondi, ILO	Online

Sudan

Name, Organisation	Type
Mona Hassan, LEEN consulting	Face to face
Ahmed Atiet Alla, ILO	Face to face
Marie Smit, Dutch Embassy	Face to face
Jane Sail, Conciliant	Face to face
Abdulmonaim Ahmed, ILO	Face to face
Nahla Majzoub, Ministry of Agriculture	Face to face
Osman Belal, HOPE organisation	Face to face
Iolanda Genoves, UNICEF	Face to face
Mohamed Idris, Alight organisation	Face to face
Evans Iwanga, ILO	Face to face

Uganda

Name, Organisation	Type
Jean Byamugisha, Uganda Hotel Owner's Association (UHOAs)	Face to face
Khushbakht Hojiev, UNICEF	Online
Patrick Munduga, ANCHOR	Face to face
Aloysious Gumisirisa, Isingiro district Local Government	Face to face
Adenike O. Anyang, Ag-Ploutos Co. Ltd	Face to face
Anthony Turyahebwa, National Organisation of Trade Unions (NOTU)	Face to face
Ezra Rubanda, Office of the Prime Minister	Face to face
Stephanie Perham, Valeria, UNHCR	Face to face
Terry Obalo, Flavia, Scovia, UNHCR	Online
Joy Acom Okello, Embassy of the Kingdom of the Netherlands	Face to face
Victor Mafigi, UNLEASHED	Online
Stephen Opio, ILO	Online
Martin Wandera, Ministry of Gender, Labour & Social Development	Face to face
Douglas Opio, Federation of Ugandan Employers	Face to face

Global

Name, Organisation	Type
Michel Botzung, IFC	Online
Brian Li Yuen WEI, IFC	Online
Jean-Francois Klein, ILO	Online
Louis-Pierre Michaud, ILO	Online

Milagros Lazo Castro, ILO	Online
Christine Hofmann, ILO	Online
Nick Griswood, ILO (2x)	Online
Nilesh Nikade, ILO	Online
Héloïse Ruaudel, ILO	Online
Peter Rademaker, ILO	Online
Eric Clarson, ILO	Online
Avila Zulum, ILO	Online
Merten Sievers, ILO	Online
Lou Tessier, ILO	Online
Clara Van Panhuys, ILO	Online
Shana Hoehler, ILO	Online
Luca Pellerano, ILO	Online
Chris Donnges, ILO	Online
Verena Knaus, UNICEF	Online
Betsy Lippmann, UNHCR	Online
Irina Galimova, WBG	Online
Palak Mittal, WBG	Online

Focus group participants

Egypt

Number	Topic	Location	Participants
1	Digital Skills trainees	Cairo	7
2	Enterprise development trainees	Alexandria	5
3	Job search clubs' participants	Alexandria	6
4	Apprenticeship beneficiaries	Egypt	7

Ethiopia

Number	Topic	Location	Participants
1	Start and Improve Your Business	Kebribeyah, Jijiga	7
2	Get Ahead – Grow Your Business	Kebribeyah, Jijiga	5
3	Animal Health	Kebribeyah, Jijiga	8

Iraq

Number	Topic	Location	Participants
1	SIYB and financial education training and access to loan	Mosul	8

2	SIYB and financial education training and access to loan	Duhok	6
3	Young engineers – EIIP projects	Duhok	6
4	Implementing partners – EIIP projects	Duhok	4

Jordan

Number	Topic	Location	Participants
1	Training and job placement	Jordan	4

Kenya

Number	Topic	Location	Participants
1	Business development and Support (SIYB/Financial Education)	Lodwar	5
2	Business development and Support (SIYB/Financial Education)	Kakuma	6
3	Industrial Welding Training (Skill development)	Kakuma	6
4	Recognition of Prior Learning		

Lebanon

Number	Topic	Location	Participants
1	Participants in social and solidarity economy agricultural initiatives and entrepreneurship.	Akkar-Donniyeh	11
2	Recipients/ participants in work opportunities (Community Development)	Tripoli	5
3	Competency-based training in agriculture	Bekaa	12
4	Significance and implications of the greenhouse trial with agricultural beneficiaries in Akkar	Akkar	4

Sudan

Number	Topic	Location	Participants
1	PROSPECTS activities	Khartoum	5
2	PROSPECTS activities	Phone call	5

Uganda

Number	Topic	Location	Participants
1	EIIP (Urban Cash for work)	Arua Central Division	15
2	Vocational skilling/training	Ocea, Madi-okollo district	10
3	Vocational skilling/training	Job Center, Terego district	14
4	Vocational skilling/training	Isingiro Town Council	8

5	Vocational skilling/training	Nakivale Job and Youth Center, Isingiro	9
6	Soybean production and value addition	Nakivale Settlement, Isingiro	8

Annex 4: Document review

Design documents, planning documents

- Global Agreement Netherlands and ILO
- Global Vision Note
- Global ToC 2019
- Governance ToRs
- ILO P&B 2020-21
- ILO P&B 2022-23
- Global budget and activities
- MAGRP and Update 2022
- MACP and Update 2022
- PROSPECTS Sustainability Strategy and Assessment – Template
- PROSPECTS Communication Strategy

Progress reports and M&E data

- M&E data export from the PROSPECTS Power BI dashboard from 19 January 2023
- PROSPECTS Progress reports Y1, Y2, Y3
- Summary Report, March-May 2022
- Summary Report, June-September 2022
- PROSPECTS M&E Plan
- PROSPECTS Results Framework
- PROSPECTS Learning (Annex 3)
- PROSPECTS Decent Work (Data Analysis Plan, Weighting)
- Decent Work Index

Related assignments

- Lessons Learned Report
- PROSPECTS Medium-Term Evaluation
- Jordan Tracer Study
- Lebanon Tracer Study
- Egypt Tracer Study draft
- Global Evaluability Review
- Jordan Evaluability Review

Financial

- Financial Status Reports (October 2022, December 2022)

Other

- Mapping of PROSPECTS Linked CPOs and Global Product
- Prospects CPO Map
- Meeting Report: PROSPECTS Internal Strategic Planning March 2022
- PROSPECTS 2.0 M&E WG Paper

ILO evaluation documents

- ILO Policy Guidelines for Evaluation
- ILO Code of Conduct
- Evaluation Checklists and Guidance Notes and Templates

Annex 5: M&E data analysis

Target achievement: global indicators

For each global indicator, we calculated target achievement by December 2022, comparing results to overall targets. We combined results for multiple country indicators that related to one global indicator. For example, in Egypt, country indicators 2.3.1b and 2.3.1g both map to the global indicator TI 2.4. The results on these two indicators were added up and compared to the sum of their target values. Additionally, we calculated target achievement for all countries combined and compared each country to the overall result to determine whether the country is progressing faster, slower or similar to others. Only indicators that map to global PROSPECTS indicators (see note below) were used in this analysis.

Target achievement: indicator type

We assigned indicators to six categories, reflecting different types of goals, and calculated the extent to which targets were reached by December 2022. We combined all indicators that map to an indicator type and compared them to the sum of their targets. We included just the indicators that could be summed together (see note).

Reached Beneficiary groups

We calculated the percentage of beneficiaries who were reached over all indicators according to gender (woman, man), and status type (HC members, refugees).

Project performance / results progress: country specific indicators

We visualised the extent to which indicator targets were reached during project years. For all country indicators, we compared the cumulative yearly result to the cumulative target. If at least 90% of the target was reached in a given year, the indicator was deemed on track. If below 90% of target was reached, the indicator was deemed delayed. If the end-of-project target was reached, the indicator was deemed achieved. If there was no target set for a particular year, the indicator is shown in the visualisation as “empty”.

ILO contribution to country results: indicator type

We calculated the percentage of ILO contribution to country results by comparing ILO results to overall country results. This analysis was done with results up to July 2022, since no newer data is available for PROSPECTS partners. Not all indicators were used: we included just the ones that could be combined (see note).

Note:

GLOBAL INDICATORS

1.1a Number of teachers/facilitators/TVET trainers who successfully completed skills training; **1.2a** Number of people enrolled in formal or non-formal post-secondary skills trainings, including RPL and TVET; **1.3a** Number and percentage of PROSPECTS beneficiaries who completed certified or verified skills development training, including (i) life skills, (ii) digital skills, (iii) technical and vocational skills, or who received a qualification following recognition of prior learning; **TI 1.1** Number of career counsellors, education/training providers and government functionaries participating in training sessions; **TI 1.2** Number of skills development training curricula improved/updated/developed; **TI 1.3** Number of diagnostic/research reports completed by PROSPECTS partners in relation to inclusive education; **TI 1.4** Number of educational institutions supported and/or strengthened; **TI 1.6** Number of apprenticeships, on-the-job training work-based learning opportunities and social enterprises developed/created; **2.1a** Number of job seekers using employment services; **2.1b** Number of people who have been issued work permits and/or business registrations as a result of PROSPECTS interventions; **2.1c** Number of policies, plans, laws related to FDPs/HC adopted and/or amended that address decent and inclusive employment and business development, with the support of PROSPECTS; **2.2a** Value (USD) of sector specific public (EIP)/private sector investment—both IFC direct and funds mobilized—that benefit FDPs and host communities; **2.2b** Number of private contractors using/adopting the employment-intensive investments approaches; **2.3a** Number and value of loans/grants disbursed/outstanding (USD); **2.3b** Number of business development service and/or financial service providers providing improved services and support to FDPs and host community entrepreneurs and business owners; **2.3c** Number of people assisted by BDS and financial institutions to develop economic earning and livelihoods opportunities (self-employment/businesses); **2.4a** Number of employers' and workers' organizations supporting their members use tools on labour rights, formality and decent work conditions to extend labour protection; **2a** Number of paid jobs or employment opportunities supported by PROSPECTS that benefit target groups; **2b** Number and percentage of project beneficiaries employed, self-employed or business owners, within 3-9 months after graduation/use of services; **2c** Number and percentage of FDPs and host community members assisted by PROSPECTS who started a formal/informal business/self-employment activity and sustained it six months after they started; **2d** Number of cooperatives established and/or scaled and MSMEs maintained/scaled/formalized with FDPs and host community members; **2e** Index of decent work for FDP/HC members assisted by PROSPECTS (i.e. explicit contractual relation, no forced labour/discrimination, social security, safe working environment, satisfactory income/wages); **2f** Percentage/Number of PROSPECTS beneficiaries reporting positive relationship with other groups (HC members vs FDPs and vice versa); **TI 2.1** Number of public and private sector institutions trained by PROSPECTS to increase and improve employment services support for FDPs and host community members; **TI 2.2** Number of public and private sector staff trained by PROSPECTS to improve employment related services support for FDPs and host community members; **TI 2.3** Number of diagnostic/research reports completed by PROSPECTS partners in relation to inclusive employment; **TI 2.4** Number of entities trained by PROSPECTS in business advisory, financial and investment services for FDPs; **TI 2.5** Number of MFI and BDS providers staff trained by PROSPECTS in business advisory, financial and investment services for FDPs; **TI 2.6** Number of workdays created through increased private and/or public investment; **TI 2.7** Number of infrastructure projects (units) related to EIP initiated with the support of PROSPECTS; **TI 2.8** Number of people who attended awareness-raising and capacity-building workshops/events on formalization, rights at work and safe working environment; **3.1a** Number of policies, plans, laws related to FDPs/HC adopted and/or amended that address inclusive access to quality social protection and protection services with a contribution from PROSPECTS; **3.2a** Number of FDP and HC members supported through PROSPECTS who are receiving partner-led social protection benefits (including cash transfers); **3.3a** Number of information, registration, profiling, referral systems, procedures, interoperability approaches developed and/or optimized to expand protection and social protection coverage; **3a** Number of FDP and HC members benefitting from national legal assistance; **3c** Number of FDPs benefitting from case management services (SBGV, child labour, etc.); **3d** Number of FDP and HC members benefitting from national social protection benefits (services provided directly by the Government); **TI 3.1** Number of studies, research reports, plans and/or advocacy interventions developed for the inclusion of FDPs and vulnerable populations in local, national, and regional development plans, policies, and legislation; **TI 3.2** Number of people trained on protection and social protection issues; **TI 3.4** Number of capacity development activities and other initiatives conducted to strengthen national legislation, policies and institutions for protection, social protection and inclusion

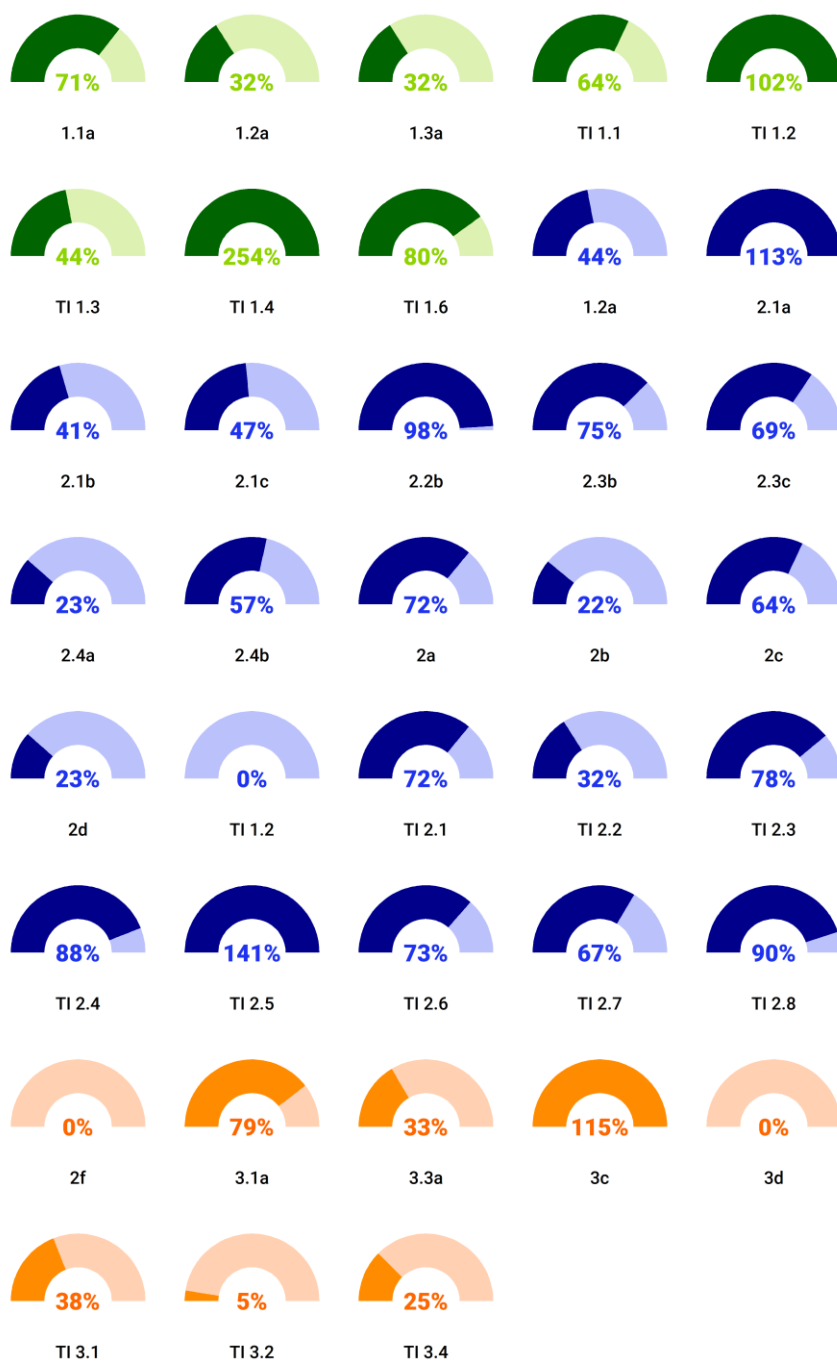
INDICATOR TYPE

Beneficiaries in post-secondary/skills training: 1.2a, 1.3a; **Beneficiaries supported while seeking employment:** TI 1.6, 2.1a, 2.1b, 2.3c; **Paid job opportunities/workdays created:** 2a, TI 2.6; **Beneficiaries who are economically active due to support:** 2b, 2c; **Educators/trainers/staff trained:** 1.1a, TI 1.1, TI 2.2, TI 2.5, TI 3.2; **Institutions/organisations supported/using new ways to support beneficiaries:** TI 1.4, 2.2b, 2.3b, 2.4a, TI 2.1, TI 2.4; **Studies/curricula/information systems created:** TI 1.2, TI 1.3, TI 2.3, TI 3.1, TI 3.4 **Policies adopted/amended:** 2.1c, 3.1a.

Data sheet: Overall

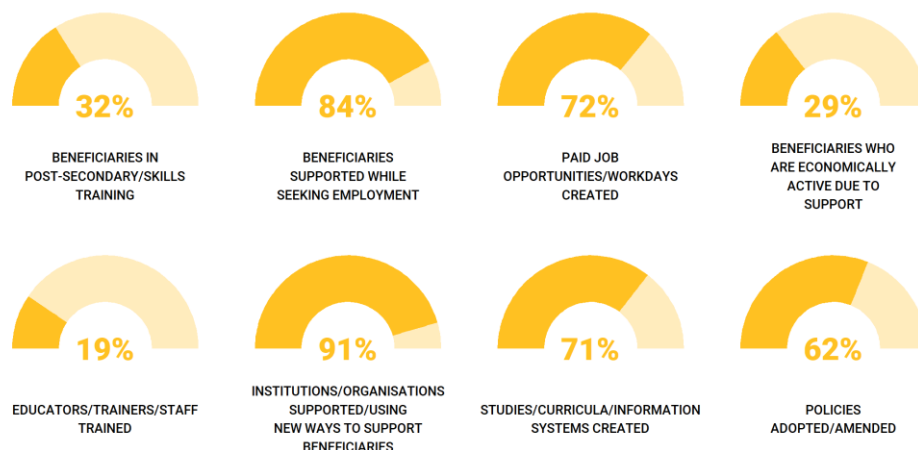
Overall, 38 global indicators were tracked. Out of these, 5 end-of-project goals were already achieved - for indicators TI 1.2, 2.1a, 3c, TI 2.5, TI 1.4. Additional 16 indicators were at or above 50% of the end-of-project target. In total, 62% of Pillar 1, 64% of Pillar 2, and 25% of Pillar 3 goals are above 50% of end-of-project target.

TARGET ACHIEVEMENT: GLOBAL INDICATORS



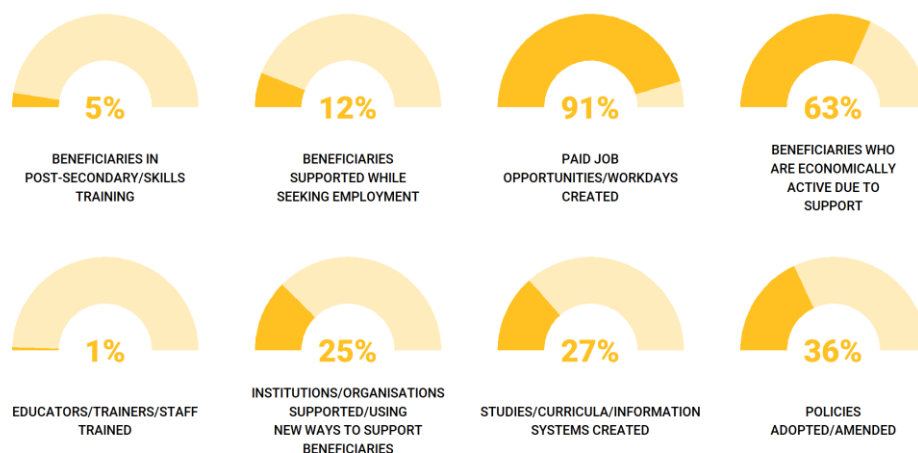
So far, ILO was **most successful** in reaching the targets for institutions/organisations supported/using new ways to support beneficiaries and beneficiaries supported while seeking employment, and **least successful** in reaching the targets for educators/trainers/staff trained and beneficiaries who are economically active due to support.

TARGET ACHIEVEMENT: INDICATOR TYPE



When compared to the total results across all partners, the ILO **contributed most** to paid job opportunities/workdays created and beneficiaries who are economically active due to support. ILO had **least contribution** to the number of educators/trainers/staff trained and beneficiaries in post-secondary/skills training.

ILO CONTRIBUTION TO COUNTRY RESULTS: INDICATOR TYPE



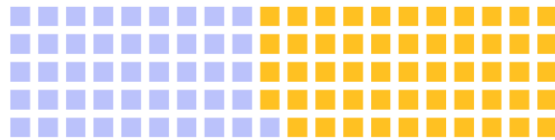
Out of all beneficiaries, 34,315 (46%) were women, and 39,612 (54%) were men. The highest percentage (50%) of women included was for beneficiaries in post-secondary/skills training, and the lowest (39%) for beneficiaries who are economically active due to support.

BENEFICIARIES IN POST-SECONDARY/ SKILLS TRAINING



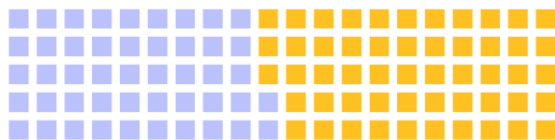
Female Male

BENEFICIARIES SUPPORTED WHILE SEEKING EMPLOYMENT



Female Male

PAID JOB OPPORTUNITIES/ WORKDAYS CREATED



Female Male

BENEFICIARIES WHO ARE ECONOMICALLY ACTIVE DUE TO SUPPORT



Female Male

36,108 (50%) beneficiaries came from the host community and 35,885 (50%) were forcibly displaced persons (refugees or internally displaced persons). The highest percentage (57%) of FDPs included was for beneficiaries in post-secondary/skills training, and the lowest (32%) for paid job opportunities/workdays created.

BENEFICIARIES IN POST-SECONDARY/ SKILLS TRAINING



HCs FDPs

BENEFICIARIES SUPPORTED WHILE SEEKING EMPLOYMENT



HCs FDPs

PAID JOB OPPORTUNITIES/ WORKDAYS CREATED



HCs FDPs

BENEFICIARIES WHO ARE ECONOMICALLY ACTIVE DUE TO SUPPORT

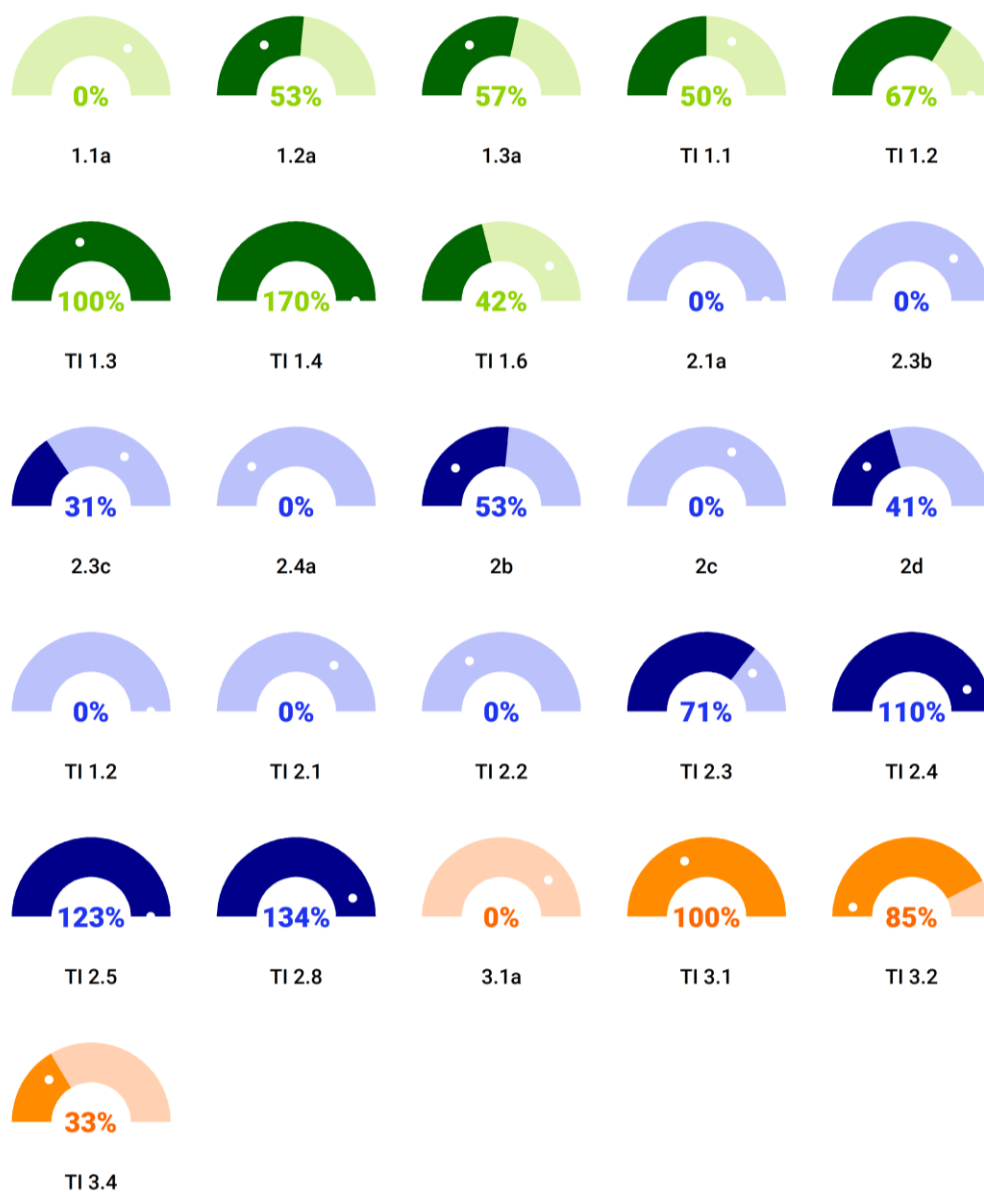


HCs FDPs

Data sheet: Egypt

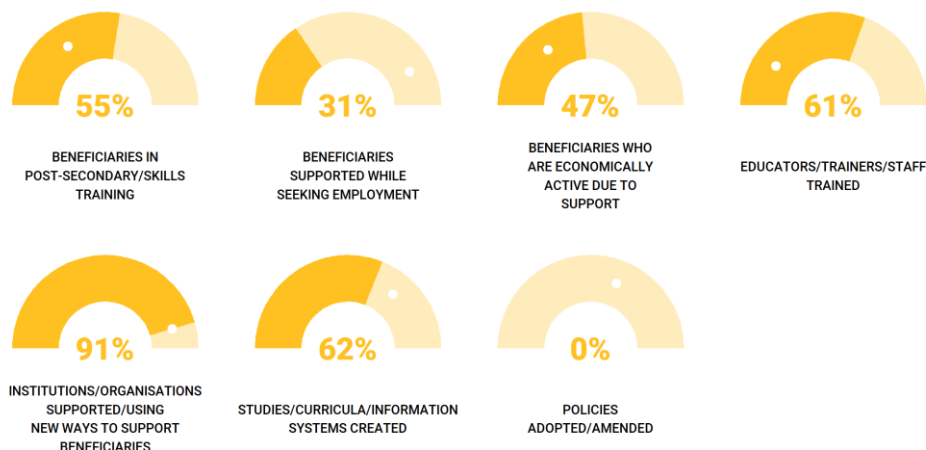
In Egypt, 26 global indicators were tracked. Out of these, 6 end-of-project goals were already achieved - for indicators TI 1.3, TI 3.1, TI 2.4, TI 2.5, TI 2.8, TI 1.4. Additional 7 indicators were at or above 50% of the end-of-project target. In total, 75% of Pillar 1, 36% of Pillar 2, and 50% of Pillar 3 goals are above 50% of end-of-project target. When compared to the ILO/PROSPECTS target achievement across all countries, Egypt is progressing faster than other in 9, slower than others in 15, and similar to others in 2 goals.

TARGET ACHIEVEMENT: GLOBAL INDICATORS



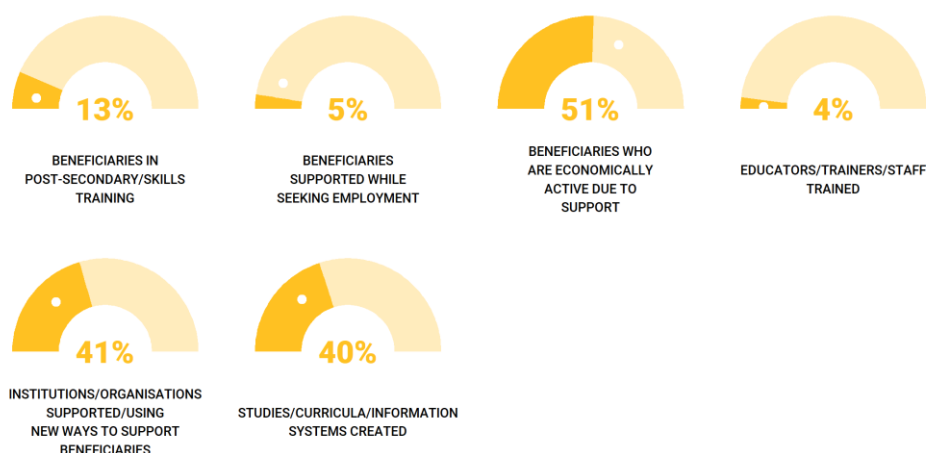
Overall, ILO Egypt was **most successful** in reaching the targets for institutions/organisations supported/using new ways to support beneficiaries and studies/curricula/information systems created, and **least successful** in reaching the targets for policies adopted/amended and beneficiaries supported while seeking employment.

TARGET ACHIEVEMENT: INDICATOR TYPE



When compared to the total results across all partners, the ILO **contributed most** to beneficiaries who are economically active due to support and institutions/organisations supported/using new ways to support beneficiaries. The ILO had the **least contribution** to the number of educators/trainers/staff trained and beneficiaries supported while seeking employment.

ILO CONTRIBUTION TO COUNTRY RESULTS: INDICATOR TYPE



Out of all beneficiaries, 6,150 (59%) were women, and 4,245 (41%) were men. The highest percentage (62%) of women included was for beneficiaries supported while seeking employment, and the lowest (55%) for beneficiaries who are economically active due to support.

BENEFICIARIES IN POST-SECONDARY/ SKILLS TRAINING



Female Male

BENEFICIARIES SUPPORTED WHILE SEEKING EMPLOYMENT



Female Male

BENEFICIARIES WHO ARE ECONOMICALLY ACTIVE DUE TO SUPPORT



Female Male

4,691 (45%) beneficiaries came from the host community, and 5,704 (55%) were forcibly displaced persons (refugees or internally displaced persons). The highest percentage (56%) of FDPs included was for beneficiaries supported while seeking employment, and the lowest (49%) for beneficiaries who are economically active due to support.

BENEFICIARIES IN POST-SECONDARY/ SKILLS TRAINING



HCs FDPs

BENEFICIARIES SUPPORTED WHILE SEEKING EMPLOYMENT



HCs FDPs

BENEFICIARIES WHO ARE ECONOMICALLY ACTIVE DUE TO SUPPORT



HCs FDPs

In year 1, most (98%) of the country-specific indicators had no set target. The percentage of targets that were delayed was 6% in year 2, 8% in year 3, and 54% in year 4.

INDICATOR PROGRESS: COUNTRY-SPECIFIC INDICATORS

	Year 1	Year 2	Year 3	Year 4
1.1.1a				-
1.1.1b	-	o	o	o
1.2.1a				-
1.2.1b		-	-	-
1.2.1c		o	o	o
1.2.1d		o	o	o
1.2.1e				-
1.2.1f			+	-
1.2a			+	-
1.2b			+	-
1.2c				-
1.3.1a		-	+	-
1.3.1b		+	o	o
1.3.1c		+	o	o
1.3.1d		o	o	o
1.3.1e		+	o	o
1.3.1f		+	+	-
1.3.1g				-
1.3a		+	+	-
1.3b		-	+	+
2.1.1a		+	+	o
2.1.1b				-
2.1.1c		o	o	o
2.1.1d				
2.1.1e				
2.1.1f				
2.1.1g				
2.1a				
2.2.1a			+	-
2.2.1b			-	-
2.2.1c				
2.2a				-
2.3.1a		o	o	o
2.3.1b		+	+	o
2.3.1d			-	-
2.3.1e				
2.3.1f			+	-
2.3.1g		o	o	o
2.3.1h				
2.3.1i				-
2.3.1j				
2.3a			-	-
2.3b				-
2.4.1a		+	o	o
2.4a				-
2b			+	-
2c				-
2d			+	-
3.1a				-
3.3.1a		+	+	-
3.3.1b		+	+	-
3.3.1c		o	o	o

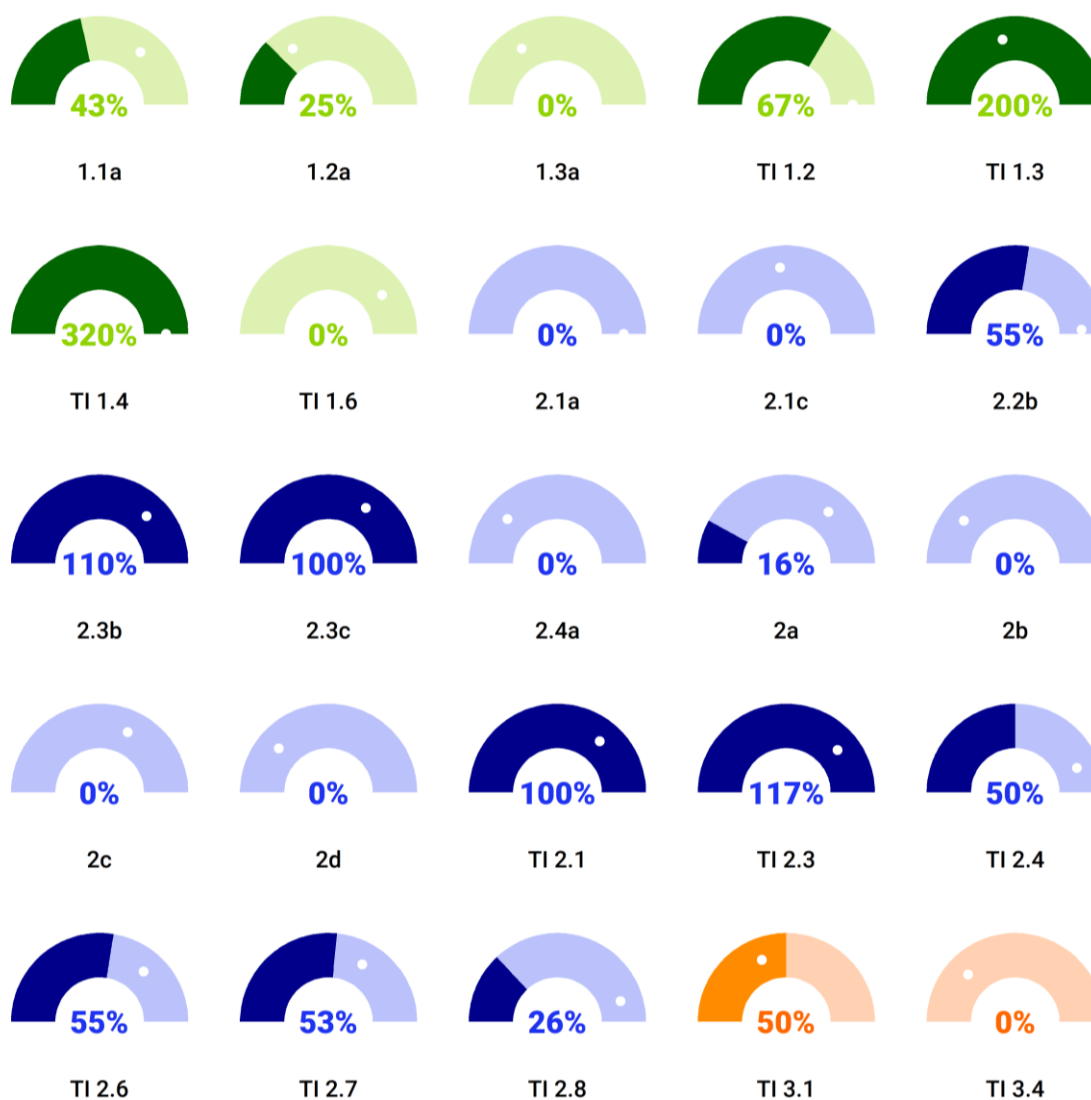
- delayed + on track o achieved no target

Note. 1.1.1a: Number of teachers / facilitators / TVET trainers who successfully completed skills training; 1.1.1b: Technical and vocational education and trainings available, mapped, and assessed; 1.2.1a: Number of policy recommendations pursued for the inclusion of refugees and asylum seekers in the education and training systems; 1.2.1b: Number of national and local partners staff trained on specific needs of forcibly displaced persons and host communities; 1.2.1c: Number of employability skills, career guidance and social cohesion manuals developed/amended to the needs of forcibly displaced persons and host communities; 1.2.1d: Number of profiling tools or vocational guidance applied by trained career advisors and counsellors; 1.2.1e: Number of TVET training providers supported to offer inclusive and market demanded training programmes; 1.2.1f: Number of FDP/HC members supported to develop technical and vocational skills; 1.2a: Number of FDP/HC members enrolled in technical and vocational training; 1.2b: Number of FDP/HC members who completed technical and vocational training; 1.2c: Number of skills development and career guidance curricula developed and adopted by government and local partners; 1.3.1a: Number of FDP/HC members placed in apprenticeships, internships and other work-based learning opportunities; 1.3.1b: Number of enterprises supported to offer enhanced and more inclusive apprenticeship and other work-based learning schemes; 1.3.1c: Number of young people benefiting from career guidance counselling, improved job search skills and innovation lab services; 1.3.1d: Number of career guidance tailored studies supporting career guidance networks; 1.3.1e: Number of career counsellors/mentors trained by PROSPECTS providing career guidance; 1.3.1f: Number of FDP/HC members supported to develop employability skills; 1.3.1g: Number of FDP/HC members enrolled in digital skills training; 1.3a: Number of FDP/HC members enrolled in skills-development training, including: (i) employability skills, (ii) career guidance counselling, (iii) digital skills; 1.3b: Number of FDP/HC members who completed certified or verified skills-development training, including: (i) employability skills, (ii) career guidance counselling, (iii) digital skills; 2b: Number and % of Project beneficiaries employed or self-employed, within 9 months after graduation/use of services (from Pillar 1 and 2); 2c: Number and % of FDPs and host community members assisted by PROSPECTS who started a formal / informal business / self-employment activity and sustained it six months after they started (from post-training services on entrepreneurship); 2d: Number of businesses scaled and/or social enterprises scaled by FDPs and host community members (improvement of business management); 2.1.1a: Refugees and asylum seekers are socio-economically assessed and profiled in target areas; 2.1.1b: Number of studies conducted on the digital economy in Egypt; 2.1.1c: Employment services provided in target areas are mapped and assessed; 2.1.1d: Number of public/private employment services employees trained (excluding fee-charging companies); 2.1.1e: Number of public and private sector institutions trained by PROSPECTS to increase and improve employment services support for FDPs and host community members; 2.1.1f: Number of councils established with at least 5 employment service organizations and private sector members; 2.1.1g: Number of people connected to job opportunities (STO); 2.1a: Number of job seekers using employment services; 2.2.1a: Number of value chains analysed; 2.2.1b: Number of value chains identified and supported; 2.2.1c: Number of information / linkage campaigns conducted; 2.2a: Number of people with developed skills to be included in identified promising value chains; 2.3.1a: Number of trained trainers from service providers supported to offer demand-driven entrepreneurship services; 2.3.1b: Number of BDS service providers supported to offer demand-driven entrepreneurship services; 2.3.1d: Number of FDP/HC members supported to develop entrepreneurial skills; 2.3.1e: Number of training modules developed on e-Commerce; 2.3.1f: Number of FDP/HC entrepreneurs and enterprises employees receiving post-training support to start and improve their businesses; 2.3.1g: Number of service provider trainers supported to provide financial education services; 2.3.1h: Number of FDP/HC members supported to develop financial education and literacy skills; 2.3.1i: Number of FDP/HC members supported to develop social entrepreneurial skills; 2.3.1j: Number of social entrepreneurs supported to start their businesses; 2.3a: Number of FDP/HC members assisted by BDS and receiving entrepreneurial support to develop economic earning and livelihoods opportunities (entrepreneurial skills, including social entrepreneurial skills); 2.3b: Number of business development service providers providing improved services and support to FDPs and host community entrepreneurs and business owners; 2.4.1a: Number of FDP/HC members who completed awareness raising and capacity building workshops/events on safe and secure working conditions; 2.4a: Number of national institutions using awareness tools on labour rights, formality and decent work conditions to extend labour protection; 3.1a: The new national social protection strategy and its action plan make explicit reference to non-Egyptian families; 3.3.1a: Number of ILO constituents and national partners staff with enhanced capacity and awareness to better support refugees' inclusion; 3.3.1b: Number of awareness raising activities conducted on refugees' inclusion; 3.3.1c: National policies, legislation, regulations relevant to access to labour markets and livelihoods and inclusion of refugees are analysed on the employers and workers side.

Data Sheet: Ethiopia

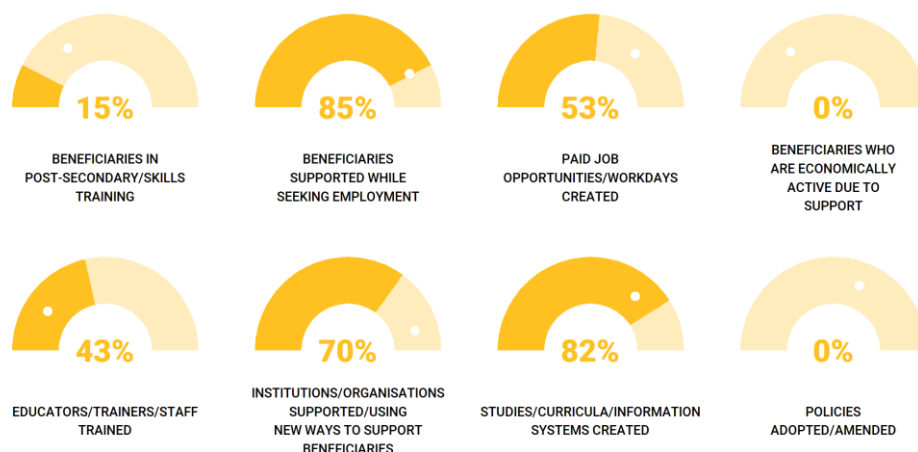
In Ethiopia, 25 global indicators were tracked. Out of these, 6 end-of-project goals were already achieved - for indicators 2.3c, TI 2.1, 2.3b, TI 2.3, TI 1.3, TI 1.4. Additional 6 indicators were at or above 50% of the end-of-project target. In total, 43% of Pillar 1, 50% of Pillar 2, and 50% of Pillar 3 goals are above 50% of end-of-project target. When compared to the ILO/PROSPECTS target achievement across all countries, Ethiopia is progressing faster than other in 7, slower than others in 17, and similar to others in 1 goal.

TARGET ACHIEVEMENT: GLOBAL INDICATORS



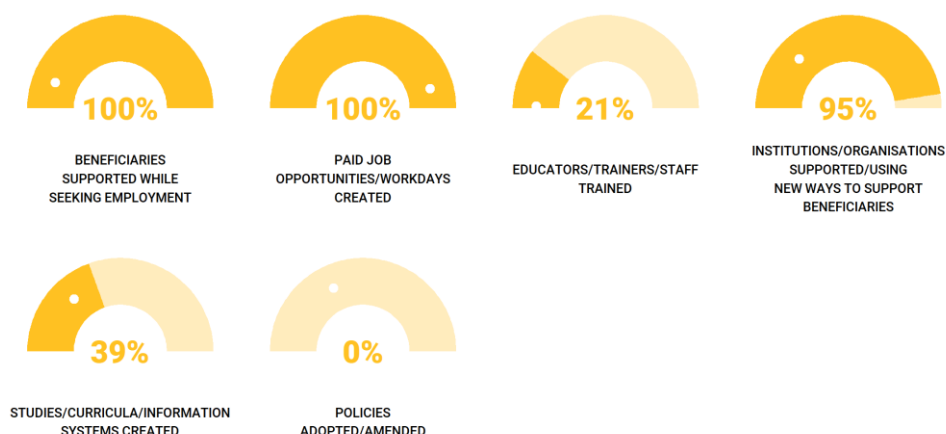
Overall, ILO Ethiopia was **most successful** in reaching the targets for beneficiaries supported while seeking employment and studies/curricula/information systems created, and **least successful** in reaching the targets for beneficiaries who are economically active due to support and policies adopted/amended.

TARGET ACHIEVEMENT: INDICATOR TYPE



When compared to the total results across all partners, the ILO **contributed most** to beneficiaries supported while seeking employment and paid job opportunities/workdays created. The ILO had the **least contribution** in studies/curricula/information systems created and policies adopted/amended.

ILO CONTRIBUTION TO COUNTRY RESULTS: INDICATOR TYPE



Out of all beneficiaries, 778 (63%) were women, and 450 (37%) were men. The highest percentage (66%) of women included was for beneficiaries supported while seeking employment, and the lowest (11%) for paid job opportunities/workdays created.

BENEFICIARIES IN POST-SECONDARY/ SKILLS TRAINING



Female Male

BENEFICIARIES SUPPORTED WHILE SEEKING EMPLOYMENT



Female Male

PAID JOB OPPORTUNITIES/ WORKDAYS CREATED



Female Male

BENEFICIARIES WHO ARE ECONOMICALLY ACTIVE DUE TO SUPPORT



Female Male

857 (70%) beneficiaries came from the host community, and 371 (30%) were forcibly displaced persons (refugees or internally displaced persons). The highest percentage (43%) of FDPs included was for beneficiaries in post-secondary/skills training, and the lowest (29%) for beneficiaries supported while seeking employment.

BENEFICIARIES IN POST-SECONDARY/ SKILLS TRAINING



HCs FDPs

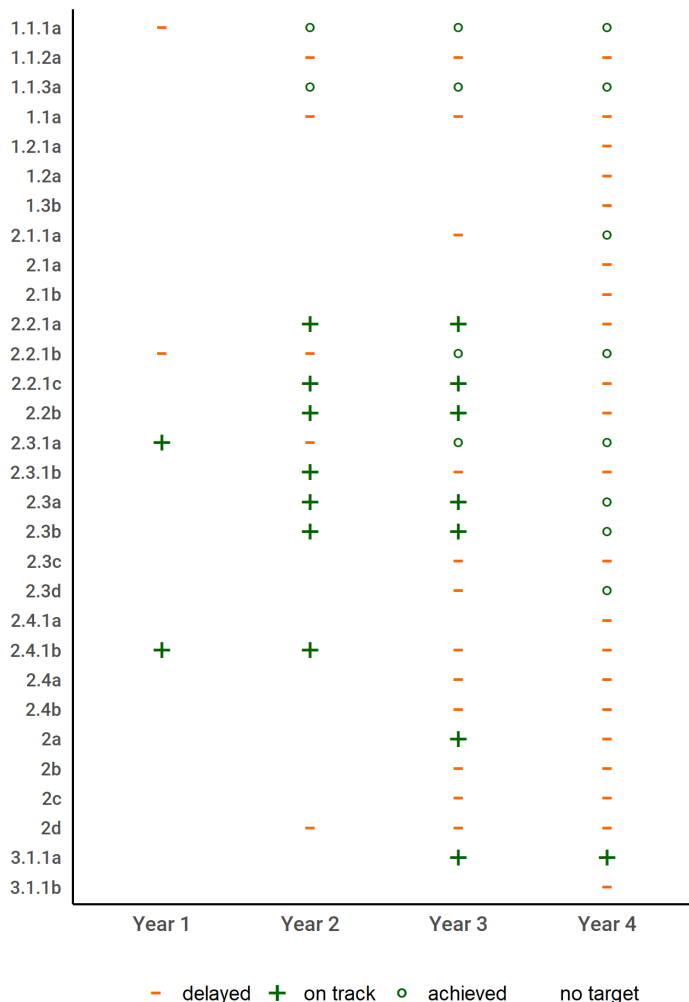
BENEFICIARIES SUPPORTED WHILE SEEKING EMPLOYMENT



HCs FDPs

In year 1, most (87%) of the country-specific indicators had no set target. The percentage of targets that were delayed was 17% in year 2, 40% in year 3, and 70% in year 4.

INDICATOR PROGRESS: COUNTRY-SPECIFIC INDICATORS

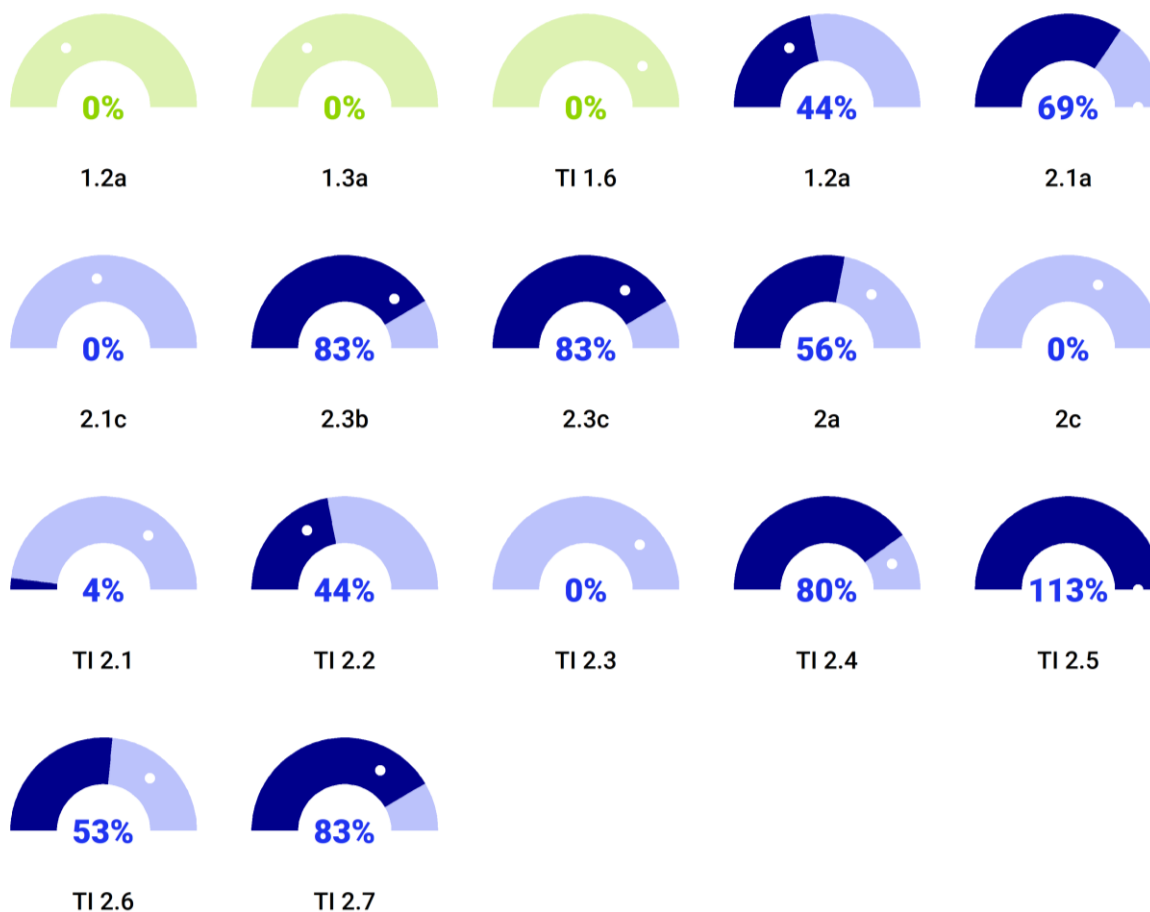


Note. 1.1.1a: Number of needs assessment undertaken; 1.1.2a: Number of quality skills programs designed and/or adapted; 1.1.3a: Number of skills development partners supported and/or strengthened; 1.1a: Number of teachers/facilitators recruited and trained to deliver skill development programs; 1.2.1a: Number of internships, on the job training and work-based learning opportunities; 1.2a: Number of hosts and FDPs enrolled in TVET and skills development programmes; 1.3b: Number and percentage of PROSPECTS beneficiaries who completed certified or verified skills-development training, including: (i) life skills (social cohesion/disability inclusion), (ii) technical and vocational skills; (iii) digital skills; 2a: Number of economic opportunities (jobs) created and/or supported (that benefit hosts and FDPs); 2b: Number and percentage of project beneficiaries employed, self-employed or business owners, within 9 months after graduation/use of services—these benefit from TVET programmes; 2c: Number and percentage of refugees, IDPs and host communities assisted by PROSPECTS who started a formal/informal business/self-employment activity and sustained it 6 months after they started—these benefit from ILO business management products ONLY; 2d: Number of SMEs and cooperatives established and/or scaled with FDPs and host community members; 2.1.1a: Number of government agencies receiving technical assistance and capacity building (employment services – permits issuance); 2.1a: Number of job seekers using employment services; 2.1b: Number of relevant policy and legal frameworks that enable refugees/IDPs to join host country workforce and reinforce decent working conditions; 2.2.1a: Number of infrastructures constructed, rehabilitated or maintained; 2.2.1b: Number of government counterparts and/or contractors and their staff trained in labour-based works; 2.2.1c: Number of workdays created through increased private and/or public investment; 2.2b: Number of domestic businesses supported to scale that in return hire refugees; 2.3.1a: Number of rapid market systems analyses to develop market systems development interventions conducted; 2.3.1b: Number of financial institutions receiving support and training; 2.3a: Number of business development service providers (non-financial) providing services and support to refugee, host communities and host community entrepreneurs; 2.3b: Number of host and FDP beneficiaries' entrepreneurs who successfully completed a business skills development training; 2.3c: Number of host and FDP beneficiaries accessing financial services; 2.3d: Number of host and FDP beneficiaries receiving financial education training; 2.4.1a: Number of campaigns/initiatives designed to increase awareness on formalization, rights at work and safe working environment; 2.4.1b: Number of people who attended awareness raising and capacity building workshops/events on formalization, rights at work and/or safe working environment; 2.4a: Number and percentage of training participants able to identify key labour rights in post-training evaluations; 2.4b: Number of organisations with awareness/tools to extend labour protection; 3.1.1a: Number of advocacy interventions made for the inclusion of FDPs in the local and national social health protection systems; 3.1.1b: Number of capacity development activities and other initiatives conducted to strengthen national legislation, policies and institutions for protection, social protection and inclusion

Data sheet: Iraq

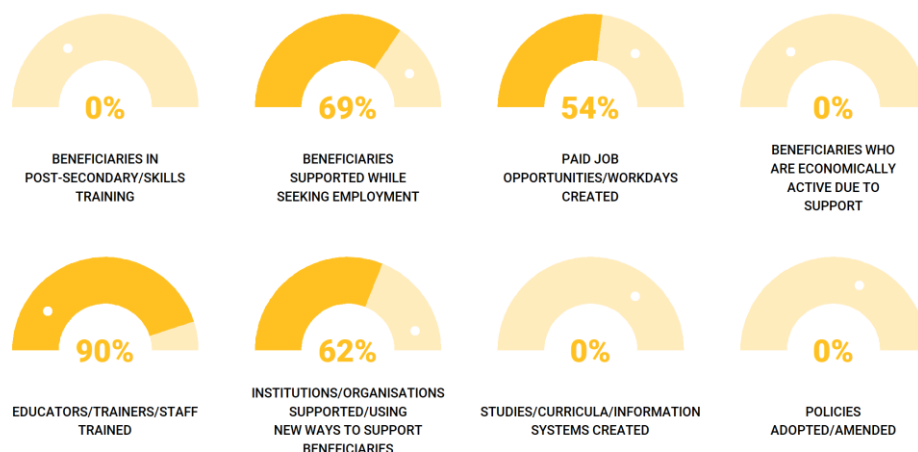
In Iraq, 17 global indicators were tracked. Out of these, one end-of-project goals was already achieved - indicator TI 2.5. Additional 7 indicators were at or above 50% of the end-of-project target. In total, 0% of Pillar 1, and 57% of Pillar 2 are above 50% of end-of-project target. When compared to the ILO/PROSPECTS target achievement across all countries, Iraq is progressing faster than other in 4, slower than others in 11, and similar to others in 2 goals.

TARGET ACHIEVEMENT: GLOBAL INDICATORS



Overall, ILO Iraq was **most successful** in reaching the targets for educators/trainers/staff trained and beneficiaries supported while seeking employment, and **least successful** in reaching the targets for beneficiaries in post-secondary/skills training and beneficiaries who are economically active due to support.

TARGET ACHIEVEMENT: INDICATOR TYPE



When compared to the total results across all partners, the ILO **contributed most** to paid job opportunities/workdays created and beneficiaries supported while seeking employment. The ILO had the **least contribution** to the number of beneficiaries in post-secondary/skills training and educators/trainers/staff trained.

ILO CONTRIBUTION TO COUNTRY RESULTS: INDICATOR TYPE



Out of all beneficiaries, 7,495 (45%) were women, and 9,175 (55%) were men. The highest percentage (54%) of women included was for paid job opportunities/workdays created, and the lowest (45%) for beneficiaries supported while seeking employment.

**BENEFICIARIES IN POST-SECONDARY/
SKILLS TRAINING**



Female Male

**BENEFICIARIES SUPPORTED WHILE
SEEKING EMPLOYMENT**



Female Male

**PAID JOB OPPORTUNITIES/
WORKDAYS CREATED**



Female Male

7,750 (65%) beneficiaries came from the host community, and 4,263 (35%) were forcibly displaced persons (refugees or internally displaced persons). The highest percentage (61%) of FDPs included was for paid job opportunities/workdays created, and the lowest (35%) for beneficiaries supported while seeking employment.

**BENEFICIARIES IN POST-SECONDARY/
SKILLS TRAINING**



HCs FDPs

**BENEFICIARIES SUPPORTED WHILE
SEEKING EMPLOYMENT**



HCs FDPs

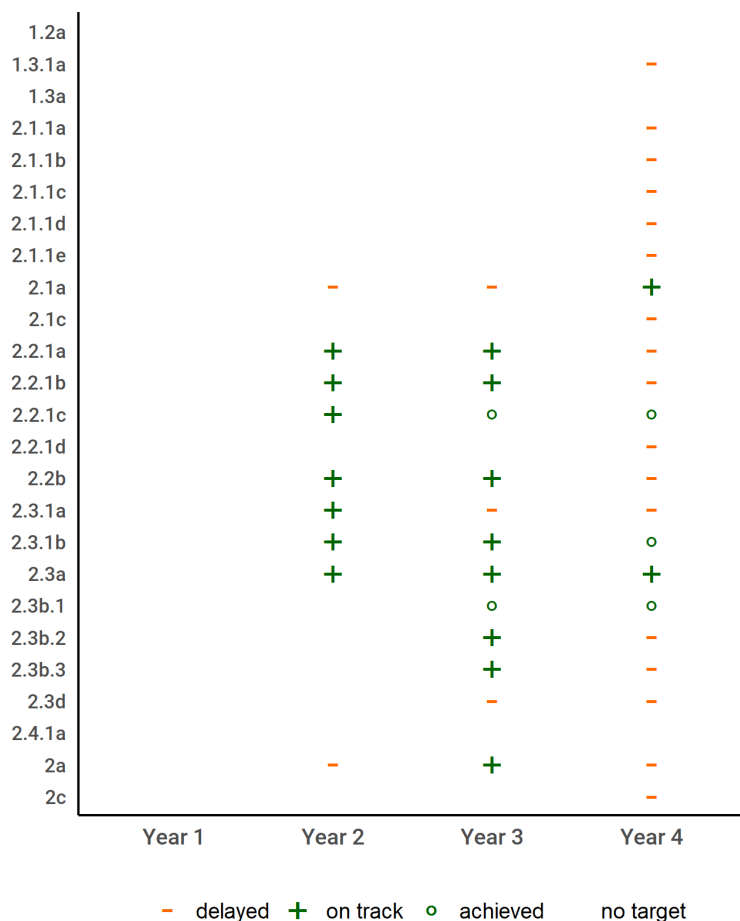
**PAID JOB OPPORTUNITIES/
WORKDAYS CREATED**



HCs FDPs

In year 1, most (100%) of the country-specific indicators had no set target. The percentage of targets that were delayed was 8% in year 2, 12% in year 3, and 68% in year 4.

INDICATOR PROGRESS: COUNTRY-SPECIFIC INDICATORS

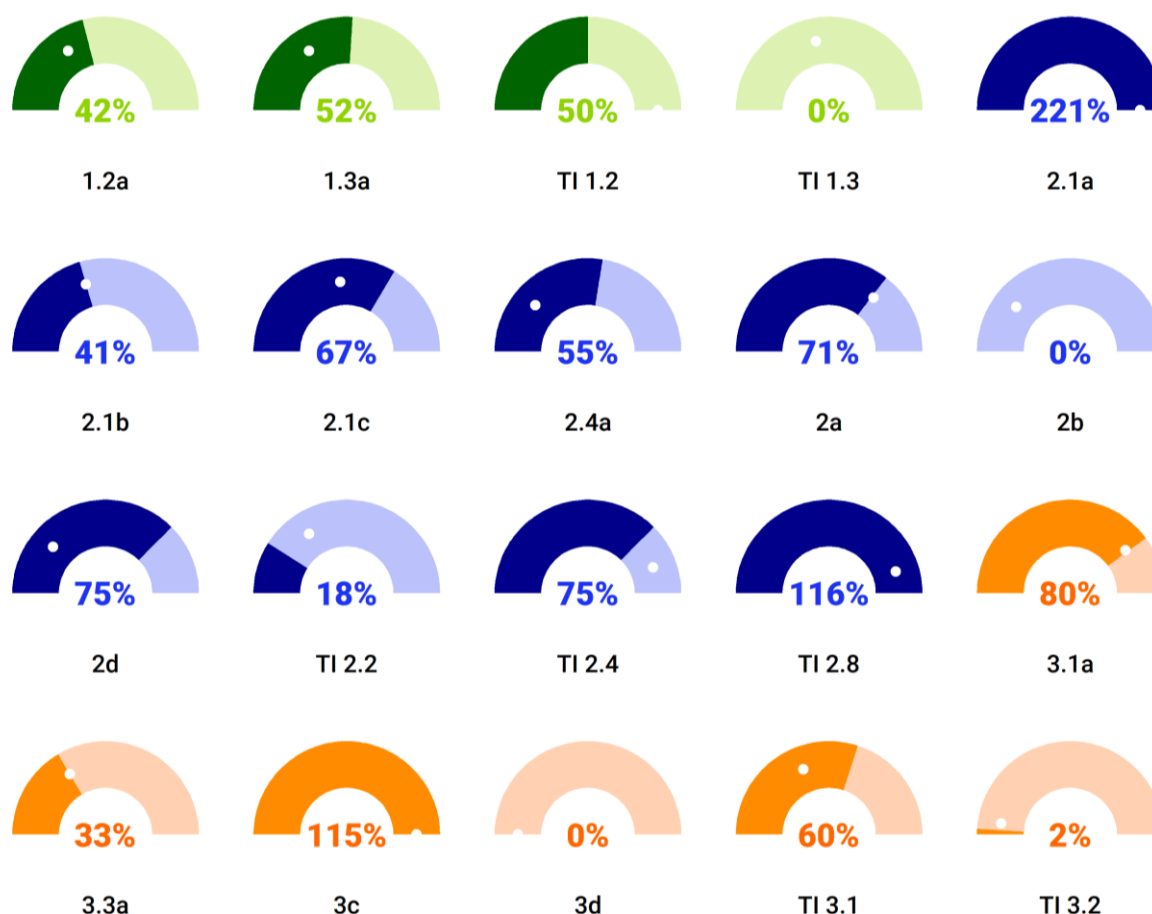


Note. 1.2a: Number of forcibly displaced persons and host community members (10-14, 15-24 and 24+) who enrolled in skill development training opportunities, with focus on (i) employability skills, (ii) vocational skills, and (iii) RPL, with support from PROSPECTS partners; 1.3.1a: Number of forcibly displaced and vulnerable HC members (15-24, 24+) who accessed organized work-based learning opportunities, such as internships, apprenticeships and other forms of organized on-the-job-training; 1.3a: Number of people who have completed accredited or certified skills development training, including (i) employability skills, (ii) vocational skills, (iii) and RPL with support from PROSPECT partners; 2a: Number of jobs created and/or supported that benefit forcibly displaced persons and host communities; 2c: Number and percentage of R/HC assisted by PROSPECTS who started a formal or informal business/self-employment activity and sustained it six months after they started; 2.1.1a: Number of tracer studies conducted to inform employment services and to enhance job retention; 2.1.1b: National Employment policy document finalized; 2.1.1c: Tripartite body for development and implementation of a National Employment Policy is established; 2.1.1d: Number of partners and stakeholders trained on employment services and implementation mechanisms; 2.1.1e: Number of partners and stakeholders staff trained on employment services and implementation mechanisms; 2.1a: Number of job seekers using employment and intermediation services; 2.1c: Number of regulatory changes/policies that expand access to formal/decent jobs; 2.2.1a: Number of worker days created by through labour intensive investment programme interventions; 2.2.1b: Number of infrastructure projects implemented that employ FDPs/HCs; 2.2.1c: Number of national and local partners involved in capacity building programmes to implement EIIP; 2.2.1d: Number of Youth trained on the EIIP Model; 2.2b: Number of HC members and FDPs accessing EIIP work opportunities; 2.3.1a: Number of BDS and financial institutions trained by PROSPECTS to provide improved SME financing and entrepreneurship services to PROSPECTS target populations; 2.3.1b: Number of BDS and financial institution staff trained by PROSPECTS to provide improved SME financing and entrepreneurship services to PROSPECTS target populations; 2.3a: Number of business development service and/or financial service providers providing improved services and support to FDPs and host community entrepreneurs and business owners; 2.3b.1: Number of unique forcibly displaced persons and host community members who complete skill development training opportunities and coaching, with a focus on entrepreneurial skills (SIYB, and/or FE); 2.3b.2: Number of forcibly displaced persons and host community members who complete skill development training opportunities and coaching, with focus on entrepreneurial skills (SIYB); 2.3b.3: Number of forcibly displaced persons and host community members who complete skill development training opportunities and coaching, with focus on entrepreneurial skills (FE); 2.3d: Number of forcibly displaced persons and host community members who access financial services (loans and saving) from banks with ICBG guarantee and from MFIs supported by PROSPECTS; 2.4.1a: Number of evidence-based documents developed to support access of Syrian refugees, IDPs and host communities to decent work

Data sheet: Jordan

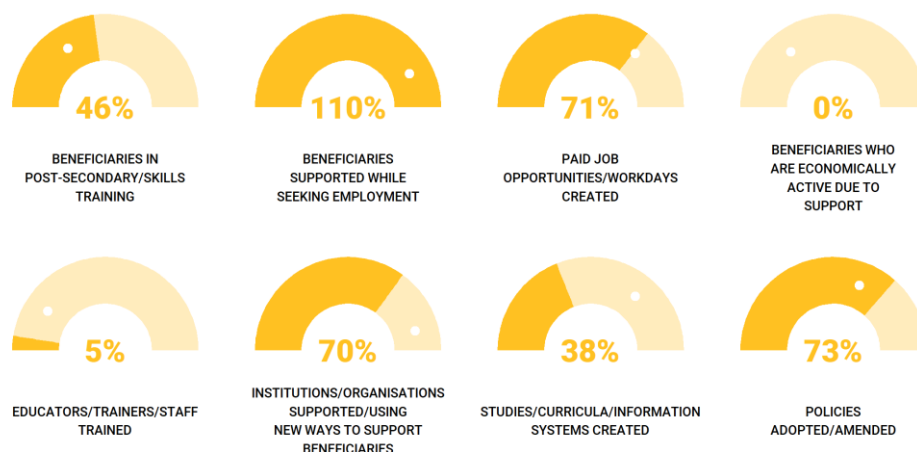
In Jordan, 20 global indicators were tracked. Out of these, 3 end-of-project goals were already achieved - for indicators 3c, TI 2.8, 2.1a. Additional 9 indicators were at or above 50% of the end-of-project target. In total, 50% of Pillar 1, 70% of Pillar 2, and 50% of Pillar 3 goals are above 50% of end-of-project target. When compared to the ILO/PROSPECTS target achievement across all countries, Jordan is progressing faster than other in 7, slower than others in 5, and similar to others in 8 goals.

TARGET ACHIEVEMENT: GLOBAL INDICATORS



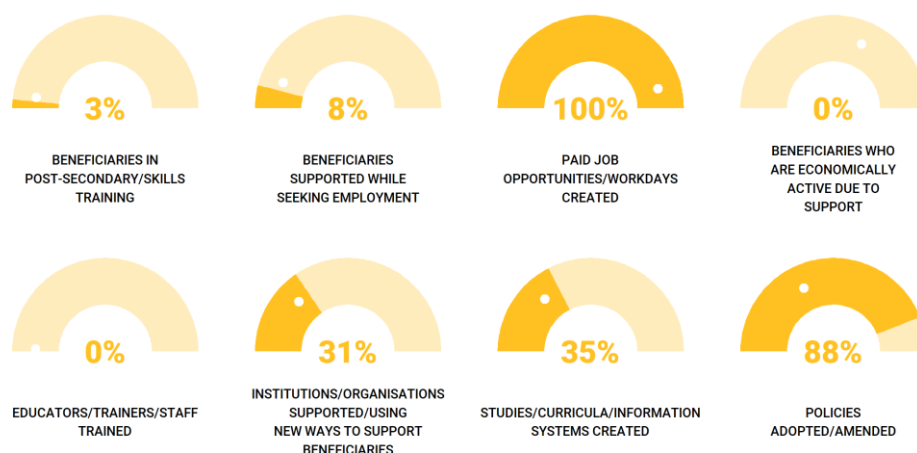
Overall, ILO Jordan was **most successful** in reaching the targets for beneficiaries supported while seeking employment and policies adopted/amended, and **least successful** in reaching the targets for beneficiaries who are economically active due to support and educators/trainers/staff trained.

TARGET ACHIEVEMENT: INDICATOR TYPE



When compared to the total results across all partners, the ILO **contributed most** to paid job opportunities/workdays created and policies adopted/amended. The ILO had the least **contribution** to the number of beneficiaries who are economically active due to support and educators/trainers/staff trained.

ILO CONTRIBUTION TO COUNTRY RESULTS: INDICATOR TYPE



Out of all beneficiaries, 12,786 (41%) were women, and 18,737 (59%) were men. The highest percentage (43%) of women included was for beneficiaries supported while seeking employment, and the lowest (19%) for beneficiaries in post-secondary/skills training.

BENEFICIARIES IN POST-SECONDARY/ SKILLS TRAINING



Female Male

BENEFICIARIES SUPPORTED WHILE SEEKING EMPLOYMENT



Female Male

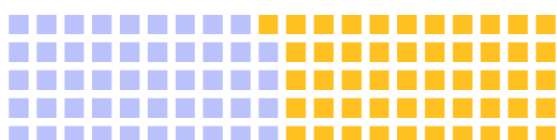
PAID JOB OPPORTUNITIES/ WORKDAYS CREATED



Female Male

16,473 (53%) beneficiaries came from the host community, and 14,406 (47%) were forcibly displaced persons (refugees or internally displaced persons). The highest percentage (51%) of FDPs included was for beneficiaries in post-secondary/skills training, and the lowest (31%) for paid job opportunities/workdays created.

BENEFICIARIES IN POST-SECONDARY/ SKILLS TRAINING



HCs FDPs

BENEFICIARIES SUPPORTED WHILE SEEKING EMPLOYMENT



HCs FDPs

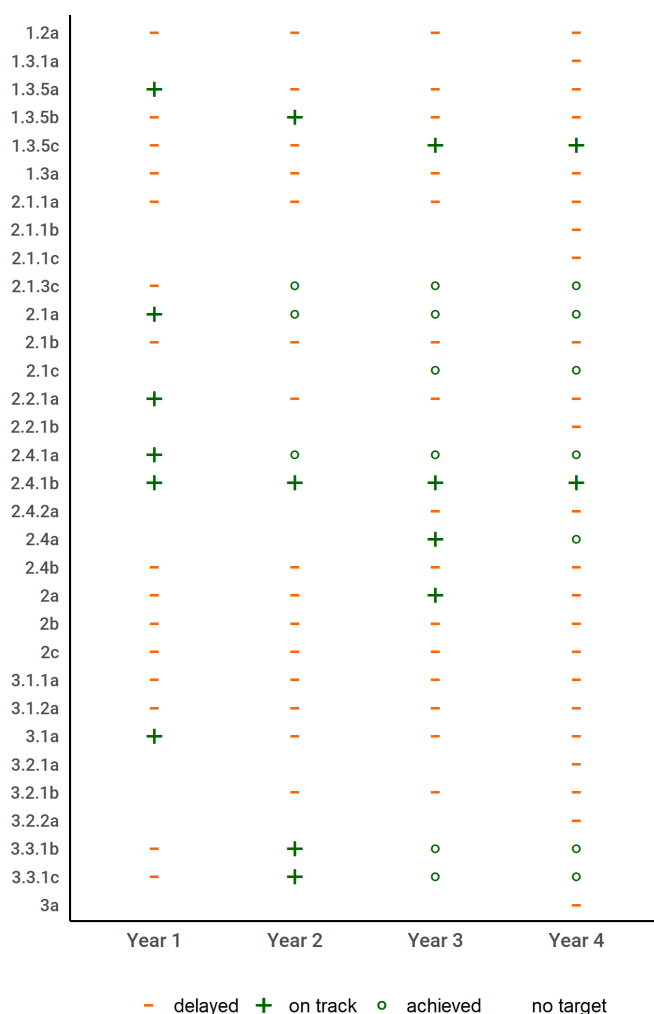
PAID JOB OPPORTUNITIES/ WORKDAYS CREATED



HCs FDPs

In year 1, a bit less than a half (47%) of the country-specific indicators were delayed. The percentage of targets that were delayed was 50% in year 2, 50% in year 3, and 74% in year 4.

INDICATOR PROGRESS: COUNTRY-SPECIFIC INDICATORS

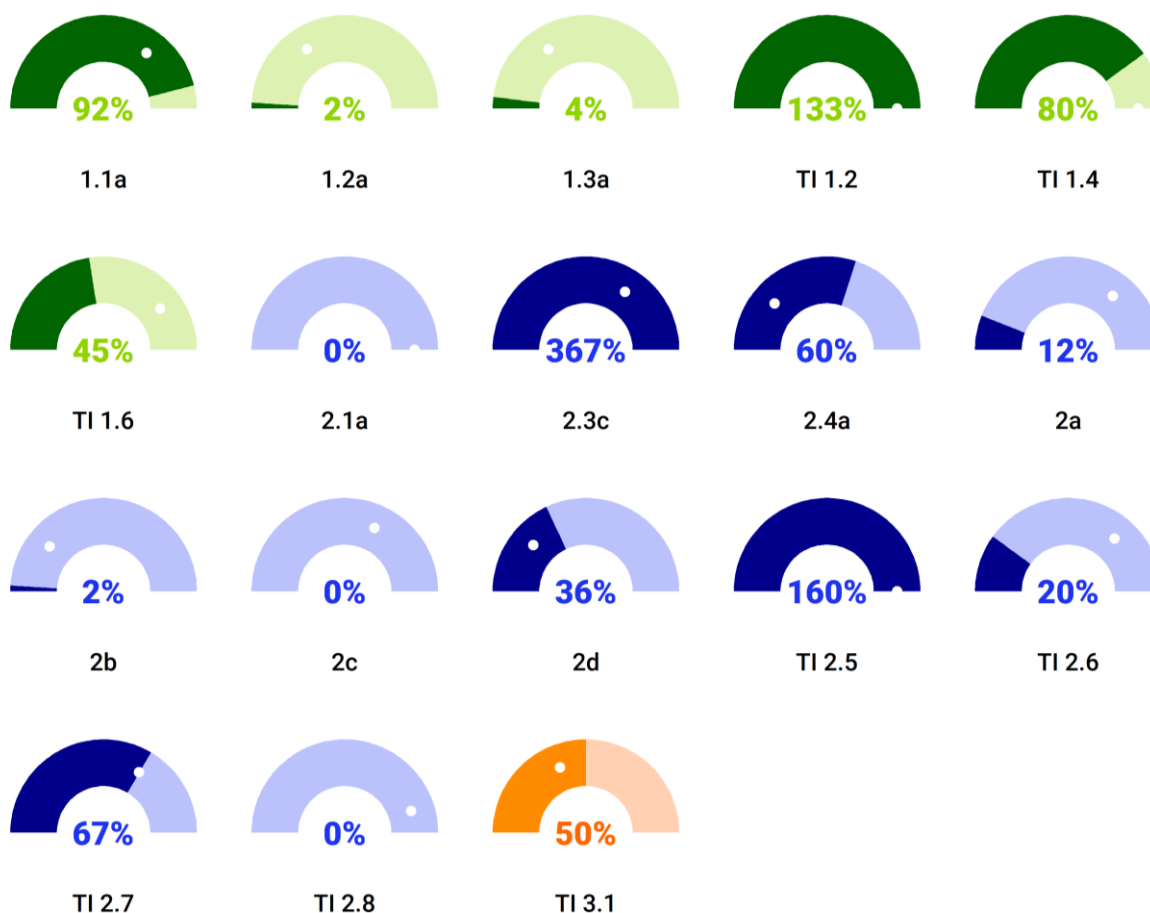


Note. 1.2a: Number of people enrolled in formal or non-formal training; 1.3.1a: Number of skills supply and demand diagnostics undertaken; 1.3.5a: Number of occupations for which skill certificates and programs are developed/available; 1.3.5b: Number of skills certification programmes that cater to youth 16-24; 1.3.5c: Number of young people reached by TVET information sessions; 1.3a: Number and percentage of adolescents and youth (10-14 and 15-24) [and adults (25-29 and 29+)] who have successfully completed skills development training (through formal and non-formal pathways), including (i) life skills, (ii) digital skills and (iii) TVET, and engage in their communities with support from PROSPECTS partners; 2a: Number of paid jobs or employment opportunities supported by PROSPECTS that benefit target groups – MFA indicator Note 16; 2b: Number and percentage of project beneficiaries employed, self-employed or business owners, within 3 months after graduation/use of services – MFA indicator Note 16 (EMPLOYMENT SERVICES (targets for those working after 3 months)); 2c: Number and percentage of project beneficiaries employed, self-employed or business owners, within 3 months after graduation/use of services – MFA indicator Note 16 (TOTAL ESC AND SKILLS); 2c: Number of cooperatives established and/or scaled and MSMEs scaled/formalized with FDPs and host community members; 2.1.1a: Number of national frameworks and structures reviewed and/or revised to help formalization; 2.1.1b: Number of partners and stakeholders trained on employment services and implementation mechanisms; 2.1.1c: Number of partners and stakeholders staff trained on employment services and implementation mechanisms; 2.1.3c: Number of newly established Employment Centres and/or units; 2.1a: Number of job seekers using employment services; 2.1b: Number of work permits issued/renewed; 2.1c: Existence of a national cooperative strategy rolled out; 2.2.1a: Number of cooperatives trained on new tools to enhance productivity and decent work; 2.2.1b: Number of SMEs reached through enhanced JCI services; 2.4.1a: Number of PROSPECTS-supported employers that take concrete and measurable steps to improve working conditions in their operation; 2.4.1b: Percentage of work force that is covered by written contracts (by age, gender, nationality); 2.4.2a: Number of structures newly developed or amended to represent agriculture workers in national trade unions; 2.4a: Number of people who attended awareness-raising and capacity-building workshops/events on formalization, rights at work and safe working environment; 2.4b: Number of organizations providing improved information, sensitization and services to employers and employees on labour law compliance, formality and/or working conditions to promote safe and secure working environments; 3a: Number of forcibly displaced and host community people benefitting from national protection and partner-led social protection services (legal and civil documentation, child protection, SGBV, social welfare, social services, health, etc.); 3.1.1a: Number of diagnostics and tools produced on the state of (social) protection for refugees, Jordanians and other vulnerable groups; 3.1.2a: Number of partners at national level who participate in the review of policies, plans and laws; 3.1a: Number of policies, plans and laws related to refugees, host communities and other vulnerable groups adopted and/or amended that address gender-sensitive, inclusive access to quality social protection and protection services attributable to PROSPECTS; 3.2.1a: Number of systems and procedures in place with support from PROSPECTS, to expand protection and social protection coverage; 3.2.1b: Number of sectors/employment arrangements for which alternative models for inclusion of excluded workers, under Social (and Health) Insurance, are developed; 3.2.2a: Number of workers and employers reached by information on social security rights, entitlements and procedures; 3.3.1b: Number of children identified and referred to and supporting case management (by age, gender and nationality); 3.3.1c: Number of children who transition to formal education (by age, gender and nationality)

Data sheet: Kenya

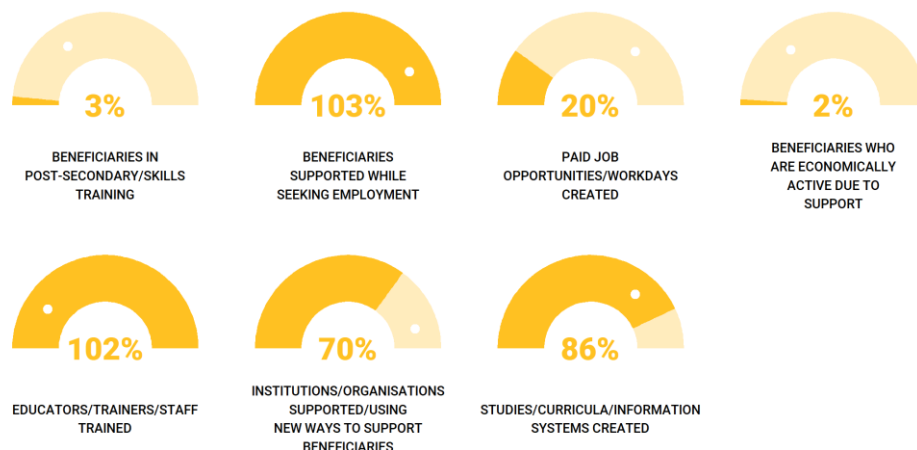
In Kenya, 18 global indicators were tracked. Out of these, 3 end-of-project goals were already achieved - for indicators TI 1.2, TI 2.5, 2.3c. Additional 5 indicators were at or above 50% of the end-of-project target. In total, 50% of Pillar 1, 36% of Pillar 2, and 100% of Pillar 3 goals are above 50% of end-of-project target. When compared to the ILO/PROSPECTS target achievement across all countries, Kenya is progressing faster than others in 7, slower than others in 10, and similar to others in one goal.

TARGET ACHIEVEMENT: GLOBAL INDICATORS



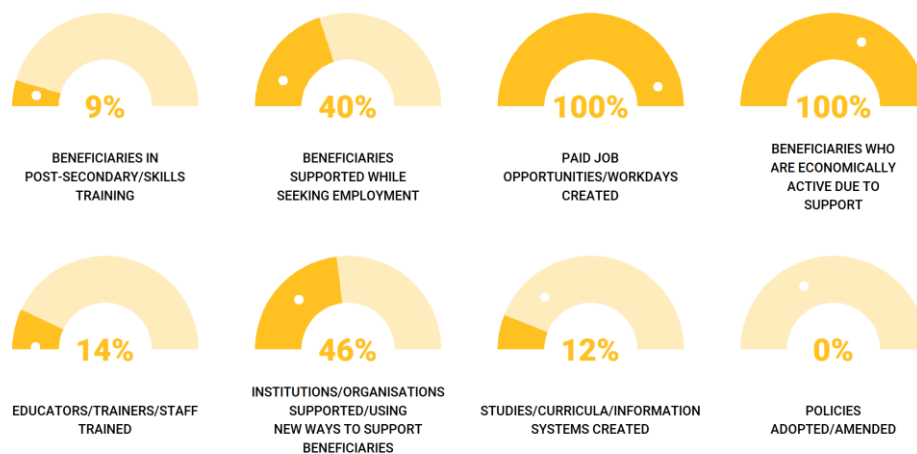
Overall, ILO Kenya was **most successful** in reaching the targets for beneficiaries supported while seeking employment and educators/trainers/staff trained, and **least successful** in reaching the targets for beneficiaries who are economically active due to support and beneficiaries in post-secondary/skills training.

TARGET ACHIEVEMENT: INDICATOR TYPE



When compared to the total results across all partners, the ILO contributed most to paid job opportunities/workdays created and beneficiaries who are economically active due to support. The ILO had the least contribution to the number of policies adopted/amended and beneficiaries in post-secondary/skills training.

ILO CONTRIBUTION TO COUNTRY RESULTS: INDICATOR TYPE



Out of all beneficiaries, 907 (43%) were women, and 1222 (57%) were men. The highest percentage (47%) of women included was for paid job opportunities/workdays created, and the lowest (19%) for beneficiaries in post-secondary/skills training.

BENEFICIARIES SUPPORTED WHILE SEEKING EMPLOYMENT



Female Male

PAID JOB OPPORTUNITIES/ WORKDAYS CREATED



Female Male

1025 (51%) beneficiaries came from the host community, and 981 (49%) were forcibly displaced persons (refugees or internally displaced persons). The highest percentage (51%) of FDPs included was for beneficiaries supported while seeking employment, and the lowest (23%) for paid job opportunities/workdays created.

BENEFICIARIES SUPPORTED WHILE SEEKING EMPLOYMENT



HCs FDPs

PAID JOB OPPORTUNITIES/ WORKDAYS CREATED



HCs FDPs

In year 1, most (93%) of the country-specific indicators were no target. The percentage of targets that were delayed was 19% in year 2, 37% in year 3, and 78% in year 4.

INDICATOR PROGRESS: COUNTRY-SPECIFIC INDICATORS

	Year 1	Year 2	Year 3	Year 4
1.1.1a	+	+	o	o
1.1a		+	+	+
1.2a		+	+	-
1.3.1a			+	-
1.3.1b			+	-
1.3.1c		+	+	-
1.3a		+	+	-
1.3b			-	-
2.1.1a				-
2.1a				-
2.2.1a		-	-	-
2.2.1b		+	-	-
2.3.1a			o	o
2.3.1b		-	-	-
2.3b		-	o	o
2.3c		+	o	o
2.4.1a		-	-	-
2.4.1b			-	-
2.4a		-	-	-
2a			+	-
2b			+	-
2c				-
2d				-
2g			-	-
3.1a			-	-
3.3a	+	+	o	o
3a			-	-

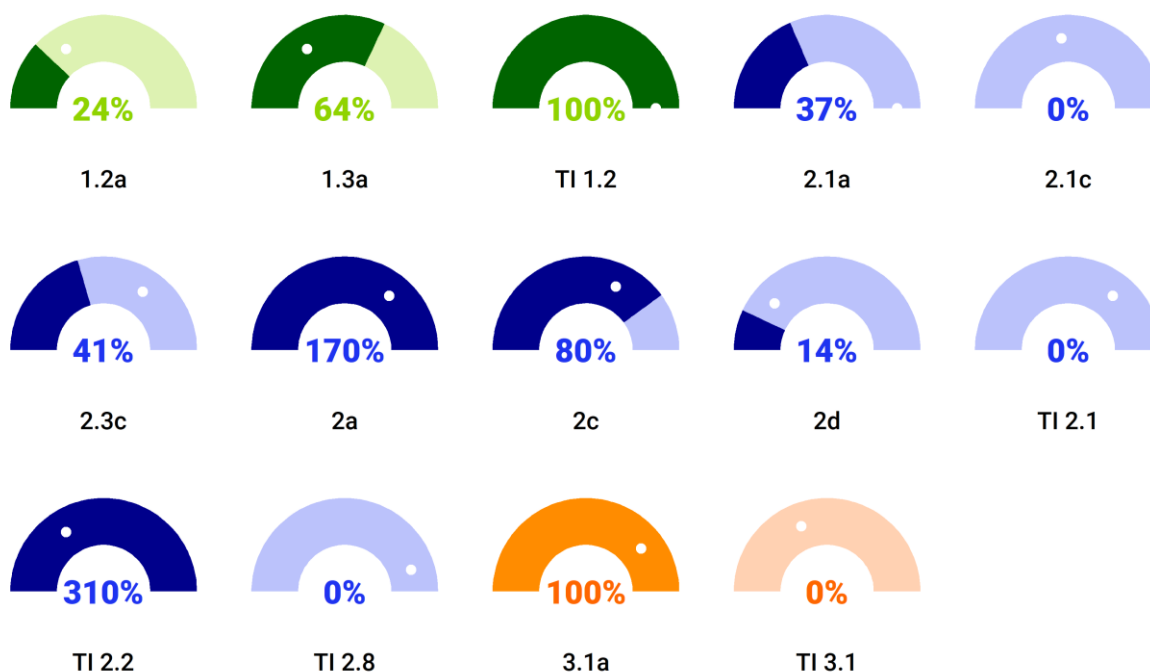
o achieved - delayed no target + on track

Note. 1.1.1a: Number of skills development training curricula improved/updated/developed; 1.1a: Number of teachers/facilitators/TVET trainers who successfully completed skills training; 1.2a: Number of people enrolled in formal or non-formal education and training; 1.3.1a: Number of refugees and host community members who complete skills development training through apprenticeship and other work-based learning; 1.3.1b: Number of occupations identified for RPL in Turkana and Dadaab; 1.3.1c: Number of educational institutions supported and/or strengthened; 1.3a: Number and percentage of adolescents and youth (10-14 and 15-24) [and adults (25+)] who have successfully completed skills-development training (through formal and non-formal pathways), including (i) life skills, (ii) digital skills and (iii) TVET and engage in their communities with support from PROSPECT partners (by gender, age and nationality); 1.3b: Number of refugees and host communities benefiting from recognition of prior learning (m/f); 2a: Number of jobs created and/or supported by PROSPECTS for refugees and host communities; 2b: Number and percentage of project beneficiaries employed, self-employed or business owners, within 3 months after graduation/use of services; 2c: Number and percentage of refugees and host communities assisted by PROSPECTS to start a formal/informal business/self-employment activity that sustained it six months after they started; 2d: Number of SMEs and cooperatives established and/or scaled with FDPs and host community members (Dadaab and Kakuma); 2.1.1a: Number of people accessing labour market information in the target areas (Turkana West and Dadaab Sub-counties); 2.1a: Number of job seekers and employers accessing employment services; 2.2.1a: Number of workdays (jobs) created through increased public investment; 2.2.1b: Number of infrastructure projects (units) related to EIPP initiated with the support of PROSPECTS; 2.3.1a: Number of BDS and financial institution staff trained by PROSPECTS to provide improved SME financing and entrepreneurship services to PROSPECTS target populations; 2.3.1b: Number of new or improved financial and non-financial products for refugees and host communities; 2.3b: Number of business development service providers providing improved services and support to refugee and host community entrepreneurs; 2.3c: Number of entrepreneurs (refugee and host community) who successfully completed entrepreneurship and cooperatives training; 2.4.1a: Number of organizations providing information, sensitization, and services to facilitate a transition to formality; 2.4.1b: Number of enterprises trained on prevention of child labour; 2.4a: Number of participants in key labour rights awareness trainings; 2g: Number of labour inspection cases conducted and documented on enterprises in target sectors; 3a: Number of social protection schemes including FDPs; 3.1a: Number of analyses and briefs developed on inclusion in social protection schemes; 3.3a: Number of government entities/institutions sensitized on inclusion of refugee and asylum-seeker in social protection schemes

Data sheet: Lebanon

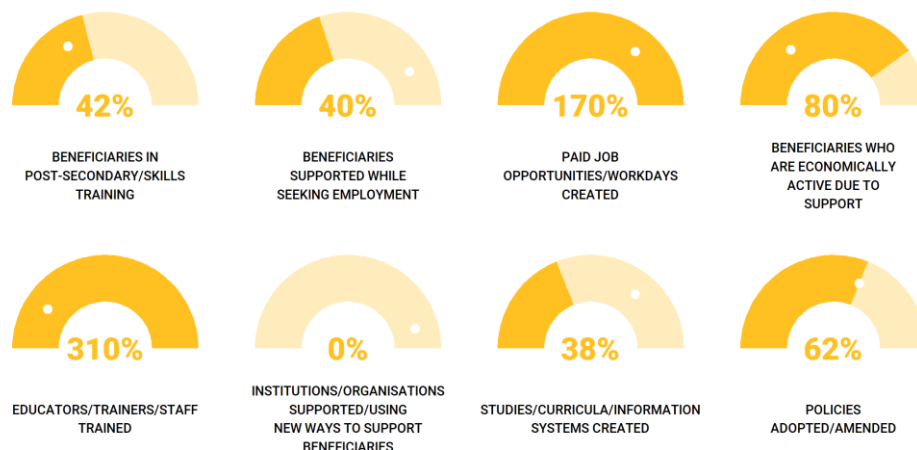
In Lebanon, 14 global indicators were tracked. Out of these, 4 end-of-project goals were already achieved - for indicators TI 1.2, 3.1a, 2a, TI 2.2. Additional 2 indicators were at or above 50% of the end-of-project target. In total, 67% of Pillar 1, 33% of Pillar 2, and 50% of Pillar 3 goals are above 50% of end-of-project target. When compared to the ILO/PROSPECTS target achievement across all countries, Lebanon is progressing faster than other in 5, slower than others in 6, and similar to others in 3 goals.

TARGET ACHIEVEMENT: GLOBAL INDICATORS



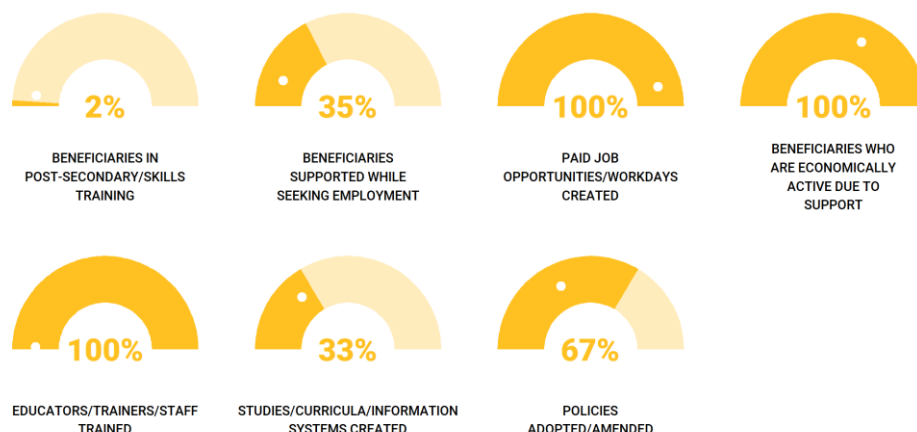
Overall, ILO Lebanon was **most successful** in reaching the targets for educators/trainers/staff trained and paid job opportunities/workdays created, and **least successful** in reaching the targets for institutions/organisations supported/using new ways to support beneficiaries and studies/curricula/information systems created.

TARGET ACHIEVEMENT: INDICATOR TYPE

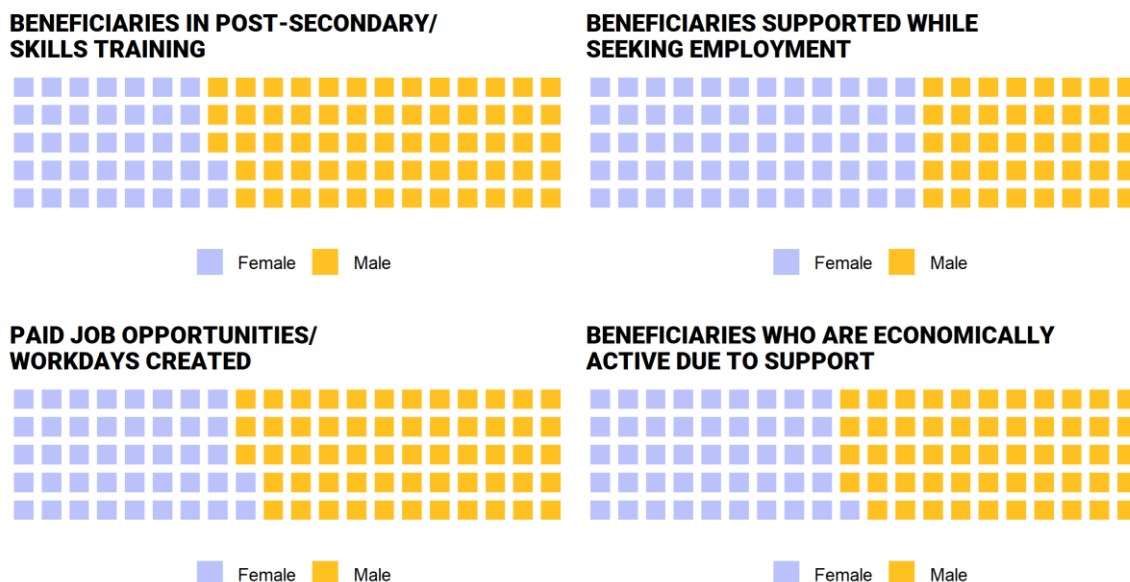


When compared to the total results across all partners, the ILO **contributed most** to paid job opportunities/workdays created and beneficiaries who are economically active due to support. The ILO had the least **contribution** to the number of beneficiaries in post-secondary/skills training and studies/curricula/information systems created.

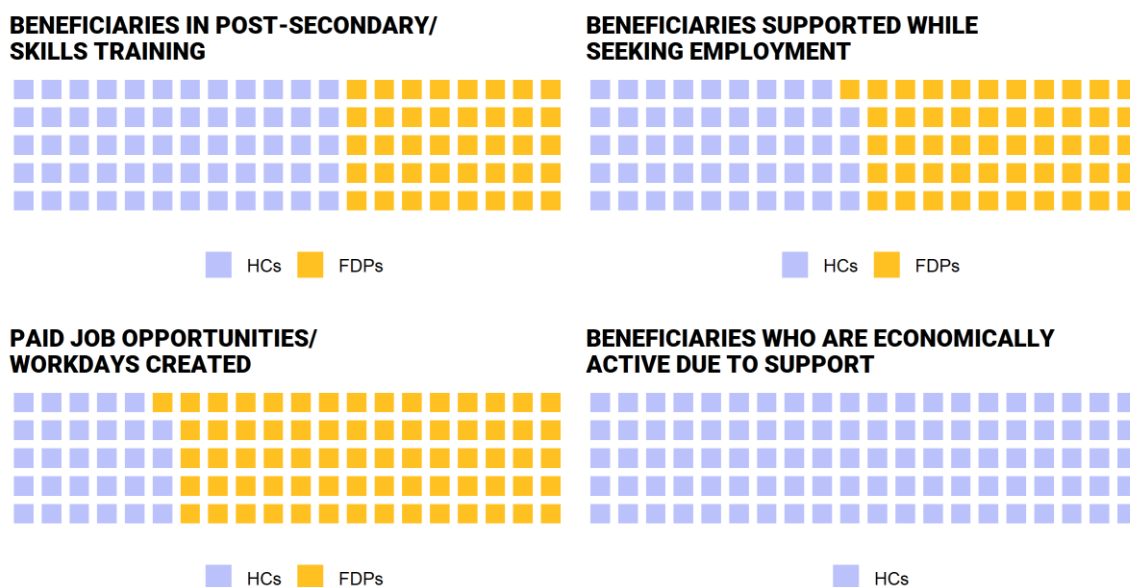
ILO CONTRIBUTION TO COUNTRY RESULTS: INDICATOR TYPE



Out of all beneficiaries, 659 (55%) were women, and 538 (45%) were men. The highest percentage (60%) of women included was for beneficiaries supported while seeking employment, and the lowest (37%) for beneficiaries in post-secondary/skills training.

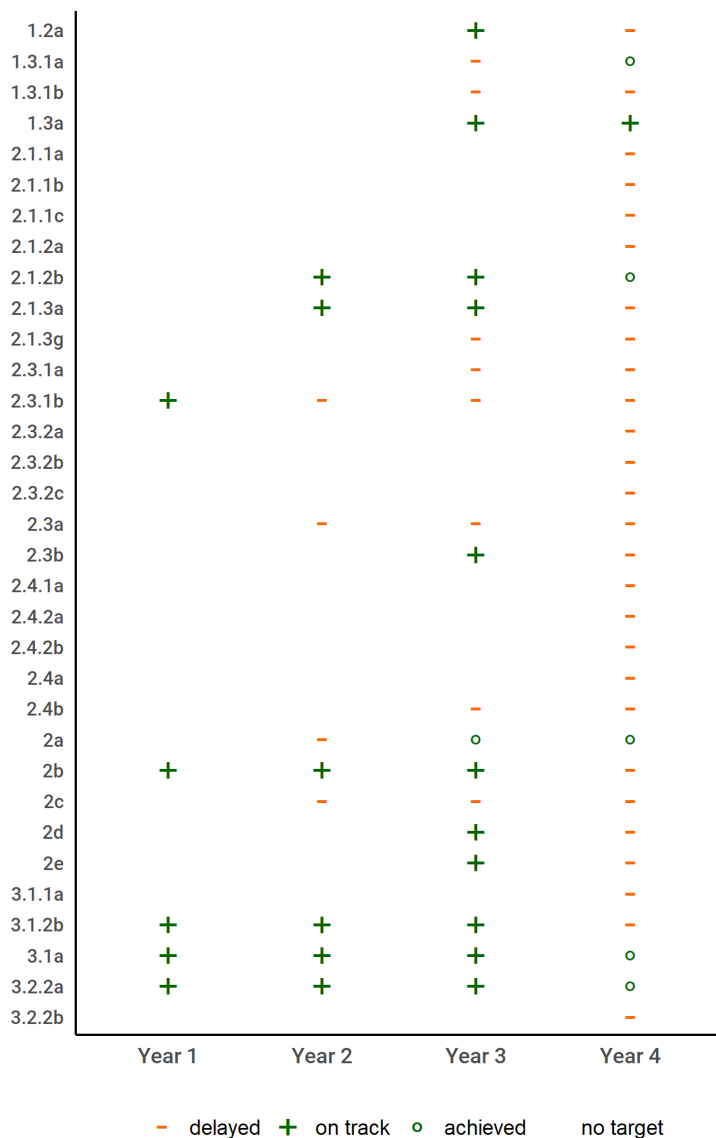


529 (54%) beneficiaries came from the host community, and 454 (46%) were forcibly displaced persons (refugees or internally displaced persons). The highest percentage (71%) of FDPs included was for paid job opportunities/workdays created, and the lowest (0%) for beneficiaries who are economically active due to support.



In year 1, most (85%) of the country-specific indicators had no set target. The percentage of targets that were delayed was 12% in year 2, 24% in year 3, and 82% in year 4.

INDICATOR PROGRESS: COUNTRY-SPECIFIC INDICATORS

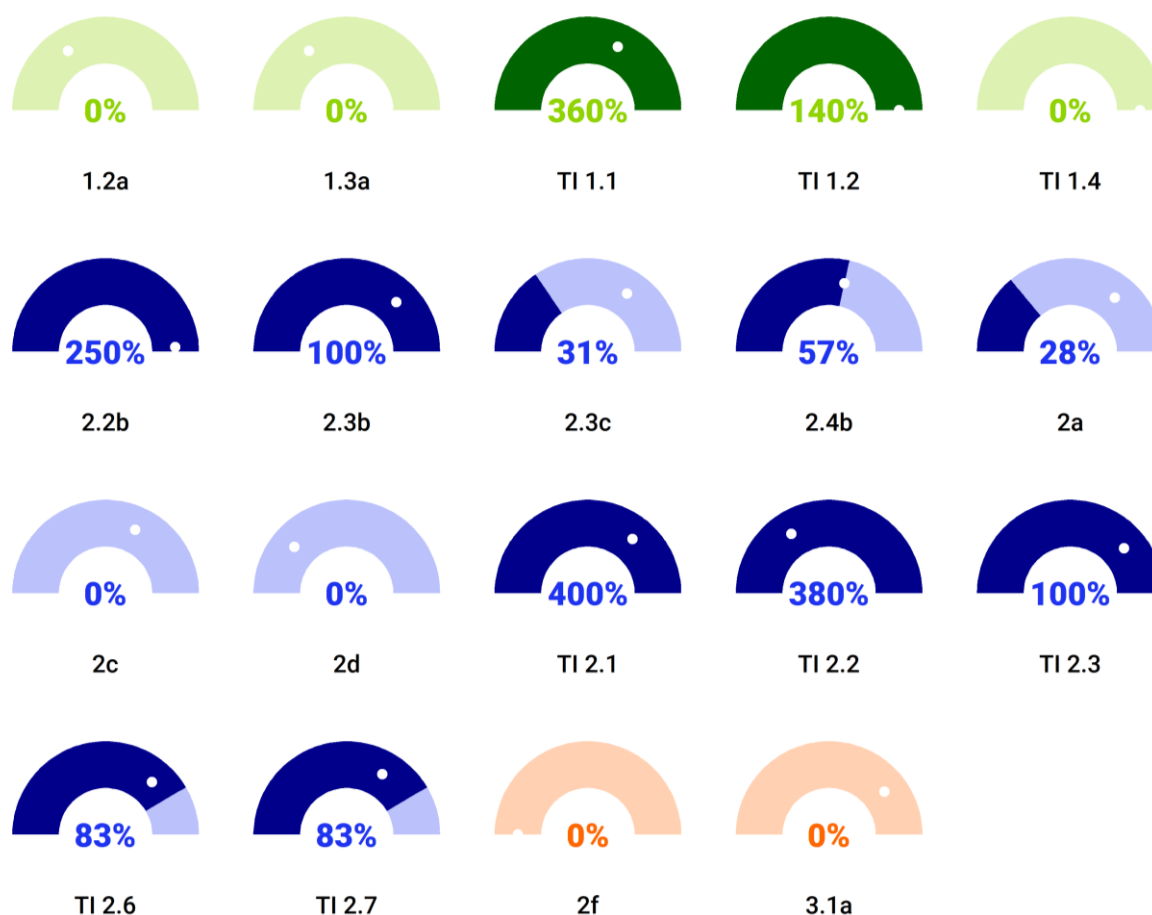


Note. 1.2a: Number of hosts and FDPs enrolled in TVET and skills development programmes; 1.3.1a: Number of programs in agriculture with revised, competency-based, assessment tools; 1.3.1b: Number of institutional service providers staff coached to upgrade work-based learning programs in agriculture; 1.3a: Number of youth and adults (fd/hc) who completed accredited skills-development training, including (i) life skills, (ii) digital skills, (iii) employability skills, (iv) vocational skills and (v) entrepreneurial skills, with support from PROSPECTS partners; 2a: Number of jobs created and/or supported (that benefit hosts and FDPs) (post evaluation); 2b: Number and percentage of refugees, IDPs and host communities assisted by PROSPECTS who started a formal/informal business/self-employment activity and sustained it six months after they started; 2c: Number of SMEs scaled and/or supported to maintain jobs with FDPs and host community members; 2d: Number and percentage of HC/R workers reporting improvement with their workplace conditions; 2e: Number of farmers with increased and/or sustained incomes; 2.1.1a: National Employment Policy document finalised (Y/N); 2.1.1b: Establishment of tripartite bodies for development of the policy and to oversee implementation; 2.1.1c: Number of tripartite stakeholders trained on employment policy development and implementation mechanisms; 2.1.2a: Number of new procedures issued to facilitate refugees' access to labour market (this includes ministerial decisions, orders, etc.); 2.1.2b: Number of CDC and NGOs staff trained in employment support and career counselling service provision; 2.1.3a: Number of job seekers for employability and job matching services provided through PROSPECTS Partners; 2.1.3g: Number of job seekers receiving career guidance services; 2.3.1a: Number of targeted HC/R supported with financial BDS support services; 2.3.1b: Number of targeted HC/R supported with non-financial BDS and entrepreneurship support services; 2.3.2a: Percentage of farmers who receive information/guidance/training on high productivity technologies and/or improved production methods; 2.3.2b: Number of farmers who receive information/guidance/training on market needs and prices; 2.3.2c: Number of farmers who have received credits for high-productivity inputs (modern greenhouses); 2.3a: Number of new and existing MSMEs, including farms, with improved business management and efficiency; 2.3b: Number of new and existing MSMEs, including farms, with improved working conditions; 2.4.1a: Labour law amendments include agriculture workers; 2.4.2a: Number of MSMEs and farms that have developed action plans to implement OSH models; 2.4.2b: Number of MSMEs receiving working conditions improvement training; 2.4a: Number of participants in OSH trainings; 2.4b: Number of HC/R workers reporting improvement with their workplace conditions; 3.1.1a: Number of diagnostic studies and dialogue sessions related to social protection rights of non-nationals and refugees; 3.1.2b: Number of social partners, civil society organizations and national counterparts engaged in advocating for enhanced access to social (health) insurance amongst excluded/vulnerable including migrant workers; 3.1a: Number of policies, plans, strategies, laws related to refugees and HCs developed and discussed with the Government, employers and workers that address gender sensitive and inclusive access to quality social protection services; 3.2.2a: Number of studies and dialogue sessions around the mainstreaming of disability inclusion of Lebanese and refugees in the design and implementation of social protection scheme; 3.2.2b: Number of diagnostic studies conducted and recommendations on the extension of social and health insurance to vulnerable workers endorsed and operationalized

Data sheet: Sudan

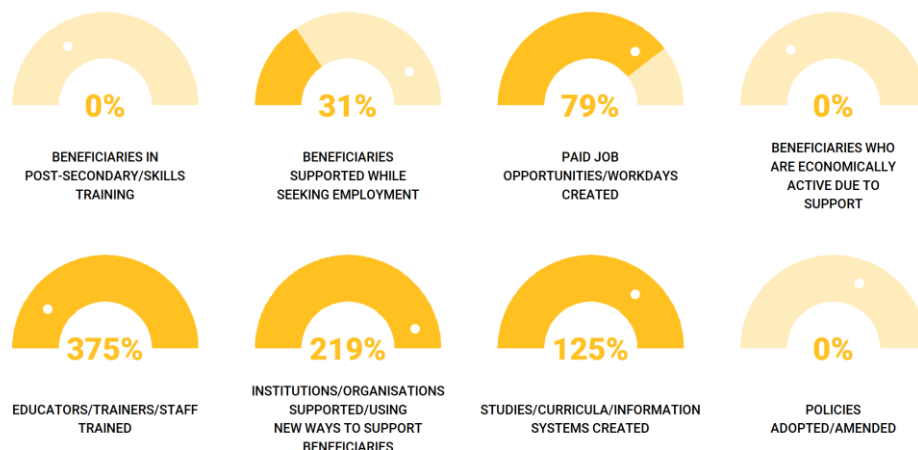
In Sudan, 19 global indicators were tracked. Out of these, 7 end-of-project goals were already achieved - for indicators 2.3b, TI 2.3, TI 1.2, 2.2b, TI 1.1, TI 2.2, TI 2.1. Additional 3 indicators were at or above 50% of the end-of-project target. In total, 40% of Pillar 1, 67% of Pillar 2, and 0% of Pillar 3 goals are above 50% of end-of-project target. When compared to the ILO/PROSPECTS target achievement across all countries, Sudan is progressing faster than other in 8, slower than others in 8, and similar to others in 3 goals.

TARGET ACHIEVEMENT: GLOBAL INDICATORS



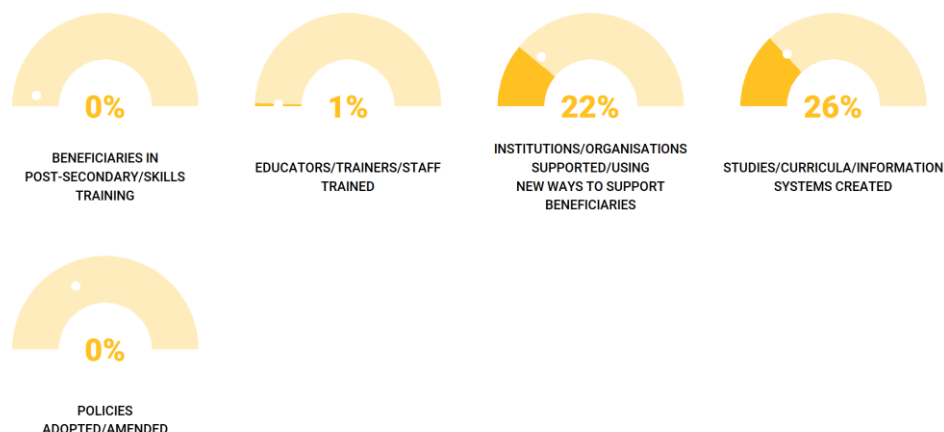
Overall, ILO Sudan was **most successful** in reaching the targets for educators/trainers/staff trained and institutions/organisations supported/using new ways to support beneficiaries, and **least successful** in reaching the targets for beneficiaries in post-secondary/skills training and beneficiaries who are economically active due to support.

TARGET ACHIEVEMENT: INDICATOR TYPE

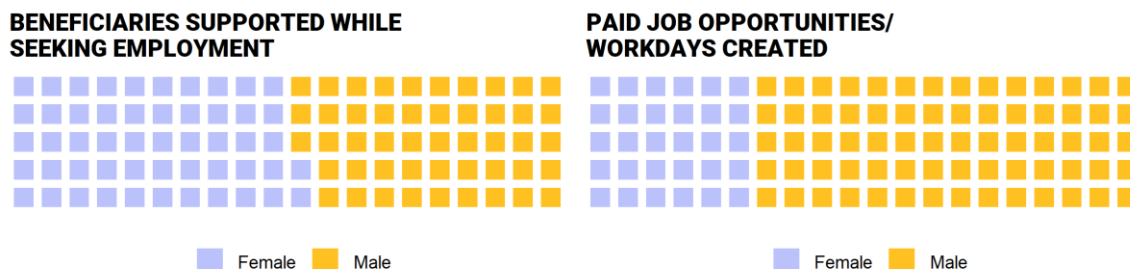


When compared to the total results across all partners, the ILO **contributed most** to studies/curricula/information systems created and institutions/organisations supported/using new ways to support beneficiaries. The ILO had the least **contribution** to the number of beneficiaries in post-secondary/skills training and policies adopted/amended.

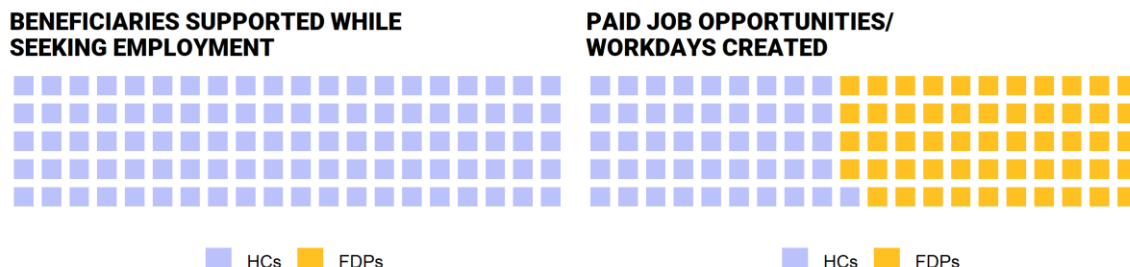
ILO CONTRIBUTION TO COUNTRY RESULTS: INDICATOR TYPE



Out of all beneficiaries, 808 (52%) were women, and 738 (48%) were men. The highest percentage (52%) of women included was for beneficiaries supported while seeking employment, and the lowest (30%) for paid job opportunities/workdays created.

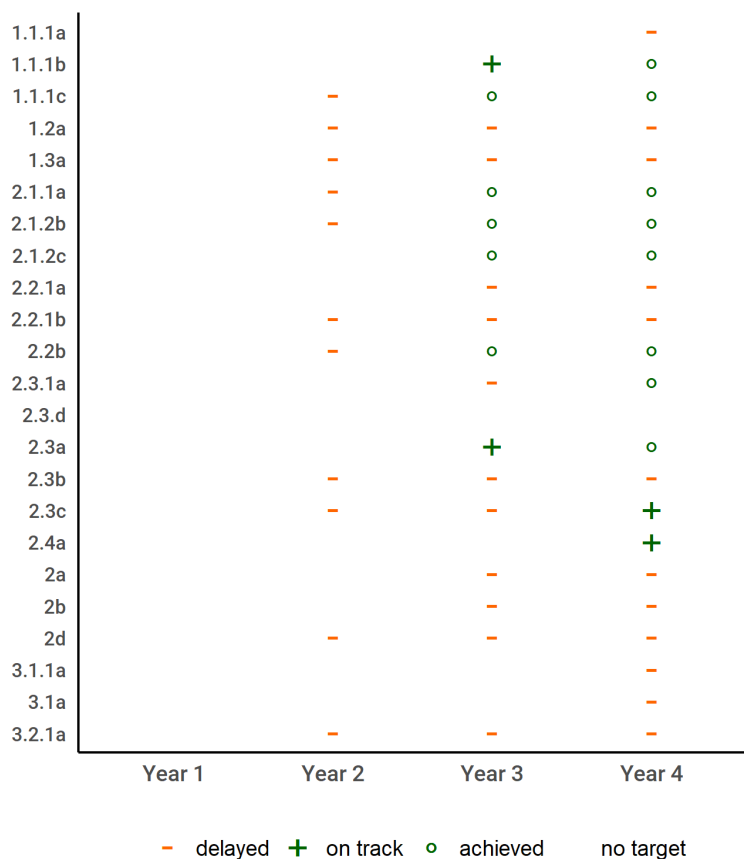


768 (100%) beneficiaries came from the host community, and 0 (0%) were forcibly displaced persons (refugees or internally displaced persons). The highest percentage (54%) of FDPs included was for paid job opportunities/workdays created, and the lowest (0%) for beneficiaries supported while seeking employment.



In year 1, all (100%) of the country-specific indicators had no set target. The percentage of targets that were delayed was 48% in year 2, 48% in year 3, and 52% in year 4.

INDICATOR PROGRESS: COUNTRY-SPECIFIC INDICATORS

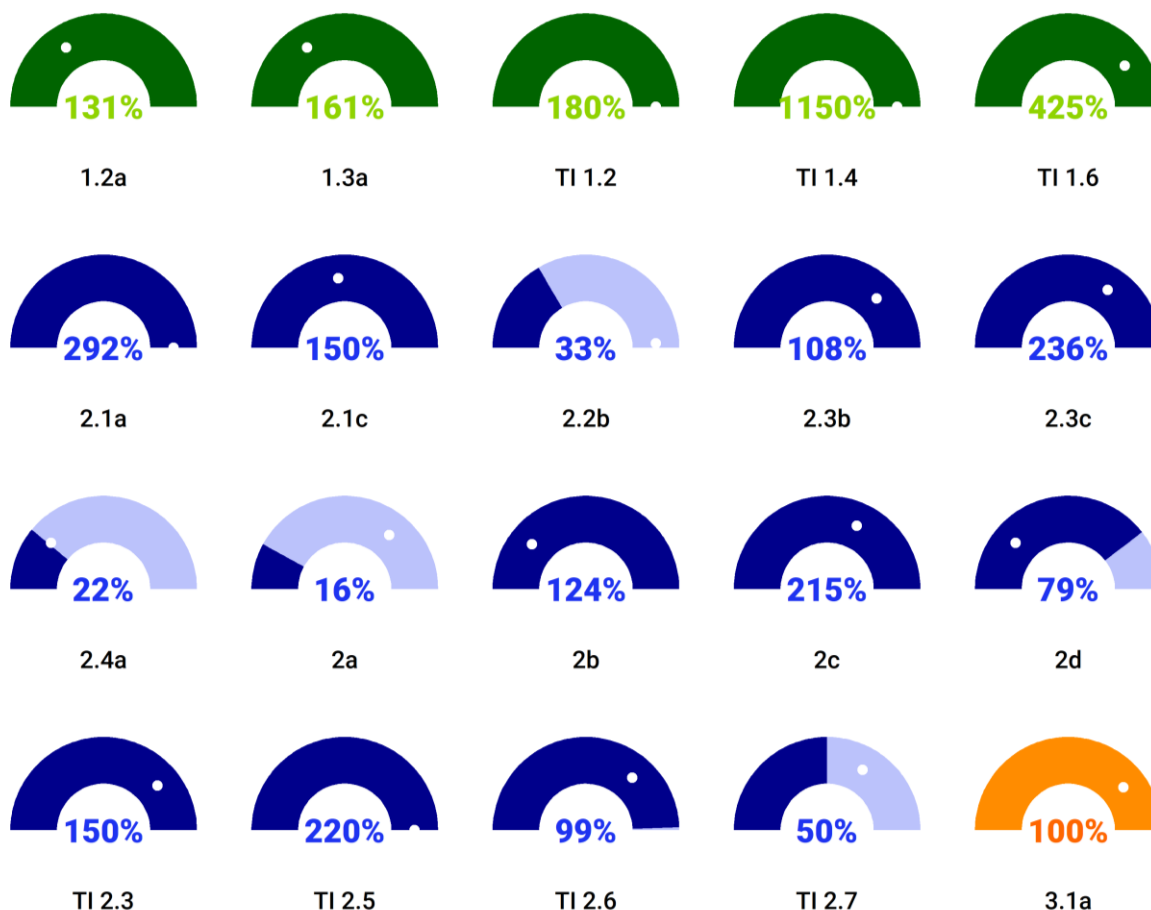


Note. 1.1.1a: Number of accessible constructed and rehabilitated classrooms, latrines, vocational training and ECE centres; 1.1.1b: Number of government/social partner functionaries who have received capacity building trainings disaggregated by target group (MoE, MoL, SCVTA, etc.); 1.1.1c: Number of TVET training programs and informal systems developed or revised with social partners; 1.2a: Number of people enrolled in formal or non-formal education and training; 1.3a: Number and percentage of adolescents and youth and adults who have successfully completed skills-development training (through formal and non-formal pathways), including (i) life skills, (ii) digital skills and (iii) vocational skills, with support from PROSPECTS partners; 2a: Number of paid jobs or employment opportunities supported by PROSPECTS that benefit target groups; 2b: Number of cooperatives and SMEs supported by PROSPECTS that are still operating six months after they were established; 2c: Number of SMEs and cooperatives scaled with FDPs and host community members; 2.1.1a: Number of ILO/non-ILO training materials/tools that are developed; 2.1.2b: Number of organizations (i.e. local economic development committees, etc.) with improved capacities to organize and formalize economic activities; 2.1.2c: Number of representatives of organisations (local NGOs / public or private service providers) trained on promotion of formalization and/or labour market governance; 2.2.1a: Number of work days created through increased private and/or public investment; 2.2.1b: Number of infrastructure projects (units) related to EIIP initiated with the support of PROSPECTS; 2.2b: Number of private contractors using/adopting the employment-intensive investments approaches; 2.3.1a: Number of reports (assessments, surveys, manuals, Phase I/strategic option reports) completed; 2.3.d: Number of beneficiaries that were able to improve their agricultural productivity following the ILO's interventions.; 2.3a: Number of business development service providers (non-financial) providing improved services and support to refugee, host communities and host community entrepreneurs; 2.3b: Number of FDP and HC entrepreneurs that receive business development/financial services; 2.3c: Number of FDP and HC entrepreneurs that completed entrepreneurship, financial education and cooperative trainings; 2.4a: Number of training participants trained on key labour rights and OSH; 3.1.1a: Number of institutions with increased internal capacities to integrate FDP and HC into social protection schemes; 3.1a: Number of policies, plans, laws related to FDPs/HC adopted and/or amended that address gender sensitive, inclusive access to quality social protection and protection services attributable to PROSPECTS; 3.2.1a: Number of FDPs and HC members benefiting from peaceful co-existence and peace building activities

Data sheet: Uganda

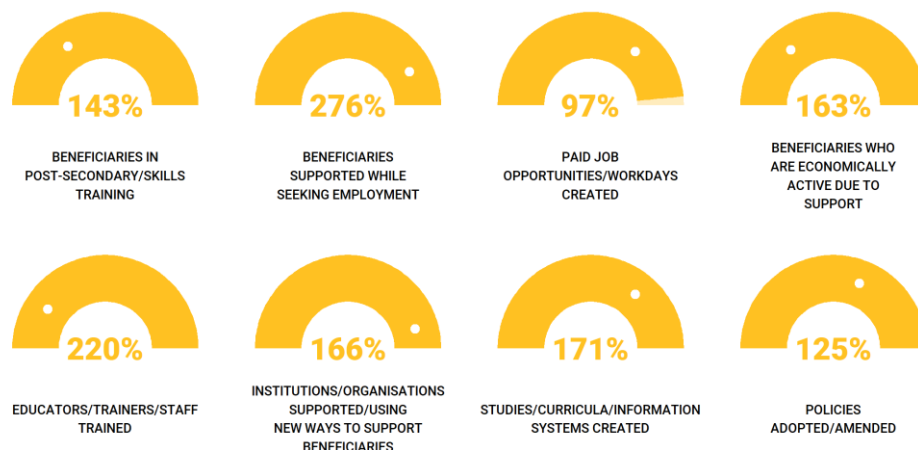
In Uganda, 20 global indicators were tracked. Out of these, 14 end-of-project goals were already achieved - for indicators 3.1a, 2.3b, 2b, 1.2a, 2.1c, TI 2.3, 1.3a, TI 1.2, 2c, TI 2.5, 2.3c, 2.1a, TI 1.6, TI 1.4. Additional 3 indicators were at or above 50% of the end-of-project target. In total, all (100%) of Pillar 1, 79% of Pillar 2, and all (100%) of Pillar 3 goals are above 50% of end-of-project target. When compared to the ILO/PROSPECTS target achievement across all countries, Uganda is progressing faster than other in 16, slower than others in 3, and similar to others in one goal.

TARGET ACHIEVEMENT: GLOBAL INDICATORS



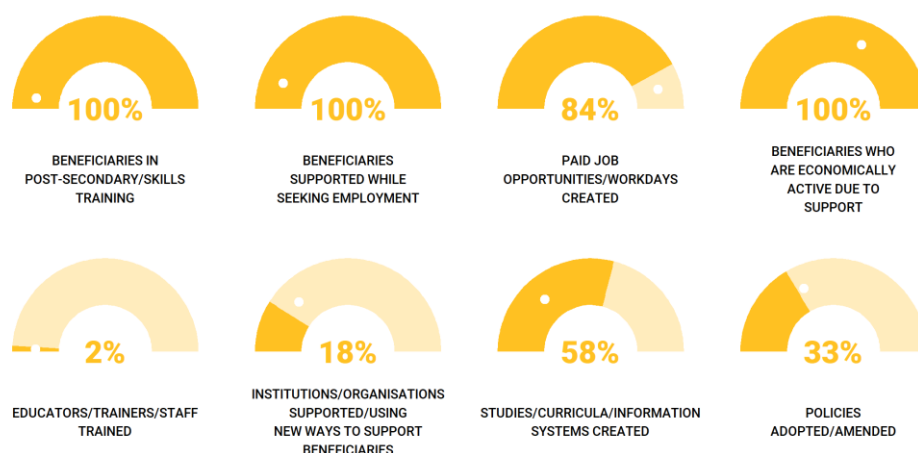
Overall, ILO Uganda was **most successful** in reaching the targets for beneficiaries supported while seeking employment and educators/trainers/staff trained, and **least successful** in reaching the targets for paid job opportunities/workdays created and policies adopted/amended.

TARGET ACHIEVEMENT: INDICATOR TYPE

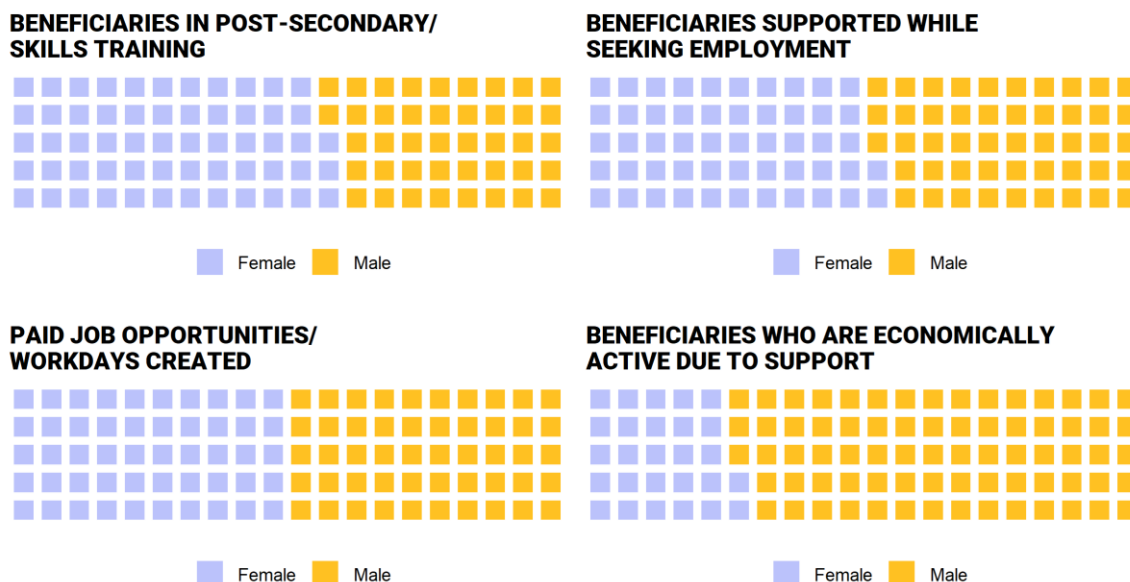


When compared to the total results across all partners, the ILO **contributed most** to beneficiaries in post-secondary/skills training, beneficiaries supported while seeking employment, and beneficiaries who are economically active due to support. The ILO had the **least contribution** to the number of educators/trainers/staff trained and institutions/organisations supported/using new ways to support beneficiaries.

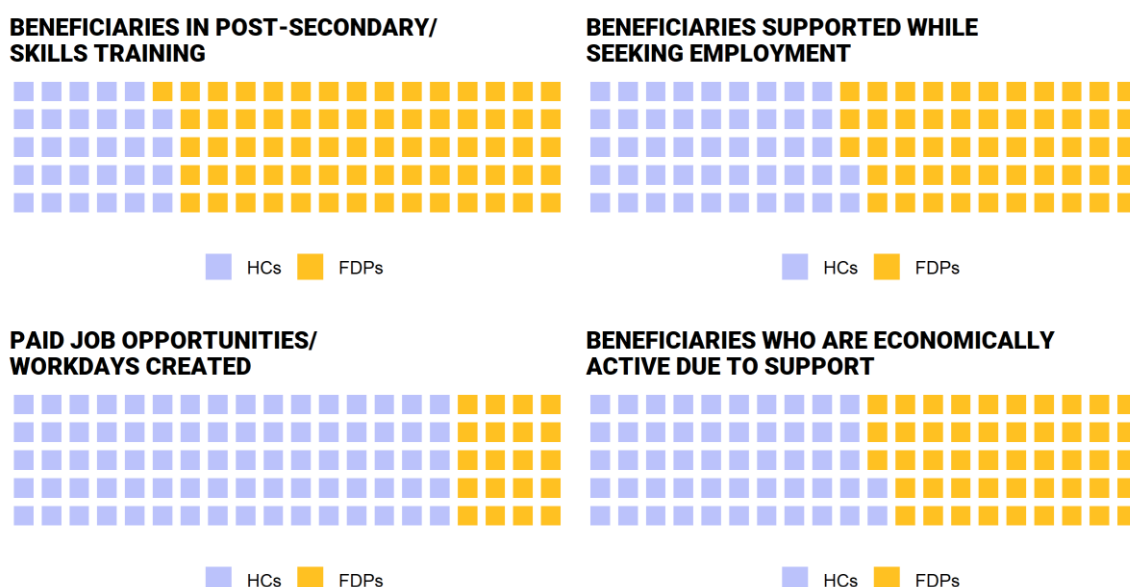
ILO CONTRIBUTION TO COUNTRY RESULTS: INDICATOR TYPE



Out of all beneficiaries, 4,732 (51%) were women, and 4,507 (49%) were men. The highest percentage (58%) of women included was for beneficiaries in post-secondary/skills training, and the lowest (27%) for beneficiaries who are economically active due to support.



4,015 (43%) beneficiaries came from the host community, and 5,423 (57%) were forcibly displaced persons (refugees or internally displaced persons). The highest percentage (71%) of FDPs included was for beneficiaries in post-secondary/skills training, and the lowest (20%) for paid job opportunities/workdays created.



In year 1, most (86%) of the country-specific indicators had no set target. The percentage of targets that were delayed was 5% in year 2, 38% in year 3, and 38% in year 4.

INDICATOR PROGRESS: COUNTRY-SPECIFIC INDICATORS

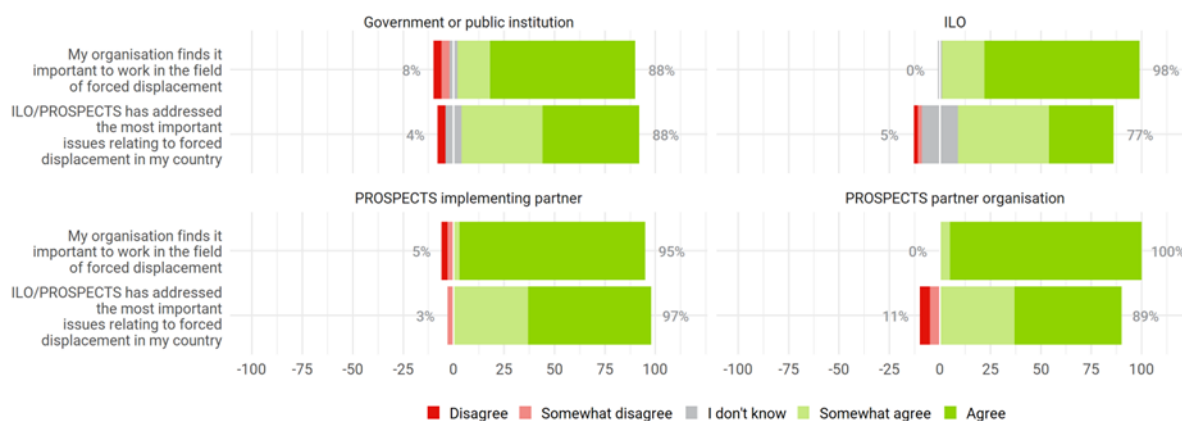
	Year 1	Year 2	Year 3	Year 4
1.1.1a	+	+	o	o
1.2a			o	o
1.3.1a		+	o	o
1.3.1b		+	o	o
1.3.1c	o	o	o	o
1.3.1d		o	o	o
1.3.1e			-	+
1.3.1f			-	-
1.3a			-	o
2.1.1a	+	+	o	o
2.1.2b			-	o
2.1.2c			-	-
2.1.2d		-	o	o
2.1a			o	o
2.1b	+	+	o	o
2.2.1a			+	+
2.2.1b			-	-
2.2a			+	-
2.3a			-	-
2.3b		+	+	o
2.3b1	-	+	o	o
2.3c			o	o
2.3d			o	o
2.4.1a			-	-
2.4.1b				-
2.4a				-
2.4b			+	-
2.4c				+
2a			-	-
2b			-	o
2c		+	o	o
2d		+	-	-
3.1.1a			-	-
3.1.1b			-	-
3.1a			-	o
3.1b		-	o	o
3.1c				-

- delayed
 + on track
 o achieved
 no target

Note. 1.1.1a: Number of institutional training programs revised or developed in consultation with social partners; 1.2a: Number of people (m/f, r/hc) enrolled in formal or non-formal education and training with support of the programme; 1.3.1a: Number of enterprises offering work based learning schemes for refugees and host communities; 1.3.1b: Number of young people accessing apprenticeship and other work-based learning opportunities (disaggregated by age, sex, refugee/host); 1.3.1c: Number of apprenticeship programmes developed; 1.3.1d: Number of institutions whose capacities have been strengthened to deliver inclusive and market driven training programs; 1.3.1e: Number of persons (disaggregated by age, sex refugee/host) applying for skills assessment/recognition of prior learning; 1.3.1f: Number of refugees (disaggregated by age, sex and refugee/host) benefiting from recognition of foreign qualification; 1.3a: Number and percentage of people who have successfully completed the training (disaggregated by age, sex, refugee/host); 2a: Number of jobs created and/or supported by PROSPECTS for refugees and host communities (employment services + already existing businesses that have improved and expanded by recruiting new employees); 2b: Number of project beneficiaries employed, self-employed or business owners, within 6 months after graduation/use of services (TVET graduates + apprentices); 2c: Number and percentage of R/Hc assisted by PROSPECTS who started a business/self-employment activity and sustained it six months after they started (NL MFA 1.3) (Business management training beneficiaries who establish new businesses/enter in self-employment); 2d: Number of MSMEs scaled and/or cooperatives established/scaled with FDPs and host community members; 2.1.1a: Number of multi stakeholders employment coordination mechanisms established or strengthened; 2.1.2b: An online portal with offline apps developed and operational; 2.1.2c: Number of district employment fora established and functional; 2.1.2d: Number of financial and market based opportunities assessments for R/Hc conducted by PROSPECTS and used to inform programme interventions; 2.1a: Number of R/Hc job seekers assisted with labour market intermediary services (disaggregated by type of service, sex and age) with support of the programme (Work on employment services /work on RPL and assessment and certification with DIT); 2.1b: Number of legal and policy frameworks for employment services and active labour market programmes strengthened; 2.2.1a: Number of workdays created through increased private and/or public investment; 2.2.1b: Number of labour intensive public works programmes initiated; 2.2a: Number of private contractors using/adopting the employment-intensive investments approaches (Opportunity Fund only); 2.3a: Number of financial institutions and cooperatives supported by PROSPECTS to provide financial services/products for R/Hc; 2.3b: Number of BDS institutions offering tailored services; 2.3b1: Number of MFI and BDS providers staff trained by PROSPECTS in business advisory, financial and investment services for FDPs; 2.3c: Number of women and men refugees/host community linked to markets (producer to trader, producer to exporter, producer to agro-processor, etc.); 2.3d: Number of R/Hc supported by PROSPECTS to access financial services; 2.4.1a: Number of dialogues on barriers to and opportunities for formalization for R/Hc; 2.4.1b: Number of measures to facilitate transition of R/Hc to formality related to at least 2 different drivers; 2.4a: Number of social partners, national and local institutions supported through PROSPECTS with awareness/tools to extend labour protection in selected production and value chains, including in informality; 2.4b: Number of organizations providing information, sensitization and services (referral services, business registration, labour law compliance and working conditions) to facilitate a transition to formality; 2.4c: Number of R/Hc supported by PROSPECTS with business formalization training; 3.1.1a: Number of institutions with increased internal capacities to integrate R/Hc in social protection schemes; 3.1.1b: Number of social partner and civil society organizations engaged in advocating for R/Hc right to social protection; 3.1a: Number of GoU policies, laws, and regulatory environments related to refugees supported by PROSPECTS; 3.1b: Number of refugee inclusive plans supported; 3.1c: Number of social partner and civil society organizations engaged in advocating for R/Hc right to social protection

Annex 6: Additional survey results

Figure 24: Relevance of issues by stakeholder



Note: The percentages indicated include “agree” and “somewhat agreed” and “somewhat disagree” and “disagreed” respectively. Survey question: Do you agree or disagree with the following statements? (i) ILO/PROSPECTS has addressed the most important issues relating to forced displacement in my country. (ii) ... in the implementation of the project (e.g., decisions on important changes).

Note. Based on the responses of 25 participants for government or public institution, 43 and 44 for ILO, respectively; 37 and 38 for PROSPECTS implementing partner, respectively; and 19 for PROSPECTS partner organisation.

Figure 25: Country breakdown: Areas of ILO's most significant contribution



Note. Based on the responses of 6 participants in Egypt, 9 participants in Ethiopia, 11 participants in Global, 6 participants in Iraq, 5 participants in Jordan, 5 participants in Kenya, 9 participants in Lebanon, and 8 participants in Uganda.

Survey question: ILO's contribution in your country / PROSPECT project as a whole was most significant for; select up to 3.

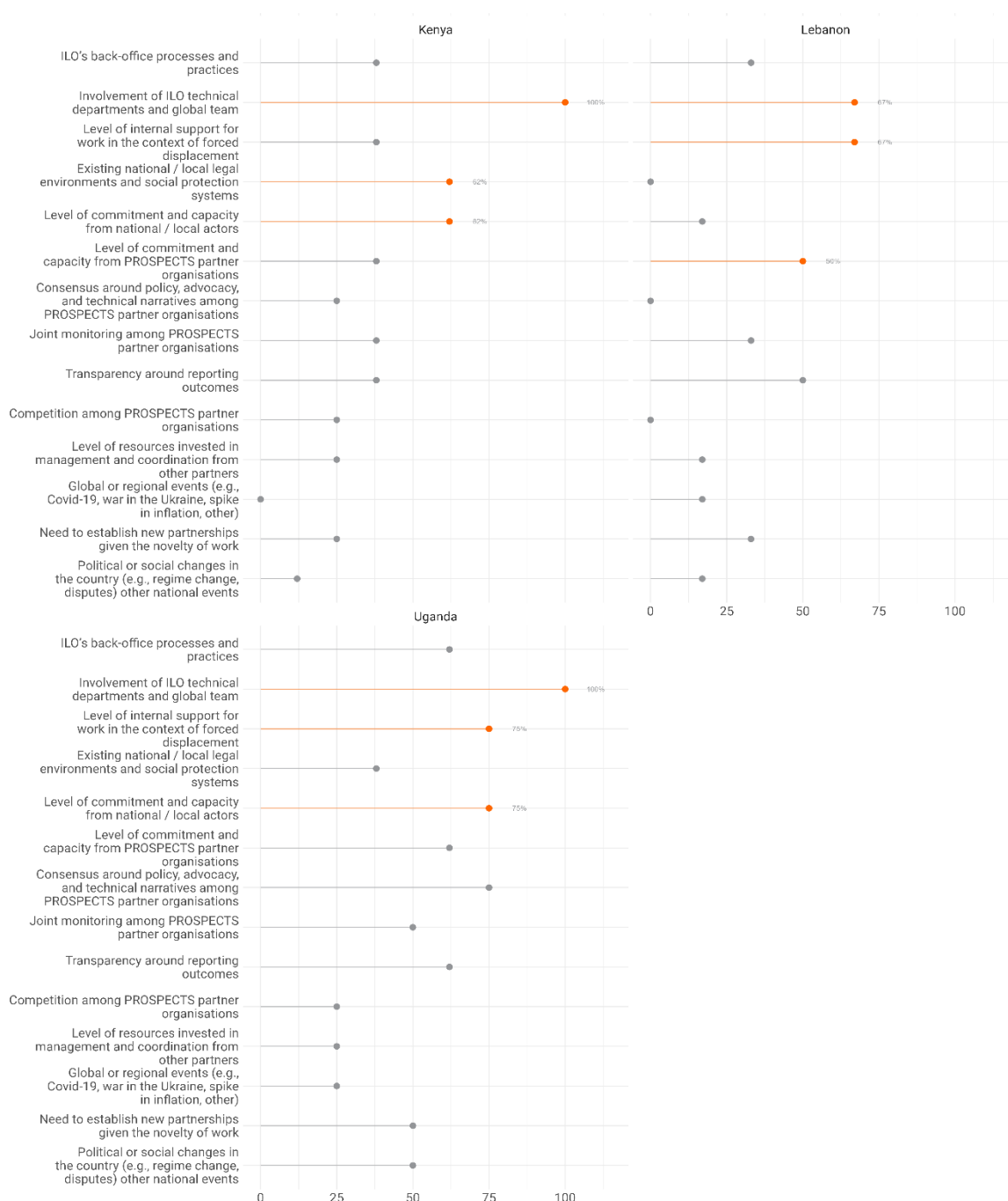
Figure 26: Top facilitating factors by country (continues on the next page)



Survey question: Which factors have been most supportive and which factors have been most hindering so that ILO/PROSPECTS could progress towards results?; Select up to 3

Note. Based on the responses of 7 participants in Egypt, 12 in Ethiopia, 11 in Global, 6 in Iraq, 7 in Kenya, 6 in Lebanon, and 8 in Uganda.

Figure 25: Top facilitating factors by country (continued)



Survey question: Which factors have been most supportive and which factors have been most hindering so that ILO/PROSPECTS could progress towards results?; Select up to 3

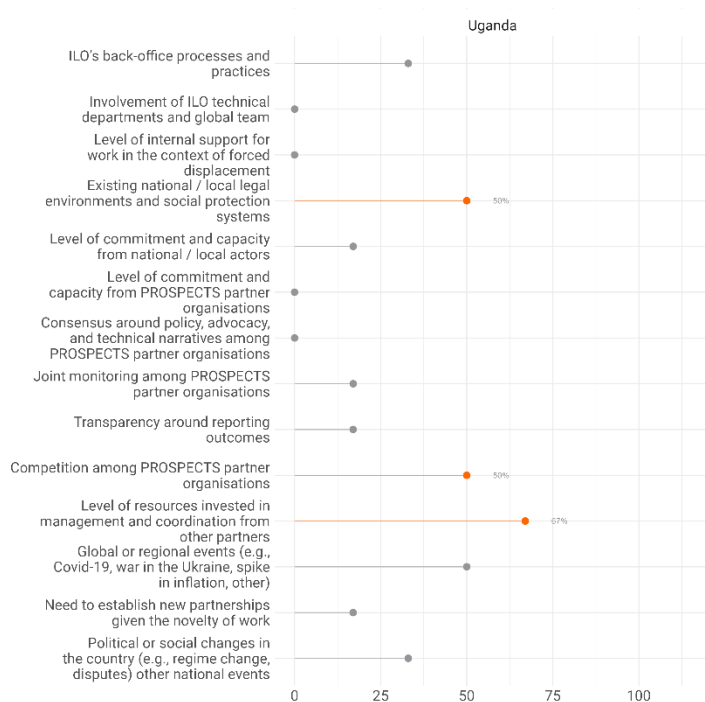
Note. Based on the responses of 7 participants in Egypt, 12 in Ethiopia, 11 in Global, 6 in Iraq, 7 in Kenya, 6 in Lebanon, and 8 in Uganda.

Figure 27: Top hindering factors (continues on the next page)



Survey question: Which factors have been most supportive and which factors have been most hindering so that ILO/PROSPECTS could progress towards results?; Select up to 3
 Note. Based on the responses of 7 participants in Ethiopia, 9 in Global, 6 in Kenya, and 6 in Uganda.

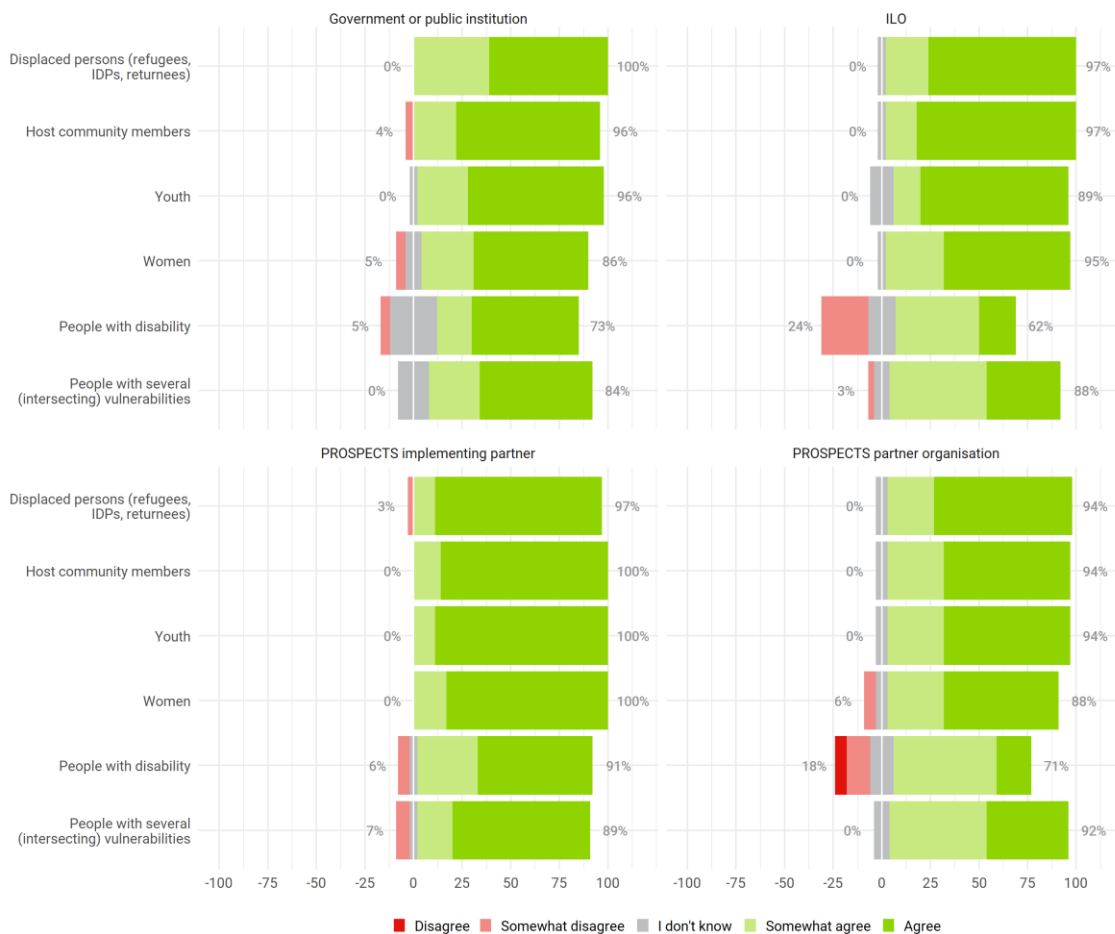
Figure 26: Top hindering factors per country (continued)



Survey question: Which factors have been most supportive and which factors have been most hindering so that ILO/PROSPECTS could progress towards results?; Select up to 3

Note. Based on the responses of 7 participants in Ethiopia, 9 in Global, 6 in Kenya, and 6 in Uganda.

Figure 28: Reaching end-beneficiaries



Note. For Government or public institution, based on the responses of 23, 23, 23, 22, 22, and 19 participants, respectively. For ILO, based on the responses of 37, 38, 37, 37, 37, and 34 participants, respectively. For PROSPECTS implementing partner, based on the responses of 35, 35, 36, 35, 32, and 28 participants, respectively. For PROSPECTS partner organisation, based on the responses of 17, 17, 17, 17, and 12 participants, respectively. The percentages indicated on the plot include "agree and somewhat agreed" and "somewhat disagree and disagree", respectively.

Survey question: Do you agree or disagree with the following statements? The project has been successful in reaching the following beneficiaries... (each item).

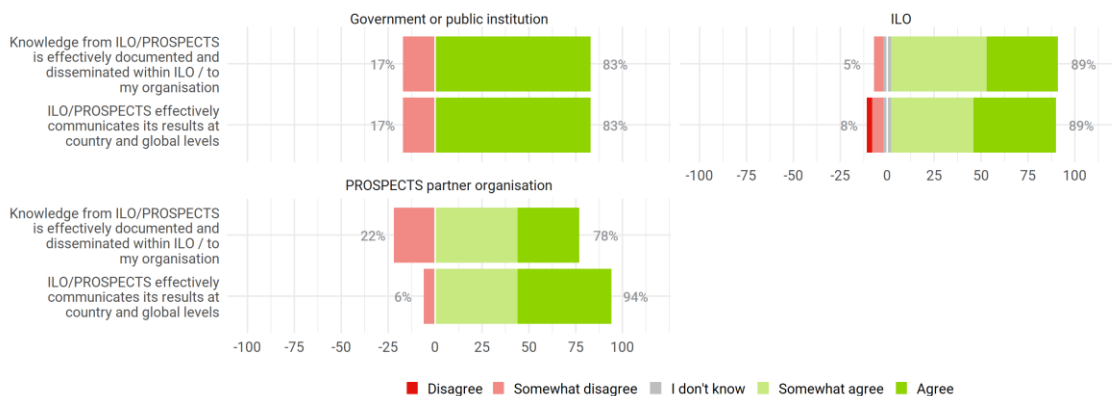
Figure 29: Delays and adaptation to changing implementation contexts



Note. For Government or public institution, based on the responses of 12, 12, and 22 participants, respectively. For ILO, based on the responses of 31, 31, and 38 participants, respectively. For PROSPECTS implementing partner, based on the responses of 17, 16, and 37 participants, respectively. The percentages indicated on the plot include "agree and somewhat agreed" and "somewhat disagree and disagree", respectively.

Survey question: Do you agree or disagree with the following statements? (each item)

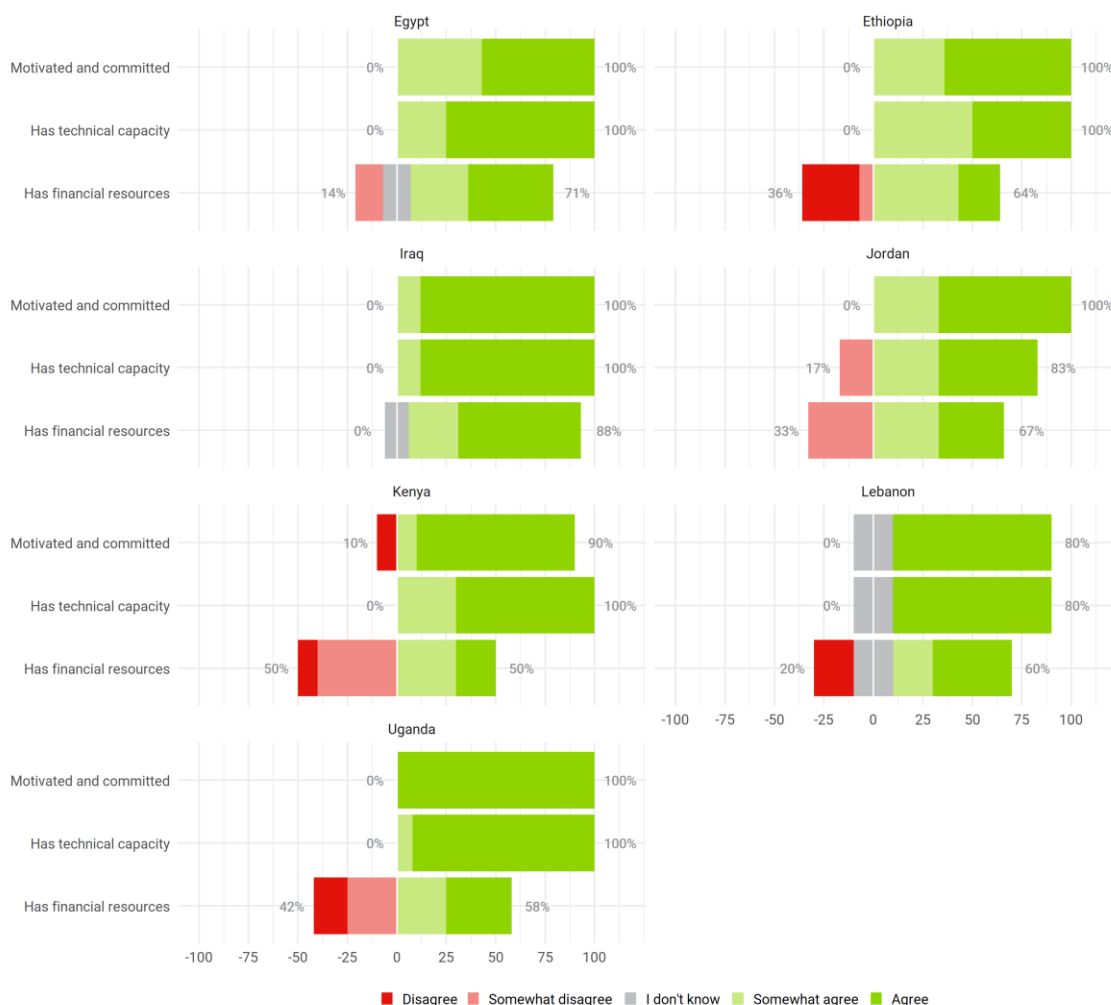
Figure 30: Knowledge and communication



Note. For Government or public institution, based on the responses of 6 and 6 participants, respectively. For ILO, based on the responses of 37 and 36 participants, respectively. For PROSPECTS partner organisation, based on the responses of 18 and 18 participants, respectively. The percentages indicated on the plot include "agree and somewhat agreed" and "somewhat disagree and disagree", respectively.

Survey question: Do you agree or disagree with the following statements? (each item)

Figure 31: Motivation, capacity, and financial resources to sustain results



Note. For Egypt, based on the responses of 7, 8, and 7 participants, respectively. For Ethiopia, based on the responses of 14, 14, and 14 participants, respectively. For Iraq, based on the responses of 8, 8, and 8 participants, respectively. For Jordan, based on the responses of 6, 6, and 6 participants, respectively. For Kenya, based on the responses of 10, 10, and 10 participants, respectively. For Lebanon, based on the responses of 5, 5, and 5 participants, respectively. For Uganda, based on the responses of 12, 12, and 12 participants, respectively. The percentages indicated on the plot include "agree and somewhat agree" and "somewhat disagree and disagree", respectively.

Survey question: Do you agree or disagree with the following statements? My organisation is (each item) to sustain ILO/PROSPECTS results beyond external funding.

Annex 7: Lessons learned

ILO PROSPECTS

Project DC/SYMBOL: GLO/19/18/NLD

Name of Evaluator: orange & teal, Basel, Switzerland

Date: 01 August 2023

LESSON LEARNED ELEMENT	Overlap of mandates of different government bodies at the federal and regional level can pose challenges in programme implementation. Partnering, engaging in effective communication, and staying agile in the project implementation can facilitate addressing these challenges.
Brief description of lessonslearned (link to specific action or task)	<p>The mid-term evaluation found that in Ethiopia, the Partnership for Improving Prospects for Forcibly Displaced Persons and Host Communities project (ILO/PROSPECTS) faced difficulties due to overlapping mandates between different public institutions. This hindered the proper flow of information and led to delays in decision-making. The inconsistency of governmental structures at the federal and regional levels is a root cause of the problem. The structures, executive organs, and mandates of these bodies are established by the respective federal or regional legislators. Specifically, in the project's context, the Ministry of Labour and Skills is responsible for job creation at the federal level (Proclamation No. 1263/2021), whereas in the Somali region, there are two separate institutions, namely the Bureau of Labour and Social Affairs and the Regional Job Creation Commission. An example of an overlapping mandate is the support provided to job seekers transitioning to new jobs, which all three bodies attend to. Additionally, other institutions such as the Ethiopian Employers' Federation or TVET agencies, which the ILO/PROSPECTS collaborates with, have similar mandates.</p>
Context and any related preconditions	<p>The issue of overlapping mandates among public institutions is a complex problem with multiple underlying causes. One of them is inconsistent government structures and conflicting legislation or interpretations thereof. This issue is also compounded by the fact that some areas are subject to federal prerogatives while in others regional executive and legislative bodies possess autonomy. Additionally, changes to legislation at the federal level often do not trickle down to regional levels, creating further cases of mandate overlap. Another contributing factor is the perceived necessity for federal and regional government structures to mirror each other. The absence of clear regulations and directives to implement No. 1263/2021 reportedly also contributes to overlapping mandates.</p>
Targeted users / Beneficiaries	<p>The targeted users of this lesson learned are ILO, the PROSPECTS partners, the implementing partners as well as the respective governments and constituents.</p>
Challenges / negative lessons-Causal factors	<p>The underlying causes explained above resulted in several challenges such as delays in receiving information or receiving information conflicting, in identifying which institution to collaborate with, delays in the delivery of activities because institutions claimed to have a mandate over the issue, as well as duplication of efforts due to unclear institutional responsibilities. It also hampered the creation of effective and mutually supportive partnerships.</p>

<p>Success / positive Issues-Causal factors</p>	<p>It emerged from the interviews that addressing or mitigating these challenges can be facilitated by leveraging the networks of each PROSPECTS partner, by maintaining open communication with all parties, by remaining flexible, and adapting project activities or components. All these measures can serve as helpful workarounds. In the longer term, however, it may benefit to addressing the underlying causes.</p>
<p>ILO Administrative Issues (staff, resources, design, implementation)</p>	<p>The lesson learned requires ILO to stay open to partnerships, engage in effective communication, and be agile in the project implementation. Finding solutions and compromises can require additional resources. Ex-ante legislative or stakeholder mappings may help to identify mandate overlap issues at early stages of the project's design.</p>

ILO PROSPECTS

Project DC/SYMBOL: GLO/19/18/NLD

Name of Evaluator: orange & teal, Basel, Switzerland

Date: 01 August 2023

LESSON LEARNED ELEMENT	Limited access to finance can limit the effectiveness or sustainability of start-up and entrepreneurship programmes.
Brief description of lessons learned (link to specific action or task)	The Partnership for Improving Prospects for Forcibly Displaced Persons and Host Communities (PROSPECTS) project implemented a wide range of start-up and entrepreneurship programmes in the eight countries covered in the project, among other by applying its Start and Improve Your Business (SIYB) or Gender and Entrepreneurship Together (GET Ahead) programmes. Entrepreneurial support can be an effective way for members of the host and forcibly displaced communities to create their own economic opportunities and become self-reliant. Interviews and focus groups revealed that these trainings are valued by the participants. However, there were frequent remarks that the participants face difficulty in utilising the newly acquired knowledge and skills due to inadequate capital to invest in necessary tools and equipment to start their businesses (such as welding equipment, toolboxes, sewing machines, and other tools that are required depending on the specific occupation and context).
Context and related preconditions	The support programmes provide training and skills to assist participants, among other, in developing business plans, identifying resource and equipment needs, and finding potential sources of financing of their businesses. Conversely, direct financial support for (costlier) equipment purchases is typically not provided. Some participants in the interviews and focus groups conducted for the mid-term evaluation stated to invest their own resources or seek alternatives through informal lending or sharing schemes. However, many participants, forcibly displaced persons in particular, have limited opportunities to secure capital due to limited resources, lack of collaterals, low financial literacy, as well as legal issues, all of which can restrict their ability to start or expand their businesses. See also, for instance: A rough guide to entrepreneurship promotion in forced displacement contexts, ILO, 2019
Targeted users / Beneficiaries	This lesson is relevant for ILO and the other members of the PROSPECTS partnership, implementing partners, as well as governments and the private sector, including financial institutions – as well as the beneficiaries.
Challenges / negative lessons-Causal factors	Limited access to finance often hindered the ability of participants in start-up and entrepreneurship programmes to capitalise on their newly acquired skills and knowledge, leading some to abandon their business ideas. Some even felt that by committing time to the training resulted in a trade-off that ultimately worsened their livelihoods. <i>“It would have been great if we were given the opportunity to be given in-kind support with the basic tools needed to repair the machines; I could start my own business as I succeeded with flying colours in the theory and the trainings, my teachers and bosses said that I was perfect.”</i>
Success / positive Issues-Causal factors	In a related focus groups on a skills development training, some participants explained that although they lacked startup capital, they found solutions by pooling their individual resources and forming a group to purchase a toolbox, which they share and use together to earn income. Similarly, some beneficiaries of a tailoring training have successfully purchased sewing machines through rental arrangements within their neighbourhoods.

ILO Administrative Issues (staff, resources, design, implementation)

This lesson reinforces the importance of ILO/PROSPECTS' ongoing efforts to improve access to finance, including through the facilitation of commercial financing as well as other financing or saving approaches. Additionally, partnerships with institutions or organisations that can provide direct equipment support to start-up and entrepreneurship training participants could increase the effectiveness and sustainability of support programs.

See also recommendation 2 on enhancing entrepreneurship support and access to finance in the mid-term evaluation report.

Annex 8: Good practice

ILO PROSPECTS

Project DC/SYMBOL: GLO/19/18/NLD

Name of Evaluator: orange & teal, Basel, Switzerland

Date: 01 August 2023

Good practice element	Providing childcare services can enhance women with childcare responsibilities to enrol, participate, and complete support services and programmes.
<p>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</p>	<p>The Partnership for Improving Prospects for Forcibly Displaced Persons and Host Communities (PROSPECTS) project in Egypt delivered employment support services in Alexandria, including Job Search Clubs and entrepreneurship development training (Get Ahead and SYIB). ILO/PROSPECTS used different mechanisms to encourage and support women to enrol, take part, and complete the services and trainings that the ILO offered. One of ILO's implementing partners, Caritas, capitalised their available facilities and allowed women trainees to bring their young children to the training room and in some cases offered separate childcare. Such support was provided informally, which proved effective in attracting and retaining women in the support programmes. This is particularly important to achieve PROSPECTS' objective of enhancing the enabling environment for socio-economic inclusion of forcibly displaced persons and host communities, in this case, women with childcare responsibilities.</p>
<p>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</p>	<p>Implementing partners require resources such as venues, human resources, and financial resources for toys, materials, and meals to provide quality childcare services for trainees' young children.</p> <p>In cases in which only a few trainees require childcare services, it may be challenging to allocate resources to serve this small group. In such cases, it may be beneficial to conduct a needs assessment to determine demand and resource needs before offering childcare services, unless they can be provided flexibly.</p>
<p>Establish a clear cause-effect relationship</p>	<p>A recent study of the International Organisation for Migration (IOM) found that lack of childcare facilities was one of the main barriers to employment of host and refugee women next to cultural barriers, other domestic responsibilities and lack of skills and low level of education.⁵² Lack of childcare services is a hindering factor for women's participation in the labour force in general, including in urban contexts.⁵³ Moreover, women without access to childcare were found to be more likely to switch into, and remain in, unpaid family work or less lucrative employment options. This leaves women foregoing many income opportunities. Providing a good environment for children while women attend support programmes allows them to concentrate on the content without distractions and can help women to join and complete support programmes.</p>

⁵² International Organization for Migration, Needs Assessment Report on Women Empowerment in Adana and Gaziantep, 2022

⁵³ Halim, Daniel; Johnson, Hillary; Perova, Elizaveta, East Asia and Pacific Gender Policy Brief: Could Childcare Services Improve Women's Labour Market Outcomes in Indonesia?, World Bank Group, 2017

<p>Indicate measurable impact and targeted beneficiaries</p>	<p>Providing childcare support can lead to an increase in the number of women trainees and the percentage of women who complete the support programmes, especially for those with young children seeking self-/employment opportunities. This can lead to improved access to the labour market resulting in increased (household) incomes, social empowerment, and other benefits.</p> <p>The good practice in Egypt was found to have a positive effect on women's participation, although there is no counterfactual data available. However, similar such effects were seen in other ILO projects in which the establishment of a childcare facility or provision of childcare support have been effective in increasing women's participation in trainings.^{54, 55}</p>
<p>Potential for replication and by whom</p>	<p>With the necessary resources and capacity, the practice of providing childcare services to women with young children to attract them to apply for and complete support programmes can be replicated. To assess the actual potential for replication, to determine the level of demand as well as the needs of the target group, needs assessment or situational analysis can be helpful.</p> <p>A recent study of UN Women recommends that organisations implementing economic empowerment and livelihood initiatives in humanitarian and developmental settings incorporate childcare services into their interventions. The study argues that these services should be considered a long-term investment, extending beyond the time frame of skills training or employment initiatives.⁵⁶</p>
<p>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)</p>	<p>DWCP: At the time of reporting, there was no active DWCP for Egypt. However, using the DWCP for Turkey as a reference, this good practice directly contributes to ILO goals of promoting gender equality and promoting employment, with a particular focus on disadvantaged groups. With regard to Country Programme Outcome number EGY103 (increased capacity of national stakeholders to improve access to lifelong learning and inclusive skills development and support labour market transitions particularly for vulnerable groups) and specifically Outcome 590050, Output 5.2., Indicator 5.2.1. (number of member states with inclusive skills and lifelong learning strategies), the good practice contributes to enhance the inclusivity of skills services since childcare services in training centres can support women with childcare duties to participate in training programmes.</p> <p>P&B 2022-23: This practice falls into the remit of Outcome 6 on gender equality and equal opportunities and treatment in the world of work. Furthermore, Output 6.2, which states that the ILO will support its constituents in assessing and promoting investments in the care economy, and formulating gender-responsive policies to support a job-rich recovery, including through investing in care services and related infrastructure and policy areas.</p> <p>At the PROSPECTS project level, the practice falls into the remit of indicator 1.2.a. (number of people enrolled in formal or non-formal post-secondary skills trainings, including RPL and TVET) and indicator 1.3.a. (number and percentage of PROSPECTS beneficiaries who completed certified or verified skills-development training, including: life skills, digital skills, technical and vocational skills, or received a qualification following recognition of prior learning). It also links to ILO's cross-cutting policy issue gender equality.</p>

⁵⁴ Promoting Decent Work Opportunities for Non-Syrian Refugees and Asylum Seekers in Türkiye - Midterm evaluation, ILO, 2019

⁵⁵ Strengthening the resilience of Syrian women and girls in host communities in Iraq, Jordan and Turkey - Midterm Evaluation, EU-UNW-ILO, 2019

⁵⁶ The Necessity of Childcare Services During Women's Economic Empowerment and Livelihoods Programming in Lebanon, UN Women, 2021

Other documents or relevant comments

International Organization for Migration, Needs Assessment Report on Women Empowerment in Adana and Gaziantep, 2022

The Necessity of Childcare Services During Women's Economic Empowerment and Livelihoods Programming in Lebanon, UN Women, 2021

Promoting Decent Work Opportunities for Non-Syrian Refugees and Asylum Seekers in Türkiye - Midterm evaluation, ILO, 2019

Strengthening the resilience of Syrian women and girls in host communities in Iraq, Jordan and Turkey - Midterm Evaluation, EU-UNW-ILO, 2019

Halim, Daniel; Johnson, Hillary; Perova, Elizaveta, East Asia and Pacific Gender Policy Brief: Could Childcare Services Improve Women's Labour Market Outcomes in Indonesia?, World Bank Group, 2017

Annex 9: Other recommendations

Table 6 below presents recommendations developed by the consultants who conducted interviews and focus group discussions in the eight countries. Some recommendations were grouped together and summarised, while others were specific to a single country. It is important to note that these recommendations did not undergo the same level of scrutiny as those presented in section 6.1. For example, the country-level recommendations were not shared during the validation workshop or discussed with country stakeholders. Nonetheless, they are still valuable contributions to the evaluation process and may inform future interventions and programs.

Some of the recommendations were the basis for and therefore align with the main recommendations formulated by the evaluation team. Others differ, especially in cases where conflicting signals were identified. For example, some of the recommendations pertain to strengthening engagement with government structures, ensuring alignment of project results with government plans and priorities, and improving and diversifying trainings.

Table 6: Other recommendations

Summary	Strengthening engagement with government structures The recommendations under "Strengthening engagement with government structures" focus on improving collaboration with government structures at national, regional, and local levels. It is suggested to strengthen institutional support and minimise overreliance on local NGOs by working directly with government partners for project implementation. This is particularly true where the context has shifted from emergency to development; it is recommended to tailor interventions towards building institutions, good governance, and policy development. The participation of local and national actors should be emphasised, and governments should be involved from the beginning of designing the next phase.
Ethiopia	<ul style="list-style-type: none"> • Strengthening institutional support to government structures at national, regional and local levels (e.g., review of legislative/ policy gaps related to the use of labour-based works, technical support to authorities such as Ethiopian Roads Administration (ERA) and ECC both at federal and regional levels to improve their strategy, systems and processes, developing EIIP OSH tools and institutionalising them, institutionalisation of COOP trainings, strengthening institutional linkages between regional and federal authorities) • Strengthening engagement and finding new ways of collaboration with government structures • Minimising the overreliance on foreign NGOs for project implementation and work directly with government partners in the research, design, programming, and implementation of activities with the technical support of the partner agencies
Iraq	<ul style="list-style-type: none"> • The current context in Iraq is not an emergency anymore, rather, transitioned to development with a yearly budget that exceeds 140 billion US dollars. Therefore, it is recommended for the ILO tailor its intervention towards building institutions, good governance and policy development. <i>(also included under "policy dialogue")</i> • It is recommended that the ILO invest in building capacities of MOLSA trainers on the SIYB as this will enable integration of the ILO program into all VTCs in Iraq .

	<ul style="list-style-type: none"> Participation of the local and national actors was highly valued by both local and national actors in both EIIP and business development. Therefore, it is recommended that the ILO builds on its existing participatory efforts.
Sudan	<ul style="list-style-type: none"> There is a need for deeper involvement of government partners like the ministry of Agriculture and other related state institutions; keeping them as technical partners is not enough for the sustainability of the project.
Uganda	<ul style="list-style-type: none"> Government, by and large, continues to be an important stakeholder in the implementation of PROSPECTS. Government should be consulted / involved / engaged from the very start of designing PROSPECTS 2.
Summary	<p>Ensuring alignment of project results with government plans and priorities</p> <p>The recommendations under the title "Ensuring alignment of project results with government plans and priorities" include synchronizing work plans with county governments to accelerate results and ensuring alignment of project results with the government's plans and priorities. This involves figuring out how the ILO / PROSPECTS can support the government in meeting its goals and priorities.</p>
Ethiopia	<ul style="list-style-type: none"> ensuring alignment of project results with the government's plans and priorities as much as possible and figuring out how PROSPECTS can support the government in meeting those goals
Kenya	<ul style="list-style-type: none"> Since the county governments and their departments have significant overlaps with PROSPECTS interventions, there is an opportunity to accelerate results by synchronising PROSPECTS work plans with those of the county governments, whose timelines and calendars are constitutionally regulated.
Summary	<p>Working on policy dialogue and advocacy</p> <p>The recommendations under the title "Working on policy dialogue and advocacy" propose strengthening policy dialogue and advocacy to i) complement other elements of the interventions and ii) support sustainability by advocating for government support to address refugees' long-term legal status hindering their accessibility to the workplace.</p>
Egypt	<ul style="list-style-type: none"> ILO may consider working on policy dialogue and advocacy to complement the in-place interventions and support sustainability through a higher-level support from the government addressing the refugee's long-term legal status hindering their accessibility to the workplace.
Iraq	<ul style="list-style-type: none"> The current context in Iraq is not an emergency anymore, rather, transitioned to development with a yearly budget that exceeds 140 billion US dollars. Therefore, it is recommended for the ILO tailor its intervention towards building institutions, good governance and policy development. <i>(also included under "engagement with government")</i> Syrian refugees and internally displaced people are not among the priority needed people for both KRI and Federal Iraq. Therefore, it is recommended that ILO continues to support both target groups and encourage their integration as part of the durable solution mechanisms.
Summary	<p>Creating pathways</p> <p>The recommendations focus on creating pathways for the economic empowerment of refugees and host communities by improving collaboration and coordination among implementing partners, facilitating access to finance through loans or grants, reviewing private banks' loan allocation procedures, providing innovative credit arrangements, and considering a hybrid approach for transitioning refugees and host communities to work in the subsequent phases of the project.</p>

Egypt	<ul style="list-style-type: none"> • While ILO did decent efforts linking their implementing partners by offering a monthly platform for them to meet, ILO should invest more in incentivising and motivating collaborations, improving synergies and coordinating among implementing partners' work and timeline to further encourage synergies and enable exchange that shall enhance effectiveness and efficiency of interventions. For example, the implementing partners working on skills enhancement can start their projects before other implementing partners who focus on entrepreneurship, hence beneficiaries exchange would be more feasible.
Kenya	<ul style="list-style-type: none"> • In the subsequent phase of the project, there is a need for targeted efforts to facilitate access to finance, either through loans or grants, to stimulate business growth. It is recommended to explore potential strategies to enable refugees to access formal financial/banking systems, such as collaborating with existing partners to disburse and guarantee revolving funds.
Iraq	<ul style="list-style-type: none"> • It is recommended that the ILO reviews the private banks' procedures in allocating loans to the creditors.
Uganda	<ul style="list-style-type: none"> • Training efforts need to be accompanied by retooling and startups using innovative credit arrangements. For example, implementing organisations that offer training on skilling could also provide rent-to-own or rental services for machines that poor refugees and host communities might be unable to access. • ILO and the other ILO/PROSPECTS partners may also need to consider a hybrid approach (concurrently support skills acquisition for those without any qualifications and support already qualified to find work) for transitioning refugees and host communities to work in the subsequent phases of the project. This will not only increase the potential impact of the project (in terms of the number of beneficiaries successfully supported to get employment), but also increase the project's efficiency. • Beneficiaries need to be encouraged to embrace being in groups and forming cooperatives because these structures will make them more attractive to the financial service providers and facilitate them to easily transition to work.
<p>Summary</p> <p>Systematic sharing of lessons learned</p> <p>The recommendations under the title "Systematic sharing of lessons learned" include optimising communication and systematic sharing of lessons learned with other similar projects at national and global levels to accumulate knowledge, capitalise on expertise, and improve collaborations and coordination. Additionally, conducting a learning needs assessment for partners and offering tailored support to each partner to ensure sustainability, creating more opportunities for partners to share experiences and best practices, and sharing experiences with other regions within the country where PROSPECTS, or the ILO in general, is implementing projects and even from other countries are also recommended to enhance resource utilisation and optimise project outcomes.</p>	
Egypt	<ul style="list-style-type: none"> • ILO PROSPECTS team could optimise communication and more systematic sharing of lessons learned with other ILO projects with similar focus, on national level among partners and on global level across countries to accumulate knowledge, capitalise on other's expertise and improve collaborations and coordination. • To strengthen the expertise of the partners to ensure sustainability, ILO shall conduct learning needs assessment for its partners and later offer tailored support to each partner matching their background, size and needs.
Ethiopia	<ul style="list-style-type: none"> • sharing experiences with other regions within Ethiopia where PROSPECTS is implementing projects and even from other countries

Kenya	<ul style="list-style-type: none"> To enhance resource utilisation and optimise the project's outcomes, it is recommended to create more opportunities for partners to share experiences and best practices.
Sudan	<ul style="list-style-type: none"> Improvement of communication and project documentation specially between ILO and implementing partners at state level.
Summary	<p>Strengthening collaborations among PROSPECTS partners</p> <p>The recommendations under the title "Strengthening collaborations among implementing partners" suggest that the different implementing agencies involved in PROSPECTS should work together more effectively to achieve the programs' objectives and maximise its impact. This includes clarifying the role of each agency, harmonising reporting mechanisms and documentation, and establishing a one-stop website portal for disseminating project information. Effective collaboration and communication are essential, and agencies should continue to work together to identify and address challenges while capitalising on opportunities for collaboration and mutual learning.</p>
Iraq	<ul style="list-style-type: none"> PROSPECT program was a good way of bringing different agencies to collaborate and have joint responsibility towards their donor and constituencies. However, the role of each agency needs to be clearer as the government may not foresee UNICEF as a relevant agency for economic development, but instead, for protection.
Lebanon	<ul style="list-style-type: none"> Strengthen collaboration and coordination among implementing agencies: Effective collaboration and communication among the five implementing agencies of the project are crucial to achieving the project's objectives and maximizing its impact on the ground. The agencies should continue to work together to identify and address any challenges that arise during implementation and to capitalise on opportunities for collaboration and mutual learning.
Uganda	<ul style="list-style-type: none"> Harmonise reporting mechanisms and documentation by PROSPECTS partners to avoid duplication of reports. Also, a -stop website portal for disseminating all the information on PROSPECTS projects is required to improve the visibility of the project.
Summary	<p>Improving and expanding market linkages</p> <p>The recommendations under the title "Improving and expanding market linkages" suggest strengthening engagement with the private sector, expanding market linkages with other regions and neighbouring countries, and prioritising sustainable agriculture practices and livelihood opportunities for refugees and host communities. PROSPECTS should explore new approaches such as microfinance and entrepreneurship training to support income-generating activities and tailor interventions to specific needs and contexts. The goal is to create an enabling environment that empowers refugees and host communities to become self-sufficient and better able to support themselves and their families.</p>
Ethiopia	<ul style="list-style-type: none"> strengthening engagement with the private sector in the value chain projects. expanding market linkages with other regions in Ethiopia and across borders into neighbouring countries.
Lebanon	<ul style="list-style-type: none"> Strengthen market systems and livelihood opportunities for refugees and host communities: The project should prioritise sustainable agriculture practices, improve market linkages, and provide tailored support to small-scale and large-scale farmers through partnerships with private sector actors, as exemplified by the horticulture project. The project should prioritise livelihoods programming and explore new approaches like microfinance and entrepreneurship training to support income-generating activities. It is essential to tailor interventions to the specific needs and

	contexts of each project area to create an enabling environment that empowers refugees and host communities to become self-sufficient and better able to support themselves and their families.
Summary	<p>Improve and diversify trainings</p> <p>The recommendations under the title "Improve and diversify trainings" include evaluating the quality of trainings, providing certificates of competency to trainees, and monitoring the trainers. It is further suggested to diversify skill development areas. The program should also focus on strengthening TVET programs through partnerships with relevant stakeholders and institutions.</p>
Ethiopia	<ul style="list-style-type: none"> • evaluate the quality of trainings being delivered and provide Certificates of Competency for those who complete the training programs.
Kenya	<ul style="list-style-type: none"> • In addition to welding, there is a need to diversify skill development areas, including other vocational and tertiary courses, to provide more employment and work opportunities for the youth.
Lebanon	<ul style="list-style-type: none"> • Strengthen the focus on education and training: The project should continue to prioritise education and training opportunities for refugees and host communities. This includes developing new training programs and expanding existing ones to provide a diverse range of skills to beneficiaries. In addition, strengthen the focus on TVET by developing new programs and expanding existing ones. This can be achieved through partnerships with TVET institutions and relevant stakeholders. Additionally, the project should continue to work closely with the Ministry of Education to ensure alignment with national education policies and standards. Collaborate with the Ministry of Agriculture to tailor training programs to the specific needs of the agricultural sector.
Uganda	<ul style="list-style-type: none"> • Equally important is that the implementing partners need to increase their efforts in monitoring the trainers they recruit to eliminate the inefficiencies reported by beneficiaries due to laxity in this aspect.
Summary	<p>Operations and efficiency</p> <p>The recommendations under the title "operations and efficiency" deal with the access to ILO internal administration and financial systems, addressing delays with financial transfers between ILO offices, revisiting contractor selection procedures, and establishing additional field offices for improved coordination and communication.</p>
Iraq	<ul style="list-style-type: none"> • ILO country office in Iraq would benefit from access to the administration and financial system (IRIS) to enable smoother operations, implementation of project activities and to meet commitments efficiently and on time.
Sudan	<ul style="list-style-type: none"> • Resolve the issue of fund delays between ILO office in Sudan and ILO in Addis Ababa, as a means to improve project efficiency. • Re-visit procedures and conditions of selection for contractors at state level. • Consider establishing field offices at least in one capital city either in Kordofan or Darfur, to improve coordination, communication and outreach.
Other topics (single countries)	
Egypt	<ul style="list-style-type: none"> • ILO may consider inclusion of PWD at design and assignment of resources to support accessibility and tailoring of services to meet PWD needs to allow better inclusion.
Ethiopia	<ul style="list-style-type: none"> • designing and implementing proper exit strategies (e.g., ILO currently working with Jigjiga Polytechnic College (JPTC) for the later to eventually take over and manage the TVET centre that is being constructed in Kebribeyah);

	<ul style="list-style-type: none"> • thorough evaluation of local contractors.
Iraq	<ul style="list-style-type: none"> • Focusing on a couple of thematic areas may optimise the impact of the ILO/PROSPECT in Iraq as the current ILO/PROSPECT intervention has a wide range of activities within diverse thematic areas, including agriculture, education, employment, advocacy on a policy level, access to finance, green economy (recycling), vocational skills and business development.
Kenya	<ul style="list-style-type: none"> • It is recommended to integrate a humanitarian component into PROSPECTS to mitigate the adverse impacts of drought in the target regions, which may reverse the gains achieved so far.
Lebanon	<ul style="list-style-type: none"> • Foster community relationships: The project should continue to prioritise community-based activities and partnerships that foster connections and understanding between refugees and host communities, including the organisation of joint events such as the youth market event and capacity building activities such as the SSE. These activities promote collaboration and trust-building and should be tailored to the specific needs and contexts of each area where the project is implemented. • Tailor interventions to local contexts: The project should prioritise conducting tailored studies in each area where the project is implemented to ensure that interventions are effective and meet the needs of the local communities. This will help to ensure that resources are used efficiently and that the project can have a greater impact on the lives of the beneficiaries.
Sudan	<ul style="list-style-type: none"> • There is a suggestion came up from beneficiaries to extend the project beyond the recent scope, meaning to cover more communities and beyond those that are affected by forced displacement.
Uganda	<ul style="list-style-type: none"> • Implementing partners responsible for vocational skills training need to improve their communication with the beneficiaries regarding the selection criteria for sitting DIT exams and awarding certificates. Beneficiaries expressed dissatisfaction with the latter aspect.