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Employment through Labour Intensive Infrastructure Programs in Lebanon (Phase IV and V) and in Jordan (Phase VI)

ILO DC/SYMBOL : LBN/20/03/DEU
LBN/22/03/DEU
JOR/22/03/DEU

Type of Evaluation: Clustered

Evaluation timing: Midterm (Lebanon Phase V and Jordan Phase VI and end of program Lebanon Phase IV)

Evaluation nature: Independent

Project countries: Jordan and Lebanon

P&B Outcome(s):

Jordan Phase VI

- Outcome 1: Increased short-term income and improved living environment
- Outcome 2: Perspectives and improved access to the labour market for Syrian refugees and Jordanians

Lebanon Phase IV

- Project objective 1: Decent employment and income generated for Lebanese host communities and Syrian refugees through sustainable infrastructure and green works, and specific COVID-19 related measures.
- Project objective 2: Enhanced capacity for job creation and asset mgt. through inst. dev. contractor training and on the job training of workers for enhanced employability

Lebanon Phase V:

- Project Objective 1: Decent employment and income generated for Lebanese host communities and Syrians refugees through sustainable infrastructure and green works.
- Project Objective 2: Enhanced capacity for job creation and asset management through institutional development and contractor training and improved employability of workers through on the job training.

SDG(s): SDG 1 and 8

Date when the evaluation was completed by the evaluator: 15 August 2024

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ILO Administrative Office: Regional Office for the Arab States ROAS

ILO Technical Office(s): ROAS, DEVINVEST

Joint evaluation agencies: N/A

Project duration:

1. Lebanon Phase IV: January 1, 2021- December 31, 2023 (with a NCE until ultimo July 2024)
2. Lebanon Phase V: December 13, 2022 – December 31, 2025
3. Jordan Phase VI: October 3, 2022 – January 31, 2025

Donor and budget: Germany/KfW

1. Lebanon Phase IV: USD 19,099,527.86

2. Lebanon Phase V: USD 19,801,980.20

3. Jordan Phase VI: USD 17,269,169

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Acronyms

ACTEMP	Department for Employers' Activities
ACTRAV	Department for Workers' Activities
CFW	Cash for Work
CTA	Chief Technical Advisor
DAC	Development Assistance Committee
DRC	Danish Refugee Council
DWCP	Decent Work Country Program
DWP	Decent Work Principles
EIIP	Employment Intensive Infrastructure Improvement Project
EO	Employers Organisation
EBD	Entrepreneurship Business Development
ESS	Environmental and Social Safeguards
ESSF	Environmental and Social Sustainable Framework
EU	European Union
FAO	Food and Agriculture Organization
FDG	Focus Group Discussion
HBB	Home Based Business
IDP	Internally Displaced Person
ILO	International Labour Organisation
ILS	International Labour Standards
IOM	International Organization for Migration
ITC	International Training Center
KfW	Kreditanstalt für Wiederaufbau (Credit Institute for Reconstruction)
LCRP	Lebanon Crisis Response Plan
LFPR	Labour Force Participation Rate
LRBT	Local Resource Based Technic
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
MoA	Ministry of Agriculture
MoL	Ministry of Labour
MoSA	Ministry of Social Affaires
MTE	Mid-Term Evaluation
NGO	Non-Governmental Organization
OHS	Occupational Health and Safety
PWD	People with Disabilities
ROAS	Regional Office for Arab States
SDC	Social Development Center
SDG	Sustainable Development Goal
SMART	Specific Measurable Attainable Relevant Timely
SOP	Standard Operational Procedures
SSO	Social Safeguard Officers

ToC	Theory of Change
ToR	Terms of Reference
ToT	Training of Trainers
TVET	Technical Vocational Education and Training
UN	United Nations
UNDP	United Nations Development Program
UNEG	United Nations Evaluation Group
UNHCR	United Nations High Commissioner for Refugees
UNSDCF	United Nations Sustainable Development Cooperation Framework
USD	United States Dollar
WASH	Water, Sanitation and Hygiene
WBL	Workplace Based Learning
WFP	World Food Program

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Executive summary

Countries: Jordan and Lebanon

Evaluation date: 15 August 2024

Evaluation type: Clustered

Evaluation timing: Mid-term

Administrative Office: ROAS

Technical Office: ROAS, DEVINVEST

Evaluation manager: Hiba Al Rifai

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BACKGROUND & CONTEXT

Summary of the project purpose, logic and structure	Employment Intensive Infrastructure Programs (EIIP) promotes a wider use of employment-intensive investment policies and approaches for the planning, implementation and maintenance of infrastructure and environmental works in countries where the program is applied and in response to limited livelihood opportunities, including in countries hosting large numbers of refugees. The purpose of using these approaches is to develop and maintain infrastructure while producing a positive impact on employment creation and income generation for host communities and refugees alike.
Present situation of the project	<p>The evaluation focused on the Phase IV and Phase V in Lebanon and on Phase VI of the EIIP program in Jordan. While phase four in Lebanon terminates in June 2024, Phase V terminates 31. December 2025. Phase VI Jordan is implemented between October 2022 and 31 January 2025. The economic and political context in Lebanon poses significant challenges as the economic capabilities of municipalities to contribute to and resume responsibility for investments made is limited. The government's position towards refugees poses challenges too.</p> <p>The political and economic context in Jordan is conducive to the program's implementation and aligns with the government's political priorities and municipalities' ability to continue and preserve investments made.</p>
Purpose, scope and clients of the evaluation	In March 2024 ILO commissioned an independent cluster evaluation of the EIIP program in Jordan (Phase VI) and Lebanon (Phase IV and V) to provide an independent assessment of the progress to date for accountability and learning purposes and to assess the evaluability of ongoing program Phases. The evaluation was to provide findings for the ILO at two levels: clustered level covering both programs/ the EIIP approach as applied in Jordan and Lebanon during 2021 to 2024, and individual-program level covering the particularities of each program. The Program was evaluated against the DAC criteria of relevance, coherence, efficiency, effectiveness, impact and sustainability.
Methodology of evaluation	<p>The evaluation uses a case-based mixed methods convergent data collection and analytical design to answer the evaluation questions. This implied that the evaluation team collected quantitative and qualitative data from five sites in Jordan and six sites in Lebanon. The selection criteria were formulated by the evaluation team to cover the thematic diversity of job offerings provided and included the following:</p> <p>Jordan:</p> <ul style="list-style-type: none">➤ Municipalities where public works was conducted.

- One/two geographical location where tree planting was conducted.
- Sites with skills elements.

Lebanon:

- Municipalities where public works was conducted.
- Farm and agroindustry locations where work was conducted.

This methodology was selected as time and resource limitations made it impossible to cover all sites and investments done by the EIIP in the two countries. Limited access to workers in Lebanon represented a limitation and was caused by the fact that many projects had either finished or were about to start. A total of 26 workers were interviewed in Lebanon. 141 workers were interviewed in Jordan.

MAIN FINDINGS & CONCLUSIONS

The political and economic context (i.e. conditions external to project implementation and the consistent efforts by ILO country teams in Jordan and Lebanon) were found to be the *most important factors* affecting the EIIP's relevance in Lebanon and Jordan. While the political and economic context played a conducive role in Jordan, the opposite was the case in Lebanon. These factors affected the EIIP program's relevance, effectiveness, coherence, impact and sustainability as follows:

Relevance: The evaluation found that the programs' design(s) reflect the strategic priorities of the ILO programs and the United Nations Sustainable Development Framework. Project sites were selected based on rigorous and transparent criteria, including municipalities' interest, contribution to the project and workers' vulnerability, but did not include a criterion on the availability of relevant work force.

While job placement and creation provide a relevant response to the need for immediate livelihood opportunities and income for Syrian refugees and host community members in Lebanon and Jordan, the political and economic context in Lebanon, including wages offered by the program that could not follow suit with high rates of inflation, rendered the program less relevant in Lebanon compared to Jordan. Consequently, the program was struggling with high drop-out rates and difficulties in finding workers for the Lebanon program.

Cohesion: The evaluation found that although the program phases do harmonize with similar efforts of the ILO and other donors, more can be done in both countries to strengthen cohesion and synergy between interventions. Scope remains to ensure that all work sites offer decent employment and working conditions – including access to water and WASH facilities and involvement of social partners in negotiations about decent wage levels.

Effectiveness: The evaluation found that while the Jordan program was on track, meeting or exceeding planned (according to the timeline) outputs and outcomes/ objectives, and while the Lebanon Phase IV (now under a 1,5 year None Cost extension) has completed most outputs and outcomes as planned, this was not the case the Lebanon phase V intervention. This is ascribed to the challenging political and economic context of operation, including above mentioned salary rates that do not respond to high inflation rates and the inability of municipalities to contribute to projects' maintenance.

Scope remains to strengthen the program's contribution to ILO's cross-cutting policy drivers in both countries, in particular on social dialogue, and international labour standards. It is therefore important to strengthen social partners' engagement in the program planning and implementation.

Efficiency: The evaluation found that program activities have been cost-efficient overall, efficiency of spending might increase with a stronger coordination between the EIIP program and other, likeminded livelihood and employment creation programs to ensure that stakeholders and beneficiaries from the EIIP program can capitalise more on investments made. This might include making sure that workers who receive skills training are 'in demand for skills achieved or that farmers who have benefitted from a water tank or land rehabilitation benefit from access to seeds from other programs. The program's results in Jordan fully justify the time, financial and human resources invested in the program. The evaluation found that in Lebanon results were adversely affected by the political and economic context of implementation.

Sustainability: While workers benefit from and appreciate the opportunity for short-term employment, the evaluation did not find any evidence that the intervention strengthened workers access to permanent jobs as the employment offered was short term only. The skills training offered to workers in Jordan on top of short-term employment is likely to strengthen the likelihood that workers would access permanent employment, in particular if workers trained are matched with employers' demand. The limited financial capacity of municipalities in Lebanon further challenges the likelihood that municipalities can maintain investments in the infrastructure projects made. This was not the case in Jordan where the program aligns with and contributes to the Royal Kingdoms '10 million trees a year program' and where municipalities' financial capabilities to maintain investments are stronger.

Impact: On this basis, the evaluation found that the likelihood that the programs' initiatives will contribute to the stated development objectives – in particular permanent jobs – is so far limited. In Jordan this might be rectified by a stronger match between workers trained and employers in demand of employees. The program is also likely to contribute to strengthen community cohesion in Jordan as Syrian and Jordanian workers are identified from within the same communities. In Lebanon the remoteness of project

sites and the limited motivation of workers to join the projects for economic reasons made it challenging to recruit workers from within the same communities.

The program phases had a positive impact on female participants immediate income and the income of participants with disabilities. Placing women and people with disabilities in 'non-traditional' jobs for women, including outdoor work with construction, tree planting and painting is also contributing to challenge prevailing social norms about what women and people living with disabilities are and can do.

RECOMMENDATIONS, LESSONS LEARNED AND GOOD PRACTICES

Main findings & Conclusions

Recommendation 1: Use ILO's unique, tripartite structures and comparative advantage to strengthen opportunities for tripartite parties to be consulted and when relevant involved in the implementation of EIP projects, and to ensure that projects with ILO involvement provide decent working and employment condition. (Section 4.1.2 and 4.1.3)

Recommendation 2: Explore opportunities, within the framework and limitations of the current political and economic contexts, to promote that projects with ILO involvement in general provide decent working and employment conditions and ensure that all technical staff/engineers understand the implications of applying 'decent work principles' at work places. (section 4.1.2 and 4.3.2)

Recommendation 3: Conduct (possibly with third party assistance) an analysis of the needs and interest of ministerial officers before entering new training activities to increase the likelihood that they will engage in the training. (Section 4.4.1)

Recommendation 4: Involve constituents in discussions about what constitutes decent salaries in the two countries and promote that salaries paid are decent. (Section 4.1.3)

Recommendation 5: When applicable, given the different national contexts of implementation, ensure that workers are informed about their rights to file a case with the court if they are not satisfied with the action taken by internal complaint mechanisms and inform workers about the rights to Freedom of Association. (section 4.3.2)

Recommendation 6: Collect data and keep statistics about injuries, incidents and nearby accidents at project sites to enable affirmative actions to eliminate possible hazards and their causes. (section 4.3.2)

Recommendation 7: Meet workers' (including skilled and semi-skilled workers') request for issuing a certificate on work experience obtained during their employment with the projects to further facilitate their job search. (section 4.6.1)

Recommendation 8: Consider offering contracts for the whole project period (6-8 months) for skilled and semi-skilled workers to make it more attractive for workers to apply for these jobs.(section 4.1.3)

Recommendation 9: Conduct a labour market assessment in planned project areas to ensure that the work force needed is available and ready to work under the conditions offered. (section 4.4.1)

Recommendation 10: Ensure that training materials are accessible and open to all groups interested and activate google analytics to the program websites to facilitate analysis of users' interaction with the sites. (section 4.4.1)

Lessons learnt.

- 1) In Lebanon workers were not available in the localities where projects were planned. This led to a situation where the programme had to mobilise workers outside the communities where the intervention took place. This reduces the chance that the project contributes to reduce social tensions between refugees and host community members. To strengthen the likelihood that the program contributes to minimizing community tensions between host community members and Syrian refugees, 'availability of workers' must be introduced as a criterion when project sites are selected.
- 2) For the sake of relevance and sustainability select infrastructure subjects that can be implemented by low-skilled workers and with minimum maintenance needs. Alternatively, the program must sign an agreement with an external donor that will take care of the maintenance needed. This applies to Lebanese municipalities as they face significant financial constraints.

- 1) The programme originally focused on short-term employment (Cash for Work) but it was decided to increase the volume of training offered to participants including on entrepreneurship. This is likely to increase the employability of the workers in the future.

1. Background and program description

The war in Syria has displaced 5.6 million refugees, with 650,000 registered in Jordan and another 950,000 registered with the United Nations Higher Commission for Refugees (UNHCR) in Lebanon, straining infrastructure & services and increasing poverty rates.

History shows, however that public works can offer an effective response to a crisis or to economic shocks and that Cash for Work Projects have the potential to contribute to Social Cohesion in situations where large streams of refugees, economic and political crisis puts pressure on communities.

Throughout its 100-year history, the ILO has therefore been engaged with public works to address poverty, unemployment and a lack of adequate local infrastructure and services. Mainstreaming employment-intensive investment approaches in infrastructure and environmental programs has been a viable solution to create additional jobs and reduce income poverty while stimulating the economy. Different approaches have been adopted over time, but the principle has remained the same: generate jobs and increase income through public investments in infrastructure.

In line with this rationale, the Employment Intensive Infrastructure Programs (EIIP) promotes a wider and improved use of employment-intensive investment policies and approaches for the planning, implementation and maintenance of infrastructure and environmental works in countries where the program is applied. The approaches make optimal use of labour while ensuring cost-effectiveness and quality. The purpose of using these approaches is to develop and maintain infrastructure while producing a positive impact on employment creation and income generation¹.

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The program's rationale is that:

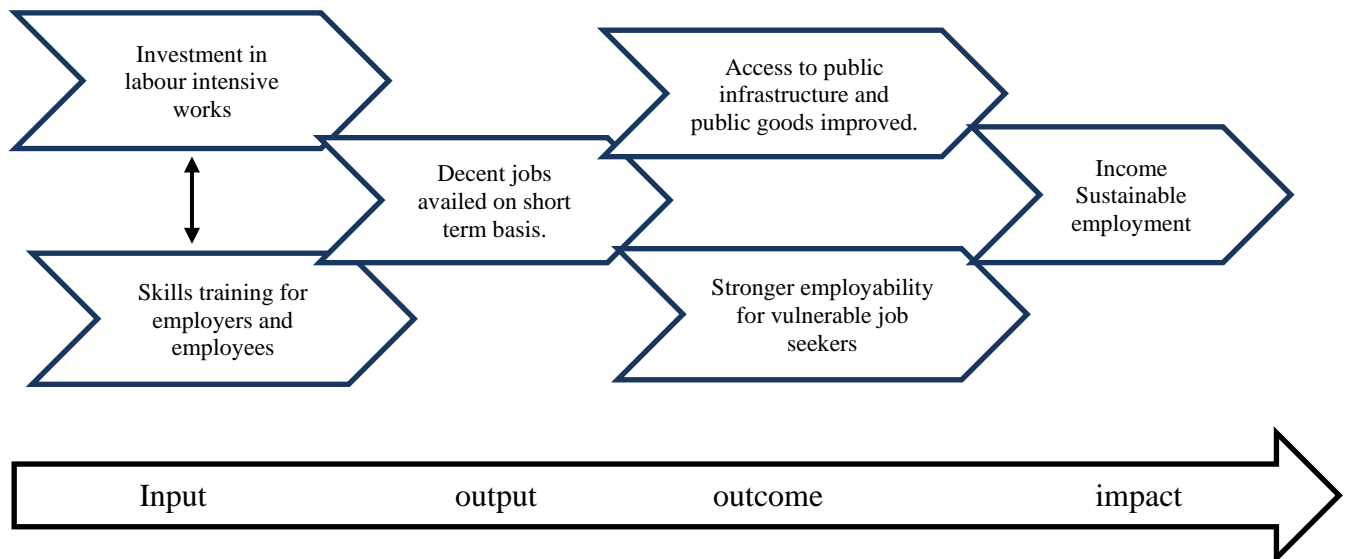
- if refugees and host communities' access short-term employment opportunities and
- if vulnerable women and men in that group access market relevant skills development and employment support,

then this will:

- provide critical income support to help families cope with economic adversity,
- help create and maintain vital community infrastructure that benefits women, men, girls, and boys, and generate indirect impact on employment through the operation of maintenance of the rehabilitated and/or created public asset/infrastructure.
- pave the way for further employment opportunities, including for women and their economic participation in unconventional jobs and for people with disabilities.
- And facilitate a transition from cash-for-work to sustainable employment.

The theory of change is graphically illustrated below:

¹ https://www.ilo.org/wcmsp5/groups/public/---arabstates/---ro-beirut/documents/genericdocument/wcms_893918.pdf



The theory of change is based on the following assumptions (retrieved from descriptions of the Jordan and Lebanon EIPP programs):

Assumptions about the action

Job offerings are based on do-no-harm principles in recruitment & implementation. This implies amongst others that:

- Rates for daily wages are standardized and aligned with program provisions.
- Working environment is safe.
- Syrian refugees access work-permits and registration for social security.
- Recruitment practices comply with the social security law regarding the age of workers.

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Job offerings are inclusive and can attract female workers and workers living with disabilities.

Assumptions about the context and the stakeholders

- National labour market demand skills acquired by direct targets, either through job offerings or skills training.
- Women and People living with disabilities are motivated to apply for jobs and jobs fit their physical capabilities.
- Women and people living with disabilities are motivated to 'graduate' and continue into further skills enhancement (Jordan program)
- Relevant line ministries, municipalities and farm owners commit, engage, and comply with program requirements.

1.1 EIPP programs in Lebanon and Jordan

The EIPP approach is implemented with a slightly different focus in Jordan and Lebanon respectively as described below:

1.1.1 EIPP in Jordan, Phase VI

The key objective of the EIPP Jordan Phase VI is to create short-term job opportunities that enable both refugees and vulnerable host communities (Jordanians) to earn their own income, thus easing people's financial stress. Through the short-term jobs, mainly to be created in the frame of the National Afforestation Program and of municipal

development plans, the Program will contribute to improved living conditions and sustainable development in terms of increased forest cover in Jordan and in terms of improved municipal infrastructure.

Additionally, the Phase VI program seeks to create medium- to long-term perspectives for the target groups through market-based skills training and access to the labour market, as well as entrepreneurship support.

The program aims to create 2500 jobs for Syrian refugees and Jordanian host community members affected by the refugee and economic crisis (with an overall 50/50 ratio) in six northern and central Governorates of Jordan, also targeting 30% women and 5% persons with disabilities (PWD).

Secondary beneficiaries include public authorities, local trainers, and local contractors who receive training on EIPP methods / labour intensive approaches.

Phase VI program represents a conceptually advanced and more complex approach than previous Phases along two dimensions:

- Firstly, it is seeking to link short-term temporary job creation which has been the hallmark of previous Phases with more developmental outcomes in terms of job creation through skills development and entrepreneurship.
- Secondly, there is a shift in terms of infrastructure with a focus on long-term sustainable improvements in the natural environment and in public assets with the partnerships with both the Ministry of Agriculture and with the municipalities. This is also in line with the wider discourse in the country where there is an increasing focus on the 'nexus' approach focusing on the transition from immediate humanitarian interventions to more sustainable development approaches.

Outcome 1: Increased short-term income and improved living environment

Output 1.1: Short term employment opportunities generated for Syrian refugees and vulnerable Jordanians. 220.000-person day paid.

Output 1.2: Sustainable management of forest areas (440 Ha/120.000 trees planted)

Output 1.3: 15 Municipal Community Infrastructures (programs of between 250-500 k)

Output 1.4: Capacity building of Staff of national implementing partners (municipal officials, foremen, group leaders and engineers) with a focus on gender and disability inclusion and local resource-based technology (outreach activities to improve women's participation in labour intensive programs).

Engineers hired by the ILO are monitoring the projects on a daily basis, in addition to regular spot checks by the monitoring officer. ILO has also recruited Social and Environmental Safeguards Officer who is responsible for conducting spot checks specifically related to occupational safety and health, working conditions and environmental safeguards. In addition to that ILO has among the skilled workers recruited ESS Workers on each site who are capable to follow up on daily basis on the sites and fill daily inspection reports to ensure the proper implementation on the site and provide technical support to the partners. Data entry workers are recruited among students and people with an IT background to ensure proper collection of the data on the site, proper filling of the daily muster payrolls and providing accurate and timely data to the partners to be verified, checked and shared for additional spot check and verification by the ILO monitoring officer especially this is important as this is related directly to the calculation of the monthly days of work and the calculation of the wages that requires zero error.

Outcome 2: Perspectives and improved access to the labour market for Syrian refugees and Jordanians. (At least 50% of skills and enterprise trainees (linked with medium- and long-term jobs (disaggregated by sex, nationality and disability), or establish their own business within 6 month of graduation and continue for at least 6 months)

Output 2.1: Enhanced skills development and employment opportunities for Syrian refugees and Jordanians (No. of certified trainers and local institutions who have increased capacities in delivering entrepreneurship training modules)

Output 2.2: Improved entrepreneurship skills of Syrian refugees and Jordanians to establish small businesses (No. of women and men trained in entrepreneurship training)

The component includes gender training to sensitize different stakeholders on gender aspects with the aim to ensure meaning-full participation for women in the program. A certified Labor based Technology training with the Jordanian Engineers Association certifies engineers in LBR and ensures that the program is building the capacity of the national partners to ensure sustainability.

Based on this it is foreseen that about 1,450 EIIP beneficiaries will be provided access to skills and employment services. Some beneficiaries may receive both TVET and EBD support. Of the overall number, 30% will be women. Opportunities will be prioritized for, but not be limited to Phase VI ex-workers.

This integrated package of employment services is also known as a ‘graduation’ or ‘transition’ approach – a systematic approach to facilitate the gradual transition of vulnerable Jordanians and Syrians from cash assistance, including cash-for-work, to sustainable waged and self-employment – and is being used across several ILO programs.

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Based on the assessment, beneficiaries will be directed towards one of three streams: a) Technical and Vocational Education and Training (TVET) b) Workplace-Based Learning (WBL) c) Entrepreneurship Business Development (EBD). This is offered to people showing an interest and aptitude for one of the three streams and based on pre-existing skills and skills acquired during the short-term employment Phase. In practice, most applicants are skilled and semi-skilled workers and entrepreneurs who opt for training to expand their skills and take advantage of entrepreneurship training followed by possible grants to expand their business. This group are typically team leaders in the projects. The program will pilot this new component at a limited scale.

ILO in Jordan and the GIZ Program Support Unit co-chairs efforts to implement Standard Operation Procedures (SOPs) that are to coordinate and harmonize the work of organizations involved with Cash for Work initiatives. The coordination includes issues such as wages, working hours and OSH standards and GIS mapping in Jordan.

Project coordination and management

The overall management oversight of the Jordan Programme lies with the ILO Responsible Official based in the Regional Office for Arab States (ROAS). The Programme Manager is responsible for day-to-day Programme management supported by a Programme team that includes Programme Staff (at a range of UN grades, for a variety of durations) including EIIP Engineering Officers who manages the planning and implementation of all site activities and will act as the first point of contact with the Ministry of Agriculture sites and the Municipality sites. The Engineering Officers will be supported by Safeguard and EIIP Assistants, each supervising technical and safeguards requirements on designated sites.

In addition, the Jordan program employs a Skills and Enterprise Officer supported by a Skills and Enterprise Assistant, a Community Development, Communication and Monitoring Officer who works closely with the

Safeguards Officer in matters related to social safeguards specifically female inclusion, and who will manage all communications from the project to KfW and for public dissemination, an Administration and Finance Officer, a full-time Administration Assistants, a Procurement and Contract Officer who takes care of tendering, management and closure of all contracts and Implementation Agreements with partners and other providers, an Environmental and Social Safeguards Officer, a part-time Helpline Assistant, and a part-time PSU Assistant²,

1.1.2 EIIP Lebanon Phase IV – 2021/2022

Responding to the continuing Syrian refugee crisis and the Covid-19 health and the economic crisis in Lebanon, the core strategy of the EIIP Phase IV in Lebanon was to use the EIIP approach, including Local Resource Based Technology (LRBT) and Decent Work Principles (DWP), to rehabilitate and maintain public infrastructure, complemented by training for contractors and capacity building with public institutions.

The program³ aimed at creating 2800 jobs (i.e. people working 40 days or more) and complete a total of 23 programs. 15% of enrolled workers should be women while 2% should be people living with a disability. The program aimed at a situation where 30% of workers employed would secure work on another construction program with the support of skills gained under the EIIP program.

The program is implemented in cooperation with local authorities and farm owners.

The program’s planned objectives and outputs were:

Program objective 1: Decent employment and income generated for Lebanese host communities and Syrian refugees through sustainable infrastructure and green works, and specific COVID-19 related measures.

- Output 1.1:* Improved access to decent employment for Lebanese Host Community Members and Syrian Refugees.
- Output 1.2:* Improved social security for EIIP beneficiaries.
- Output 1.3:* Improved public assets and agricultural production through sustainable infrastructure and green works.
- Output 1.4:* Employment creation and recovery for Beirut Port explosion special intervention

Program objective 2: Enhanced capacity for job creation and asset management. through institutional development, contractor training and on the job training of workers for enhanced employability.

- Output 2.1:* Improved capacity of private companies to implement LRBT and Decent Work principles for sustainable infrastructure development, maintenance, and green works.
- Output 2.2:* Enhanced capacity of the Public Sector to facilitate the implementation of employment intensive programs.
- Output 2.3:* Improved employability of EIIP beneficiaries through on the job training.
- Output 2.4:* Knowledge products.

² EIIP project document, Jordan

³ International Labour Organization Regional Office for Arab States, Employment Intensive Infrastructure Program in Lebanon (EIIP) Phase IV

1.1.3 EIIP Lebanon Phase V (2023-2025)

The EIIP Phase V represents a continuation of objectives and outputs from Phase IV, with the exception that works no longer include the Beirut port. The portfolio covers a variety of themes, including Infrastructure for Agriculture (Green), and Municipal, Governmental works (inc. roads).

According to the project document⁴, the Phase aimed to create 3,930 jobs (number of people working for 40 days or more). Of which 30% must benefit women and 4% must benefit people living with a disability. This was later revised to 5,613 jobs, according to program staff. In addition, the intervention aims to reach a situation where 20% of EIIP beneficiaries manage to secure jobs in similar fields shortly after completing work on EIIP.

Program objective 1: Decent employment and income generated for Lebanese host communities and Syrian refugees through sustainable infrastructure and green works.

Output 1.1: Improved access to decent employment for Lebanese Host Community Members and Syrian Refugees.

Output 1.2: Improved social security for EIIP beneficiaries.

Output 1.3: Improved public assets and agricultural production through sustainable infrastructure and green works.

Program objective 2: Enhanced capacity for job creation and asset management through inst. development, contractor training and on the job training of workers for enhanced employability.

Output 2.1: Improved capacity of private companies to implement LRBT and Decent Work principles for sustainable infrastructure development, maintenance, and green works.

Output 2.2: Enhanced capacity of the Public Sector to facilitate the implementation of employment intensive programs.

Output 2.3: Improved employability of EIIP beneficiaries through on the job training.

Output 2.4: Knowledge products.

Project coordination and management

The Lebanon programs, phase IV and V are guided by a Programme Framework, signed between ILO, MoL and MoSA. The framework was updated before phase V to reflect the current timeframe and scope of works with ILO and the two Ministries.

Building on the relationships and roles established during previous phases, ILO leads implementation in collaboration with the Ministry of Labour and the Ministry of Social Affairs. A Project Coordination Mechanism, outlined in the Program Framework, offers a forum for discussion of project progress and information sharing. Monthly briefings are circulated among all partners, including KfW.

The Chief Technical Advisor oversees the entire project operation and procedural development and supervises an ILO project team of technical, administrative and finance staff. The ILO manages the operation with a similar ILO staffing structure as in Phase IV but with a strengthened field-based capacity. As in previous phases the program utilises local consultants for design and supervision of infrastructure projects where needed.

⁴ International Labour Organization Regional Office for Arab States, Employment Intensive Infrastructure Program in Lebanon (EIIP) Phase V

1.2 The context

The political and economic contexts in which the EIIP program Phases are implemented differ between Jordan and Lebanon in several ways as described below. Most notably in terms of authorities' policy positions towards refugees' right to protection and their signature to the refugee convention and the economic contexts that frames municipalities' operations.

1.2.1 The Jordanian context

As of early 2024, Jordan – a lower middle-income country of 11 million inhabitants – hosted more than 1.3 million refugees: most are of Syrian nationality. More than 81% of the Syrian refugees live outside camps in urban, peri-urban, and rural areas, primarily in Amman, Irbid, Mafraq, and Zarqa governorates.

66% of the Syrian refugees live below the absolute international poverty line of lower-middle-income countries (2023) and face challenges in accessing health services, shelter, and livelihoods, making them highly dependent on humanitarian aid⁵.

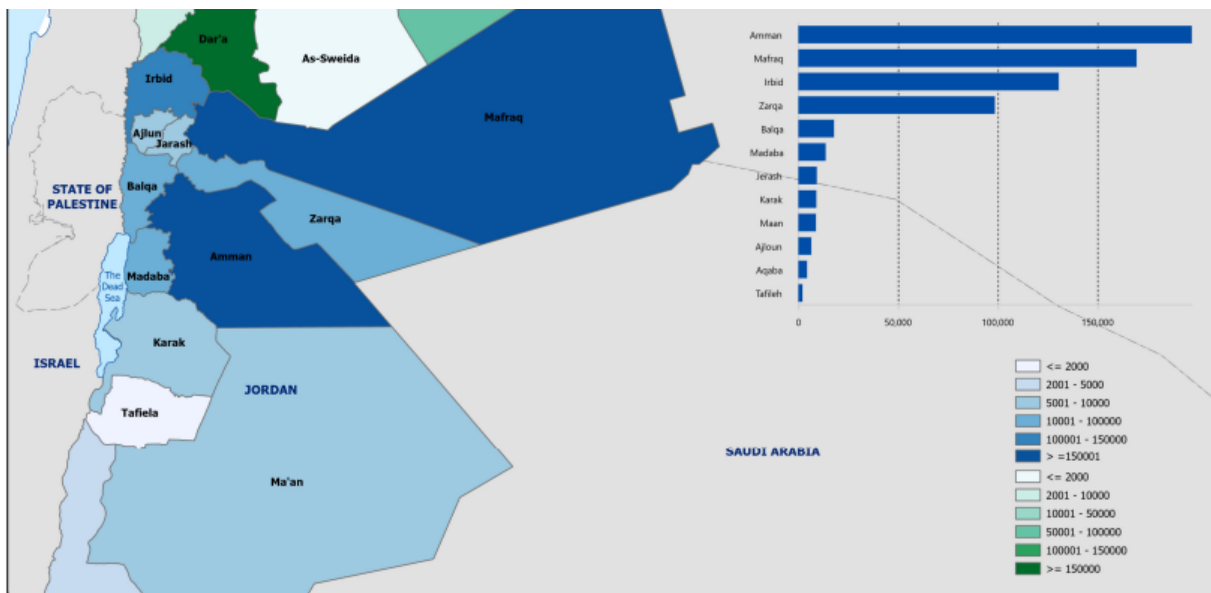


Figure 3 UNHCR, Syrian Refugees in Jordan, January 2023

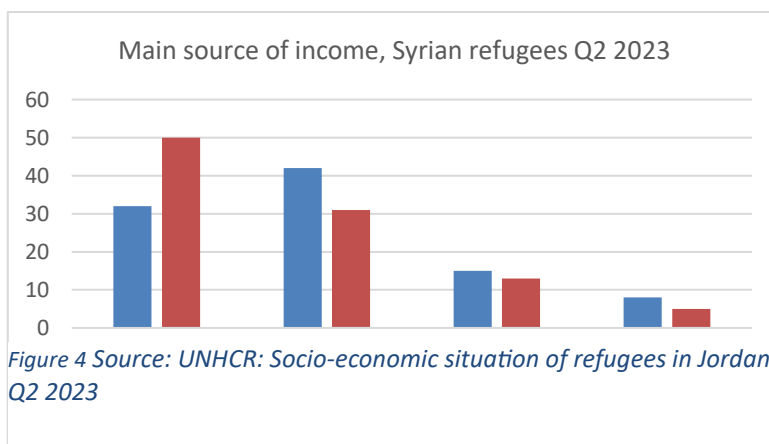


Figure 4 Source: UNHCR: Socio-economic situation of refugees in Jordan Q2 2023

An analysis prepared by UNCHR in Q2 of 2023 based on self-reported data from Syrians living in host communities and camps in Jordan finds that work and support from the World Food Program are the main sources of income for Syrians living in host communities and Syrians living in camps respectively⁶. Yet while 42% of Syrians living outside camps indicate work as the main source of income, this is the case for only 31% of Syrians living in camps. 50% of Syrians

⁵ <https://www.acaps.org/en/countries/jordan#>

⁶ UNHCR: Socio-economic situation of refugees in Jordan Q2 2023

living in camps report support from WFP as their main source of income, while this is the case for 32% of Syrians living outside camps 'only'.

Gender norms and patriarchal systems along with health conditions, are among the factors that affect the extent to which Syrians are looking for a job. In 2023 the percentage of economically active – i.e. the percentage of individuals aged 15+ who are either working or actively looking for employment were 29 for Syrian refugees and 33,3 for Jordanians respectively⁷. The unemployment rates among this groups were 28 percent for Syrian refugees, and 22 percent for Jordanians respectively.

Legal and policy frameworks

In both Lebanon and Jordan, multiple legal, social, cultural, and economic challenges contribute to limit Syrian refugees' access to the formal labour market. Although Syrians have always worked in the informal economies of both countries, the refugee crisis has created pressuring competition in the informal low-skill labor market where Syrians – now refugees—are more likely to accept less than adequate working conditions to sustain their livelihoods. Refugees working in the informal economies of both countries are exposed to exploitative working conditions, long working hours, low wages, lack of legal protection, and are not afforded any type of social protection, such as health insurance or paid sick leave⁸

Yet, in 2016, the Jordanian government pledged to provide 200,000 work permits for Syrian refugees and to facilitate the work permit documentation process through the Jordan Compact. The Compact is an agreement negotiated with the EU which seeks to mobilize the EU's development policies as well as its funding arrangements in exchange for Jordan (and Lebanon, see below) facilitating refugee integration and employment in the context of refugee flight from Syria. Since signed in 2016 and until July 2023, Jordan's Ministry of Labor (MoL) states it has issued approximately 373.000 work permits of which approximately 300.000 are active.

To regulate the labour market and provide opportunities for non-Jordanians, permits are issued for jobs in bakeries, the industrial and agriculture sectors and the construction industry. Non-Jordanian workers can also get a permit to take on roles involving loading and unloading goods. Other professions are reserved exclusively for Jordanian workers, which include technical, professional, office-related, sales, maintenance and vehicle repair careers, among others⁹.

In line with the Compact agreement, the Jordanian government has also passed various policies that allow Syrian refugees to run home-based businesses (HBBs)¹⁰. Other commitments in the Compact include the introduction of grace periods for refugees working without a work permit, waiver of fees to obtain a work permit in selected sectors, and simplification of document requirements for employment.

Although significant progress has been made towards fulfilling these commitments, several challenges persist. The sectors within which Syrian refugees can work formally in Jordan are still limited and are constantly changing. There is a lack of clear and concise information about work permit procedures and requirements. Furthermore, the process for obtaining a flexible work permit or an HBB license is complicated and time-consuming for refugees, and

⁷ Ibid

⁸ American University of Beirut, 2021: Addressing challenges faced by Syrian Refugees working in the informal economy: Case studies from Lebanon and Syria

⁹ Ibid

¹⁰ American University of Beirut, 2021: Addressing challenges faced by Syrian Refugees working in the informal economy: Case studies from Lebanon and Syria

the multiple requirements for issuing a work permit often deter employers from going through the process (IRC, 2020). Few refugees manage to register their HBBs due to the need for a valid passport, which many do not have. Besides, there remain restrictions to starting a business outside the home, including the need to have a Jordanian partner¹¹.

The Impact of work permits for Syrians in Jordan

Based on an analysis of a wide selection of decent work indicators, a study conducted by the ILO and released in September 2021¹² found that Syrians holding a valid work permit held better quality jobs than their counterparts without valid work permits and that in many areas of decent work, Syrian workers had come closer to the standards of the Jordanian workers over time, indicating a steady assimilation of Syrians into the Jordanian labour market, partly caused by the introduction of the work permit scheme. However, decent work is still considerably more prevalent among Jordanians compared to Syrians in most areas, indicating that there is still much room for improvement.

Beyond the impacts on decent working conditions, the studies also identified largely positive outcomes of the work permits on integration and social cohesion. Firstly, the study found that holding work permits gave Syrian refugees a sense of safety, with some 70% of interviewed refugees with work permits highlighting that the permit made them feel safe in the streets (as there is less risk of being arrested and repatriated), which contributes to their wellbeing in general. Secondly, the scheme also contributed to Syrian refugees' better integration into Jordanian society and the status of Syrian refugees in the labour market, with greater numbers of Jordanians perceiving Syrian refugee workers to be reliable and hardworking following the implementation of the scheme.

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And the same positive trend was seen in terms of perceptions of the influence of Syrian refugees' presence on the wage levels in the market: 90% of Jordanians believed that Syrians were pushing down wage levels in 2014 compared to only 65% with the same belief in 2020. The level of trust between Jordanians and Syrian refugees has also increased significantly between 2014 and 2018, with 48% of Jordanians expressing trust in Syrian refugees in 2018 compared to 12% in 2014¹³.

1.2.2 The Lebanese context

The Lebanese Government estimates that around 1.5 million Syrian refugees (of which 55% are registered) reside in Lebanon (2023), besides around 489,300 Palestinian refugees and around 11,600 refugees of other nationalities. With the Lebanese population of 5.3 million, these figures make Lebanon the country with the biggest refugee-to-resident population ratio in the world. The highest numbers are hosted in the Bekaa Valley, North Lebanon and Beirut. These areas are also considered to be amongst the most vulnerable localities in Lebanon¹⁴.

¹¹ Ibid

¹² ILO, September 2021: Impact of work permits on decent work for Syrians in Jordan Svein Erik Stave, Tewodros Aragie Kebede and Maha Kattaa

¹³ Ibid

¹⁴ <https://www.unhcr.org/lb/at-a-glance>



Total No. of Refugees **814,715**

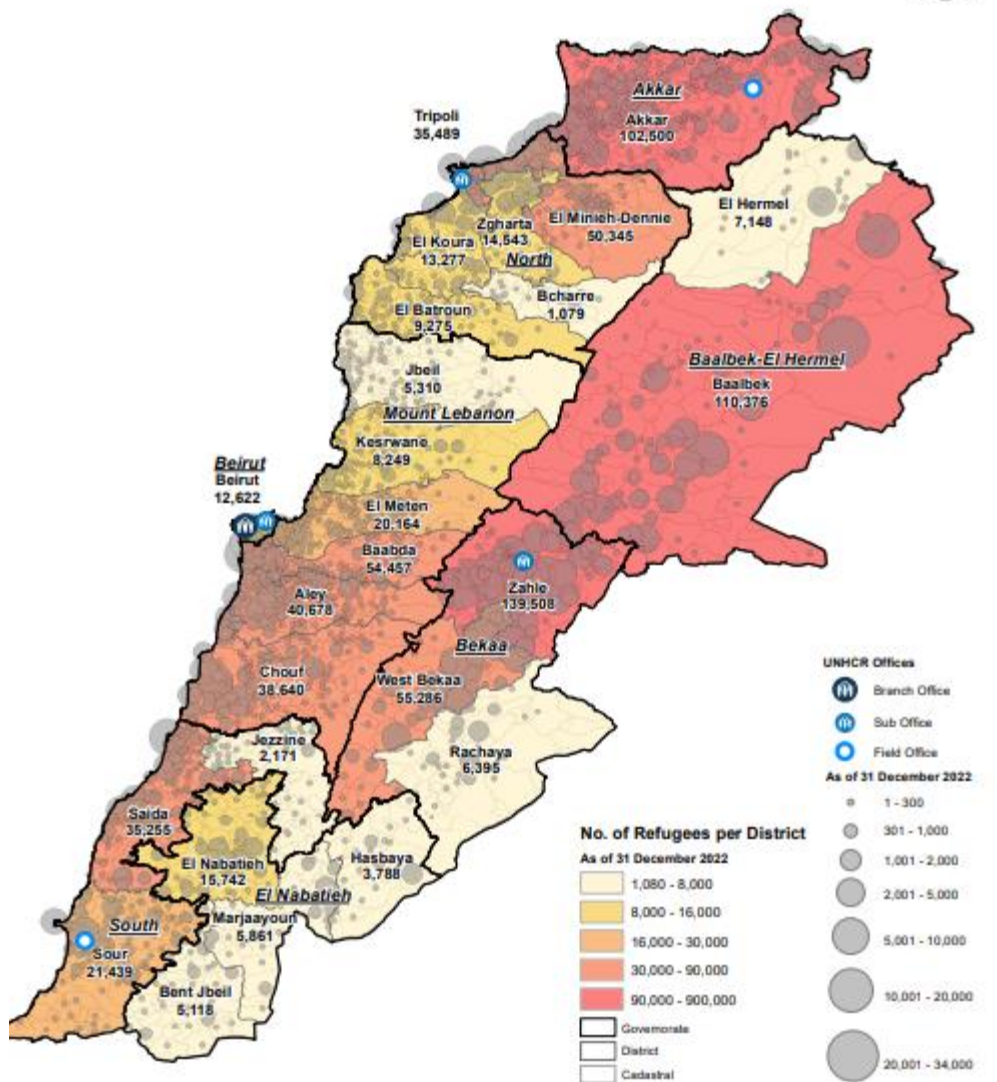


Figure 3

Source: UNHCR, January 2023. Location of registered Syrian refugees in Lebanon

Almost the entire Syrian population in Lebanon live on an income that does not cover basic needs. Around 27% of Syrian refugees in Lebanon are food insecure.

Since 8 October 2023, the escalation of tensions between Hezbollah and Israel has further aggravated the situation as nearly 90,000 people have been displaced from southern Lebanon to central and northern parts of the country, disrupting their livelihoods and increasing their needs for shelter, food, and cash assistance¹⁵.

Like in Jordan, gender norms and patriarchal systems along with health conditions, are among the factors that affect the extent to which Syrians are looking for a job. Research conducted by the American University of Beirut (AUB) in

¹⁵ <https://www.acaps.org/en/countries/lebanon#>

2021 estimated that 55% of the adult population is outside the labor force, while the unemployment rate, i.e. the share of the labor force that is without work but available for and seeking employment was estimated to 23¹⁶.

Legal and policy frameworks

Like the Jordanian government, the Lebanese government signed a compact agreement with the EU in 2016 to pledge to provide work permits for Syrian refugees and to facilitate the work permit documentation process in exchange for EU funding arrangements. In contrast to the Jordan Compact that had numerical targets and deliverables, the Lebanon Compact's logic of intervention appears not to be in full compliance with Lebanon's politics of refugee reception. Officially, Lebanon does not consider itself a country of asylum but a country of transit (UNHCR 2015). It is neither a party to the 1951 UN Convention on Refugees nor to its 1967 Protocol Relating to the Status of Refugees.

The EU-Lebanon compact agreement therefore took the character of a 'letter of intent', that did not dispose of any concrete implementation mechanisms¹⁷. It was also adopted at a time when ongoing EU-Lebanese negotiations on establishing formal linkages between trade and refugee employment have not yielded results, so unlike the Jordan Compact, the Lebanon Compact did not foresee the provision of formal employment opportunities for refugees in Lebanon¹⁸. Rather the Compact committed funding until 2020 to various projects in the areas of employment, governance, security, and countering terrorism. In the context of these financial arrangements, the Compact called on the Lebanese government to facilitate temporary legal residence to Syrian refugees and access to employment.

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The impact of the policy framework on Syrians in Lebanon

Reflecting the policy framework refugees are generally not obtaining residency or other permits in Lebanon. Registration of refugees has been suspended since 2015 in accordance with the Government's instructions. Hence of the estimated 1,5 million Syrian refugees in Lebanon approximately 815.000 are registered with UNHCR (before 2015). Syrians approaching UNHCR for protection who cannot be registered are counselled by UNHCR. For refugees who lack valid residence permits, this is a criminal offence for which they can be arrested. This makes them vulnerable to arrest when they move to find work, and also vulnerable to exploitation by employers because they can be reported to the authorities for any reason.

For refugees who have residence via sponsorship, the sponsor (employer) is responsible for their legal status, work permission, healthcare and accommodation, and thus potentially holds considerable control over the refugee. Sponsored refugees report being required to abide by certain unlawful exploitative conditions to maintain their sponsorship (and hence their residence)¹⁹.

The results of the no permit policy are exemplified in research from 2019²⁰ that found that while 30% of Lebanese respondents had written contracts, only 4% of Syrian respondents did. Similarly, the research found that Syrian workers systematically earn less than Lebanese workers: 75% of Syrian respondents reported earning less than the minimum wage, compared to 39% of Lebanese respondents. Syrian workers are also more likely to work longer

¹⁶ Interagency Coordination, Lebanon: Vulnerability Assessment of Syrian Refugees in Lebanon, 2022

¹⁷ The Magyc project: 2020: Refugee Governance in Crisis: The Case of the EU-Lebanon Compact Tamirace Fakhoury Lebanese American University

¹⁸ American University of Beirut, 2021: Addressing Challenges faced by Syrian Refugees working in the informal economy: Case Studies from Lebanon and Jordan.

¹⁹ Leaders for Sustainable Development: DIGNITY AT STAKE: CHALLENGES TO ACCESSING DECENT WORK IN LEBANON, Discussion paper, 2019.

²⁰ Ibid

hours than Lebanese, which is linked to the fact that many Syrians are confined to working in sectors such as construction and agriculture, which report long working hours overall.

At the same time, these sectors have a long history of absorbing Syrian workers, even prior to the war in Syria. This is testimony to the sectors' informality – it is easy to get a job, even for a few days, without a permit. At the same time, the sector depends on cheap labour, and the competition with Lebanese agriculture workers is low²¹.

Economic collapse – and a continued informalization of the Lebanese economy

In 2019, years of mismanagement and political deadlocks culminated in an explicit financial collapse that was further exacerbated by the COVID19 pandemic, followed by the Beirut Port Explosion in 2020²²; all factors that have added to the hardship of both Lebanese and Syrians in Lebanon and to the further 'informalization' of the Lebanese economy and deterioration of protection frameworks. According to an ILO survey conducted in 2022, 63 percent of the working population were working informally, with no security or benefits²³.

The financial situation, marked by the stark devaluation of the Lebanese Pound, soaring inflation and the political deadlock has led to a situation where the central government is unable to fulfil its obligation to citizens and to provide all municipalities with their allocated shares of public funding. This is further compelled by the loss of municipal funds deposited in commercial banks and by the fact that municipalities must receive and collect all its funding and revenues in Lebanese Pound, resulting in continuous decrease in the value of the revenues, and more difficulty in covering expenses. This has led to many municipalities to increase their reliance on international organizations like the UNDP, USAID, the FCDO, and the UNHCR to compensate for the absence of public resources for assistance to cover their most basic expenses²⁴.

In sum, these challenges undermine municipalities' ability to sustain salary disbursement and to continue main service provisions in line with their obligations under the Municipal Law (i.e., provision of education, health, employment etc). For many municipalities waste disposal and waste management alone are key resource draining service on their own due to soaring prices of diesel and its severe shortage.

2. Evaluation purpose:

The ILO has commissioned an independent cluster evaluation of the two programs (three Phases) to provide an independent assessment of the progress to date for accountability and learning purposes and to assess the evaluability of ongoing program Phases.

The evaluation is expected to provide findings for the ILO at two levels: clustered level covering both programs/ the EIIP approach as applied in Jordan and Lebanon during 2021 to 2024, and individual-program level covering the particularities of each program.

The evaluation will comply with the ILO evaluation policy²⁵, which is based on the United Nations

²¹ American University of Beirut, 2020: Dynamics of Syrian Refugees in Lebanon's Agriculture Sector, Nur Turkmani Kanj Hamade

²² ALEF (January 2023), Peacebuilding and Social Stability Challenges faced by Municipalities within a Context of Ongoing Crises in Lebanon, Lebanon

²³ ILO and the Central Administration of Statistics, Lebanon: Lebanon follow-up Labour Force Survey January 2022

²⁴ ALEF (January 2023), Peacebuilding and Social Stability Challenges faced by Municipalities within a Context of Ongoing Crises in Lebanon, Lebanon

²⁵ <https://www.ilo.org/resource/policy/ilo-evaluation-policy-2017> <https://www.ilo.org/publications/ilo-evaluation-guidance>

Evaluation Norms and Standards and the UNEG ethical guidelines and evaluate the EIIP approach and the three programs against the DAC criteria relevance, coherence, effectiveness, efficiency, sustainability, and orientation to impact.

The evaluation will be informed by the following evaluation questions²⁶:

Relevance. How well do the programs' design(s) reflect the strategic priorities of the ILO programs and the United Nations Sustainable Development Framework, and how well do they address the needs of constituencies and the targeted populations?

Evaluation questions:

- 1.1 To what extent are the program's objectives and approach relevant to the constituents' needs and present countries' context?
- 1.2 How relevant were the programs to the needs of targeted population? Were the needs of women, persons with disabilities (PWDs), refugees, and most vulnerable groups well-articulated in the program design?
- 1.3 How do the programs contribute to the ILO's Program & Budget, Decent Work Country Programs, United Nations Sustainable Development Framework, and SDGs?
- 1.4 How were the criteria for selecting the program sites developed and applied? How did the programs ensure that the chosen sites align with the identified needs and priorities of the target population? What type of stakeholder consultations or assessments were conducted to ascertain the relevance of the selected sites to the overall goals of the program?
- 1.5 To what extent are the objectives and results statements of EIIP LBN PV & EIIP JOR VI SMART? Do they have a well-defined logic model and theory of change?
- 1.6 To what extent are the monitoring plans for EIIP LBN PV & EIIP JOR VI actionable and concrete?

Coherence: How well do the programs align with similar ILO and other development efforts as well as with broader gender equality objectives and strategies?

Evaluation questions:

2.1 To what extent do the programs harmonize with similar efforts of the ILO and other donors, avoiding duplication and promoting a coordinated approach? Including with UNCT mechanisms, CfW and Livelihood inter-agency mechanisms.

How well are the programs aligned with broader gender equality objectives and strategies at the national and international levels.

Effectiveness: How well did the programs deliver against planned results and crosscutting policy drivers (including gender equality, social dialogue, and labour standards)? What, if any, were the unintended effects, either positive or negative, of the programs?

Evaluation questions:

- 3.1 Did the programs meet all their planned (according to the timeline) outputs and outcomes/ objectives? Why were the results achieved/ not achieved?

²⁶ Questions reflect the evaluation team's summary of the research questions posed in the terms of reference and emphasize the *value* aspect of an *evaluation*. The questions do not replace the research questions posed in the terms of reference but will serve as the 'headings' when the evaluation answers the research questions listed in the terms of reference. Annex I offer an outline of the evaluation matrix, including research questions from the terms of reference and how they will be answered.

- 3.2 How did the programs' achievements contribute to ILO's cross-cutting policy drivers including gender, equality, social dialogue, and labour standards?
- 3.3 Has there been any unintended positive/negative consequences of the programs' interventions?

Efficiency: How well did spending of resources represent the best possible use?

Evaluation questions:

- 4.1 To what extent have the programs' activities been cost-efficient? Have resources (funds, human resources, time, expertise etc.) been allocated strategically to achieve all outcomes?
- 4.2 To what extent can the programs' results justify the time, financial and human resources invested in the program?

Sustainability: How sustainable and worthwhile are the results achieved for target groups and for national partners?

Evaluation questions:

- 5.1 How sustainable are the results achieved by the programs likely to be? What measures have been considered to ensure that the key components of the programs are sustainable beyond the life of the program?
- 5.2 To what extent the short-term employment opportunities provided by the program enhanced the employability of the target groups?
- 5.3 To what extent are national partners— governmental or non-governmental – able and willing to continue their efforts after the programs' end date? And how does EIIP exit from direct delivery and hand on its methodology and learning to the national authorities (NGOs, Public Institutions, Municipalities, other Actors),

Impact: How worthwhile were the outcomes/results and how did the program contribute to them?

Evaluation questions:

- 6.1 What is the likely contribution of the programs' initiatives to the stated development objectives? Did they contribute as laid out in the initial theory of change? What else could have been done to better realize the program objectives?
- 6.2 What is the likely impact on women participants?
- 6.3 What is the likely impact on Participants with Disabilities?

3. Methodology

The evaluation uses a case-based mixed methods convergent parallel data collection and analytical design to answer the questions listed in the terms of reference. This implied that the evaluation team would collect data from five sites in Jordan and six sites in Lebanon. The selection criteria were formulated by the evaluation team to cover the thematic diversity of job offerings provided and included the following:

Jordan:

- Municipalities where public works was conducted (see table below).
- One/two geographical location where tree planting was conducted.
- Sites with skills elements.

Lebanon:

- Municipalities where public works was conducted.
- Farm and agroindustry locations where work was conducted.

In result, the evaluation collected data from the following sites:

Table 1 Focus groups and locations

Jordan	Lebanon
Koora (Irbid): Tree planting and forest cleaning Bani Kinana (Irbid) Tree planting Bereen, (Zarqa): Construction Dhleil: Construction (pavements, walls) Jerash: Training for Tree planting	Hauch El Omara/ Zahleh: Cleaning, agriculture work, rehabilitation of land, building a ramp, rehabilitating accessible toilet, seats and pergola Akkar: Land rehabilitation for landowners Baskinta: Routine maintenance: cleaning water channels, removing the grass Bait Eddine: Wall rebuilding Junieh: Construction (rehabilitation of alleys to access the sea) Mhammrah: School, (construction of new buildings)

For each location, the evaluation team collected data among the following groups of informants:

Male and female workers and workers living with a disability (refugee and host community): The purpose was to gather information about informants work experience and the effects that their enrolment with the program has had on their income and later job opportunities, and thereby to assess the viability of the assumptions of the Theory of Change, listed in section 2.1 above. Informants were interviewed in focus groups according to their gender. Persons with Disabilities were integrated in the groups of male and female informants, but were invited for separate, in-depth interviews after the focus groups too. This sampling and procedure enabled the evaluation team to attend to the evaluation’s requirements for a gender lens to the entire evaluation process and to pay attention to the perspectives of persons with disabilities too.

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Focus groups were conducted with and included male and female participants so as to ensure that the evaluation would capture gendered perspectives regarding the interventions’ relevance, effect and impact for men and women respectively. The focus groups included the following informants :

- 123 male and female workers of Syrian and Jordanian origin in Jordan. 50 Jordanians (34 males, 16 females), 73 Syrians (40 males, 33 females).
- 18 group leaders and semi-skilled workers in Jordan all Jordanians.
- 27 male and female workers of Syrian and Lebanese origin in Lebanon. These included 4 landowners. 7 Lebanese (all males), 20 Syrians (13 males, 7 females).
- Two informants were living with a disability 1 Jordanian (females), 1 Syrian in Lebanon (male).

The discrepancy in numbers between Lebanon (26) and Jordan (141) reflected differences in status and context of the two projects.

In Lebanon, many locations and sites had either terminated a project or were just about to start a project. This made it harder to identify and randomly select workers from projects in operation compared to Jordan. Workers’ turn-out was further affected by low salaries and a campaign in recent months to send Syrian refugees who stay in Lebanon without a permit back to Syria. Experienced workers had moved on to other projects or had been repatriated and new workers did not have full insight in all challenges and opportunities.

Focus groups conducted were segregated by gender to counter cultural obstacles that would otherwise prevent females to speak in public.

Municipality officials/national officials and contractors (in separate meetings): The purpose was to gather information about informants' experience with the training received from and cooperation with the program, challenges and opportunities accounted with respect to the implementation of the work conducted and the added value of work done for the community and/or the wider public.

The sampling of cases and groups of informants according to gender and disability status enabled the evaluation to assess possible differences in the programs' relevance and effect across thematic areas of work (construction vs. green work) and across demographic indicators (refugee, host community member, gender, and disability status).

Transitioning into regular jobs

In addition to the case based data collection described above, data collection in Jordan also included a focus on the 'nexus' approach' focusing on the transition from immediate humanitarian interventions to more sustainable development approaches through the provision of Vocational Education and Training (TVET), Workplace-Based Learning (WBL) or Entrepreneurship Business Development (EBD) for workers who wish to or have the opportunity to embark on a transition journey from 'cash for work' into more sustainable job opportunities. Interviews with trainers, facilitators and individuals engaged in small and micro-enterprises were therefore conducted too.

Finally, the evaluation team conducted interviews among the following group of informants:

- National and local officials from national ministries, including the ministry of labour and municipalities, and trade unions.
- Farm owners and private construction companies (contractors) that are stakeholders in and have benefitted from the program. Companies applying without being awarded a contract will be interviewed too.
- Program staff, including ILO program officer, EIIP gender specialist, ILO ROAS, ACTEMP and ACTRAV)
- Other, external informants including donor representatives, UN Agencies (UNHCR, IOM, GIZ), TVET institution representatives/training providers, including: Jordan Chamber of Industry, KfW CFW working groups, other agencies working on the CfW livelihood domain (UNDP/ UNICEF WfP?).

Ethics

The evaluation followed the ILO evaluation guidelines, UN Norms and Standards and UNEG ethical guidelines throughout the evaluation.

This implied that before any structured interview or focus group, participants were informed that:

- Their participation was voluntary.
- All answers would remain anonymous.
- There would be no registration of respondents/non respondents.

Respondents was also be informed about the purpose of the interview/focus group and how ILO intended to use the results. And they were assured that they were free to not answer any question and to leave the focus group at any time during the session.

3.1 Data analysis

The evaluation team used a thematic analysis to make sense of data collection and to reach triangulated findings. This implied that the evaluation team identified, analysed and interpreted patterns of meaning using several sources (i.e. workers, team leaders, project staff) to reach warranted findings and answers the evaluation questions posed in the terms of reference. The process include coding of data, i.e. labelling statements about the same topic to identify areas of alignment or misalignment. Triangulation further served to mitigate the risks that possible biases linked to respondents' background, political opinions and particular interests would influence the findings.

Data from focus group discussions have been aggregated according to gender to assess the intervention's possible, different impact and relevance for male and female participants respectively.

Annex V includes an overview of the evaluation sequence.

4. Key evaluation findings

4.1 Relevance

4.1.1 To what extent are the programs' objectives and approach relevant to the constituents' needs and present countries' context?

As described in section 1.2, poverty and limited job and livelihood opportunities remain a significant problem in both Jordan and Lebanon. On this basis the evaluation finds that the programs' objectives and approach is relevant overall to constituents' needs.

As described in section 1.2.2 the context in Lebanon is characterized by an economic crisis that has significantly reduced the function and functional capabilities of local municipalities, and by a political crisis that implies that many municipalities remain without a political leadership. Officially, Lebanon does not consider itself a country of asylum but a country of transit (UNHCR 2015). It is neither a party to the 1951 UN Convention on Refugees nor to its 1967 Protocol Relating to the Status of Refugees. Syrian refugees are generally not obtaining residency or other permits in Lebanon, as registration of refugees has been suspended since 2015 in accordance with the government's instructions. Refugees who are identified by the police are repatriated. The irregular status of refugees from Syria is further associated with a risk – at least temporarily as of May 2024 – for Syrian workers to commute to and from work sites.

Therefore, and while the EIIP program's focus on income generation remains highly relevant in both countries, the evaluation finds that the political and economic context in Lebanon has serious implications for the program's implementation, in particular the likelihood that municipalities can and will maintain investments in repairs and construction provided by the program, even in situations where construction projects require minimum attendance later. This finding applies to all municipalities targeted by the EIIP and is further aggravated by the fact that municipalities were not directly involved in the project's design.

The program's alignment with the Royal Jordanian Kingdom's tree planting program (The King's One Million Trees Per Year Program) and with the capabilities of ministries and municipalities to co-finance and continue activities after the project's termination contributes to the program's relevance in Jordan.

In none of the two countries the social partners were involved in planning and project implementation, although the intervention would be of relevance to employers' associations and trade unions respectively.

On this basis, the evaluation finds the program's objectives partly relevant to the country context in Lebanon and fully so in Jordan, where local municipality infrastructure and policy frameworks support the project's operation and maintenance of investments once projects are completed. The fact that the social partners are not involved as active stakeholders in the program is a missed opportunity in terms of promoting a work culture based on negotiated contractual agreements between workers and employers, however.

4.1.2 How relevant were the programs to the needs of targeted population? Were the needs of women, persons with disabilities (PWDs), refugees, and most vulnerable groups well-articulated in the program design?

Income and livelihood opportunities remains a key concern for Syrian refugees and host community members alike in both Lebanon and Jordan. The large number of Syrian refugees in both countries exhausts existing infrastructure and strains relationships between refugees and host communities.

On this basis, the evaluation finds that the program remains relevant and contributes to meet refugees' and host community members' immediate need for economic relief and income in both countries. The program offers an opportunity to access non-conditional cash that beneficiaries may dispose of according to their own priorities and needs (as opposed to other programs).

This was confirmed by workers – skilled and low-skilled – interviewed in both Jordan and Lebanon, as both male and female informants of Syrian and host community origin either agreed or strongly agreed that the job placement was relevant. Low-skilled workers in both Jordan and Lebanon further confirmed that they thought the job placement improved their job opportunities. While income gained from the job placement was insufficient to cover daily living costs for themselves and their families – in particular in Lebanon - several informants stated that their job placement contributed to alleviate financial shortcomings and cover (some) expenses related to rent, electricity and food. It was reported that in Jordan, the relatively higher salaries earned within the projects were felt in communities as increased economic activity benefitting a wider range of people beyond the projects. In Lebanon, this effect was not reported, possibly because of the low wages and because workers often commute long distances. The possible positive effects of earning an income are therefore not directly visible for project staff and stakeholders.

The evaluation further finds that the programs offer a relevant contribution to social cohesion, as workers of Syrian origin and workers from host countries build positive relations, when they work together. This was confirmed by male and female workers in both Jordan and Lebanon and by supervisors interviewed, as illustrated in figure 3 below. The intervention's contribution to social cohesion had a further positive effect at community level too in Jordan, as workers were recruited from within the same local community.

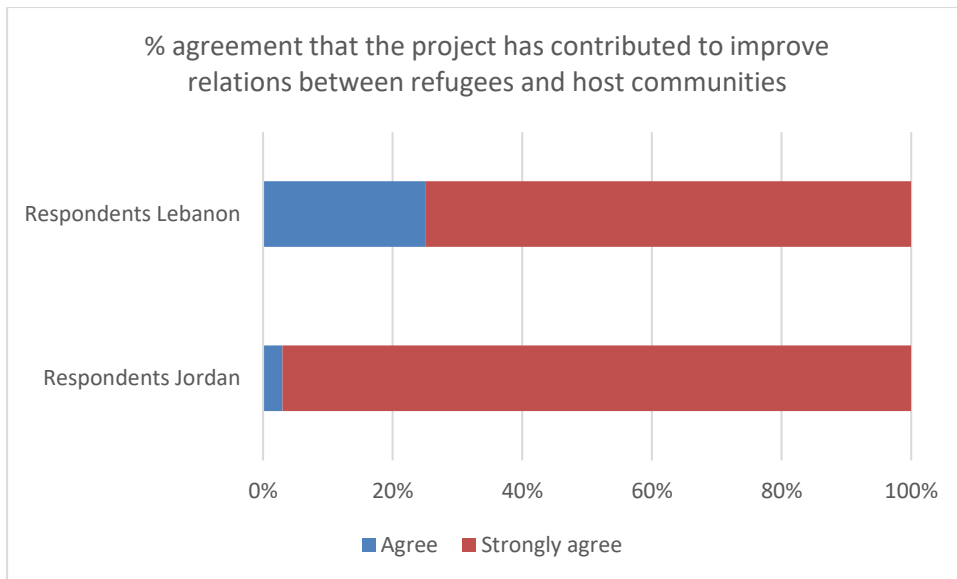


Figure 4 % agreement that the project has contributed to improve relations between refugees and host communities

The evaluation notes that ILO and members of the cash working group in Lebanon are developing a new technical note on minimum wages for Cash for Work (CFW) programs (see section 8.2). It is understood that such notes have previously served to prevent projects, implemented with foreign funds, from offering salaries that local entrepreneurs could not compete with. In the current situation, the wages offered within the CFW projects are so low, that they are close to reach a level, where they might be categorized as social dumping. The low wages are at risk of reducing the intervention's relevance to workers and is already hampering recruitment in Lebanon. The evaluation was informed that Contractors often have to add on to the salary with money their overhead to be able attract workers.

The evaluation is further concerned that social partners do not participate in the negotiations on a new minimum wage for CFW projects, neither in Lebanon, nor in Jordan. Their participation would contribute to ensure compliance with the Labour Code and to ensure that salaries are acceptable to all parties alike.

4.1.3 How do the programs contribute to the ILO's Program & Budget, Decent Work Country Programs, United Nations Sustainable Development Framework, and SDGs?

The ILO as a United Nations Specialised Agency has a mandate to promote rights at work and decent employment opportunities. The tripartite structure on which the ILO is based enables close contact with and easy access to governments, employers' organisations and trade unions and their expertise.

Globally, the ILO has implemented EIIP projects supporting job creation in more than 40 countries for many years with a proven and adaptive methodology. The EIIP program links to the ILO's global Jobs for Peace and Resilience (JPR) flagship program, which adopts a strategic approach that aims to contribute to more peaceful societies through employment, decent work, and social dialogue, contributing to stability and resilience in response to crises.

In Jordan, the EIIP program aligns with the Decent Work Country Program, which has three interlapping priorities that it targets to formalize within the Jordanian labor market:

- Creating jobs for social cohesion
- Enhancing decent working conditions for all

- Enabling fair access to the labour market; and building the capacities of social partners

In Lebanon, the evaluation found that the EIIP's strong link between humanitarian interventions and decent work had the potential to contribute to meet the objectives in the Decent Work Country Program for Lebanon and the United Nations Sustainable Development Cooperation Framework (UNSDCF) for Lebanon 2023-2025. The evaluation further found that the EIIP aligns with the livelihoods sector of the government-led Lebanon Crisis Response Plan (LCRP) 2022-2023.

While the EIIP program documents align fully with government and UN programs, the evaluation found that scope remains – in the practical implementation of the programs – to further promote decent working and employment conditions in line with the ILO's mandate.

As described in section 4.1.2, the absence of tripartite parties in negotiations about the formation of feasible salaries in the labour market might adversely affect the promotion of decent working conditions in the labour market as such. Their absence is further a missed opportunity for strengthening the social dialogue at tri- and bi-partite levels.

At the same time, scope remains to promote the practical implementation of decent working and employment conditions on work sites supported by the EIIP program. In Jordan, the evaluation team found several practises jeopardizing decent work conditions, including no drinking water, no toilets, deduction in salaries, and precarious employment conditions.

Areas for a further improvement of decent working conditions reported by workers and supervisors include:

- A return to a previous practice to sign work contracts with semi-skilled and skilled workers of 3 months duration rather than one-month contracts with a possibility of extension, if workers perform well.
- Provision of water and toilet facilities for women who were struggling to find dignified means to care for their sanitary needs during menstruation in particular. Workers get a plastic bottle from the project and must then bring water from their home.
- Shelters in rainy seasons.

The evaluation further notes that most workers were unaware that they were working under the umbrellas of an ILO initiated project and what ILO's mandate is and how it contributes to promote decent working conditions. The evaluation finds that this represents a missed opportunity in terms of promoting norms and values that do consider decent and formalised working conditions for male and female workers.

On this basis, the evaluation finds that although the EIIP program contributes to the ILO's Program & Budget, Decent Work Country Programs, United Nations Sustainable Development Framework, and SDGs, scope remains to ensure that policy and program priorities and strategies are implemented and reflected 'on the ground' among workers.

4.1.4 How were the criteria for selecting the program sites developed and applied? How did the programs ensure that the chosen sites align with the identified needs and priorities of the target population? What type of stakeholder consultations or assessments were conducted to ascertain the relevance of the selected sites to the overall goals of the program?

The evaluation finds that affirmative action was taken in both countries to ensure that the chosen sites align with the identified needs and priorities of the target population.

Sites in Jordan were selected by ILO based on proposals submitted by municipalities. The selection criteria included municipalities' commitment to contribute to the project's costs, commitment to conduct maintenance at the project's termination and the proposed sites alignment with the EIIP program's goals. Confirmation of the proposed project's relevance is ascertained through community consultations as part of the selection process. The selection of



Community consultation, Jordan. Source: ILO EIIP progress report, 2023

worker process in Jordan follows a structured approach, in which unskilled workers interested in a job cast their name in a ballot depending on their status (nationality, gender, PWD). Workers interviewed perceived the selection process as fair and transparent. One group of workers interviewed even stated that this was *'the first time to experience such a fair and transparent selection process'*. It should be noted that the evaluation did not interview workers who had not been offered a job. The point of view of those interviewed might therefore be biased. Skilled and semi-skilled workers are not participating in the balloting but are hired based on an interview. Workers must be hired from within a transportation time of 20 minutes only.

The EIIP program in Lebanon hired an external consultant to identify projects and project sites for Phase V. Through meetings with governments/municipalities, the aim was to assess the vulnerability of areas proposed, assess the feasibility of projects proposed and their relevance to the EIIP's scope of work, and to prioritize interventions according to impact, sustainability, and urgency. The assessment resulted in a list of projects that was validated by relevant ministries and the donor.

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The project site identification process was based on three main Phases:

- **Desk Review and Inception Report.** Document review relevant to the identification of a list of objectives and measurable criteria, on the basis of which 35 municipalities were identified to be included in the 'gross list' of eligible sites.
- **Field Visits and On-Site Assessments** in selected locations to determine the locations' vulnerability and main challenges faced, identify prioritized projects and confirm their feasibility, sustainability, priority to municipalities, compliance with EIIP's scope of work, and ability of municipality to sustain the project beyond the EIIP intervention.
- **Final Report and Long-List of 30 Projects.** Findings were presented to the ILO team and the long list of prioritized projects in 32 municipalities was elaborated.

The selection of workers in Lebanon is based on principles of self-selection, according to workers interviewed. Workers explained that they had heard about the project from other workers and registered accordingly. Workers can be hard to identify from local surroundings – amongst others due to the low wages and the remoteness of project sites. Transportation time for workers is therefore often 2 hours in each direction. The contractors receive a list of available workers and can hire from this list, if workers meet the requirements concerning vulnerability and the composition of the entire group (50% refugees, 50% host community members, percentage of male, females, people living with a disability and LCRP vulnerability).

The evaluation notes that several workers were recruited through a referral system set up by the Danish Refugee Council (DRC), which was in turn funded by ILO PROSPECTS program (see section 8.2.1 below). This was for instance the case, when recruiting workers for the Mhamara School project in Lebanon. The evaluation welcomes this

interaction between internal and external stakeholders. The interaction helps to maximise the benefits for end-beneficiaries (Syrian refugees) as the most vulnerable will be given a chance for short-term employment and possible future permanent jobs.

4.1.5 To what extent are the objectives and results statements of EIIP LBN PV & EIIP JOR VI SMART? Do they have a well-defined logic model and theory of change?

The evaluation found that the objectives and results statements of EIIP phase V in Lebanon and phase VI in Jordan were specific, measurable and time bound overall. The extent to which they are achievable and realistic is closely linked to external political and economic factors as described in section 1.2.

The Lebanon EIIP Phase V refers to the generic theory of change of the Global EIIP program and the theory of change for past Phases. This implies that the influence of the Lebanese economy's deterioration on the program, especially since 2019 and the political situation, let alone Lebanon's policy on international refugee conventions and protection frameworks and their influence on the program's anticipated impact and sustainability, are not considered. Hence, while the ToC reflects a logical connection between the project's situation analysis and its objectives as they relate to unemployment, it tends to ignore the effect of the economic collapse of the Lebanese economy on municipalities and other key stakeholders to the program. The economy's high level of informality and the habits of hiring agricultural and constructive workers informally is not considered either. As a result, the explanation of 'what, how and why' of the intended change processes and related assumptions about the context, the stakeholders and the intervention itself remains somewhat superficial.

The Jordan EIIP Phase VI refers to the generic theory of change of the Global EIIP program too and to the theory of change for past EIIP Phases in Jordan. Yet the ToC has been slightly refined to include a further focus on skills development for workers demonstrating a commitment to improve their employability through vocational and soft skills training. This is based on lessons learnt from past Phases, that short-term jobs and on the job training might not be sufficient on its own to strengthen workers' employability. An enabling political context, created by the Jordanian government's commitment to the Compact Agreement, might also have contributed to the adjustment of the ToC. The theory of change is explained in just eight lines, however, leaving little space to explain the 'what, how and why' of the intended change process, how this relates to root causes and in what ways it is relevant to the needs of the target groups. This renders the logic model less defined. Objectives and results statements are clearly defined. Overall, the evaluation finds a stronger alignment between the generic ToC for the EIIP program and the Jordan program Phase VI as the political and economic situation in Jordan remains stable and conducive overall.

On this basis, the evaluation finds that the results statements of EIIP LBN PV & EIIP JOR VI and the logic model and theory of change are partly defined and relevant to the contexts in which the program operates. Please see annex IV for a full elaboration of the logical framework's evaluability.

4.1.6 To what extent are the monitoring plans for EIIP LBN PV & EIIP JOR VI actionable and concrete?

The evaluation finds that the monitoring plans for the EIIP LBN PV are actionable and concrete overall. Indicators identified and the proposed data collection means and methods for analysis are technically adequate to assess the program's impact at *household/individual level*. Yet none of the proposed methodologies will enable the program to assess the program's influence on *community* resilience or cohesion, which is the focus of objective 1.

The proposed worker perception survey will – for instance - enable the program Phase to assess (some) impact of the EIIP project from the perspective of direct beneficiaries, but the indicated sampling (workers directly engaged) does not allow the program to assess changes in perceptions in the wider community regarding social cohesion,

perceived benefits of access to public goods and hence the program's influence on the resilience of the community as a whole. Tracer studies may be challenging to implement, if the ILO does not keep good track of workers participating in the study, among which an (unknown) percentage is likely to move between locations in search of livelihood and income.

The evaluation finds that the monitoring plans for the EIIP Jordan VI could be developed to be even more actionable and concrete. The monitoring framework presents a logic fit between indicators and outcomes and indicators enable the project Phase VI to assess results at household level, as well as the likelihood that results will benefit wider communities, provided that municipality works are maintained. The Jordan Phase VI program has not developed a strong MEL framework that describes or considers annual reviews, midterm and final evaluations. Please see annex IV for a full assessment of the program's monitoring plans.

4.2 Coherence

4.2.1 To what extent do the programs harmonize with similar efforts of the ILO and other donors, avoiding duplication and promoting a coordinated approach? Including with UNCT mechanisms, CFW and Livelihood inter-agency mechanisms?

While cooperation and efforts to harmonize efforts of the EIIP program with other efforts are underway, the evaluation finds that scope remains in both countries to further strengthen and systematize such coordination between interventions.

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The PROSPECT program in Jordan and Lebanon is one such example, where more cooperation can be pursued. The program works at the policy and sectoral level to address different sets of needs and vulnerabilities restricting the access of host and refugee communities to education, employment, enterprise development and protection systems, and to support employers, trade unions, financial and non-financial institutions, community-based organizations and service providers in improving their reach to and engagement with the targeted groups. As such, the PROSPECT program offers opportunities to extend and deepen support provided to targeted groups under the EIIP to beneficiaries. Farmers benefitting from the EIIP program could – for instance – benefit from training and additional investment opportunities offered by the PROSPECT program. And workers employed under the EIIP program could have been offered additional skills training under the PROSPECT program. The evaluation did not find evidence of such 'cross referrals' but was informed that such interaction was planned to commence shortly.

Informants interviewed in Jordan stated that coordination between cash for work projects in neighbouring sites take place on an ad hoc and informal basis and reported that cash for work programs are competing to attract the best workers. The conditions for Cash for Work projects are decided by the KfW, while other donors follow other guidelines.

Similar challenges were reported in Lebanon, where ILO has taken a leading role in developing a guidance note to harmonize cash for work approaches between agencies to prevent disputes between humanitarian agencies caused by the sector's inability to unify the transfer value to beneficiaries, as described in section 8.1.2. Depending on the currencies available to organizations: some are paying in Lebanese pounds, while others pay in USD, thereby drawing beneficiaries towards them and slowing down implementation of projects that were now unable to attract workers. While the guidance note will address the issue of transfer values, it will also include wage rates for different tasks/skills.

Although the investment in the guidance note reflects a genuine effort to strengthen coordination between cash for work programs, the evaluation finds that scope remains to strengthen coordination between organizations adopting slightly different approaches within the same sectors. This was evident as the EIIP in Lebanon supports farmers to rehabilitate land and access water, but with little concern for farmers' abilities to transport water to trees through pipes - an issue addressed by an FAO supported project in the country. The evaluation team was further informed that some farmers, who had received water tanks, could not afford to buy seeds and saplings and were therefore unable to benefit from the tank. Cross-referrals between the two projects – and between the EIIP program and the PROSPECT program described above - is yet to be established, however.

4.2.2 How well are the programs aligned with broader gender equality objectives and strategies at the national and international levels?

The evaluation finds that the programs in both counties have a strong gender profile and aim to improve women's participation in the labour market. This is in line with UN goals and is evident from the percentage of women to be targeted and recruited for jobs and from the EIIP's efforts to collect and use gender aggregated monitoring data to assess progress and outcome. Yet scope remains for further strengthen the program's sensitivity towards men's and women's different needs and to offer dignified working conditions, to menstruating women in need of access to WASH facilities.

Gender differences are considered during implementation however, as women are offered less heavier tasks compared to those offered to men. Women are also often led by a female group leader and have access to a female SSO. The work is often planned in a way so that male and female workers are occupied in different parts of the sites, in compliance with social norms.

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On the job training specially targeting women and PWDs is offered within the projects. The training is composed of a 2-day theoretical training followed by 3 days on the job training. The participants are not paid for these days but receive compensation for transportation and meals. The evaluation questions to what extent this introduction will increase the workers employability beyond the limited tasks given within the projects. As men and women have different work preferences – and some categories of workers might be hard to recruit in some specific locations – the program might reconsider indicators of achievement linked to the gender and nationality composition of workers at each work site, while maintaining targets at the national level for the involvement of men and women respectively. This finding applies to both countries too.

4.3 Effectiveness

4.3.1 Did the programs meet all their planned (according to the timeline) outputs and outcomes/ objectives? Why were the results achieved/ not achieved?

Overall, the Lebanon phase IV and the Jordan phase VI phase show indication that outputs are delivered as planned, while the deterioration of the political and economic situation in Lebanon in recent years affects implementation of phase V adversely. Outputs produced include but are not limited to rehabilitation and construction of hiking trails and agricultural roads, rehabilitation of public buildings such as cultural centers, a social development center, a police station and school blocks.



As of June 2024, phase VI in Jordan contributed to afforestation of 242 Hectare of land (land preparation, plantation, protection) and has planting 100.000 trees in Irbid and Jerash. This is well under way to the revised planned target of covering 400 hectare of land and planting 120.000 trees (on site / saplings in nursery).

Project case example: Construction of Agricultural Road in Temnine Municipality, Bekaa, Lebanon, Phase IV

Temnine El Tahta hosts a major farming community, where farmers struggle to reach their lands and maintain their properties in preparatory works for effective all year crop production and harvests, due to poor agricultural road networks. During and after rains, the soil roads transform into muddy ponds and ditches, making it impossible for any vehicle to pass through and deliver labour, agricultural inputs, and machines to the lands. The project aimed at upgrading the agricultural roads network and adjacent storm water infrastructure, to enable accessibility and enhance livelihoods by maximising the economic potential of agriculture in Temnine. The project led to the creation of an agricultural road made of subbase and base course and a concrete channel or culvert along 8 km, and the installation and reinforcement of concrete pipes to conduct the water to the main water flow and to make an easy access for all farmers to reach their own lands.



Construction of agricultural road in Temnine Municipality Source: ILO EIIP Lebanon Phase IVI project completion report

While phase IV in Lebanon has delivered most outputs and outcomes related to outcome one as planned, the program is struggling to engage authorities in trainings and hence to deliver against outcome 2. At the same time, the evaluation found that the implementation of Phase V in Lebanon is behind schedule. By mid-project duration, the spending is 16% only, while 62% of funds are committed. The number of men and women who were positively affected by the 5th phase of the EIIP program in Lebanon including improved livelihoods and social cohesion was registered to be 1.620 – against a target of 40.092 for the entire program phase (3 years). Phase V commenced in December 2022. Additional delays are to be expected as the political and economic crisis might be deepening, and as Syrian workers will continue to face restricted access to the Lebanese labour market.

Financial breakdown in municipality administrations, absence of political leadership in other municipalities and economically induced staff reductions and low salaries in ministries might contribute to the low performance and possibly limited motivation of officials to engage in the project too. While four ministries (MoA, MoSA, MPW and MoL) have been involved the EIIP, proposed training of ministerial officials failed, because it was difficult to recruit

participants for the physical training. In response, the training approach was revised and turned into an on-line training that participants could join at their time of preference. Yet only 20 officials signed up and of these, only two finalized the training. On this basis, the evaluation recommends the EIIP program to explore and identify the causes for the limited engagement with the training.

Findings from the previous Phase IV point to limited attractiveness and motivation of workers as causes for the project's delay. During Phase IV, drop-out rates reached 30%, a reduction from a drop-out rate of 60% at the beginning of the program Phase. Reasons for dropouts mentioned were 'being enrolled in university', finding another better paid job (in most cases in the agriculture sector/ fruit/vegetable picking), and the inability or unwillingness of the beneficiary to move to a geographically more distant area, once jobs in their own village or town had finalized. The latter was evident in the road maintenance project and projects linked to the Lebanon Mountain trail maintenance/rehabilitation projects.

While the reduction of dropout rates from 60 to 30 % is remarkable and possibly linked to improved orientation about the job placement and working conditions before joining the project, the evaluation still finds the drop-out rate to be too high and welcomes initiatives to bring it down. At the same time, it should be discussed if university students are a target group for this project.

Given the severe challenges in implementation and hence the likely limitation in program impact, the EIIP program in Lebanon might therefore consider frontloading the planned tracer studies and postponing project surveys and replacing them with feasibility studies that include surveys with workers to explore, what it would take to recruit workers to the program and under which circumstances farmers, contractors, ministries and municipalities might be in a situation, where they can capitalise on and maintain investments made.

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The evaluation found that the EIIP program in Jordan was on track or even exceeding outputs and outcomes, as illustrated in section 5. The evaluation ascribes this to the government's ownership of the program, and in particular alignment with the national tree planting project.

Despite so, the evaluation was informed that some construction projects in Jordan were struggling to reach a satisfactory level of quality of the work delivered because of the lack of skills and experience among the workers. Contractors interviewed said they were satisfied when 80% of expected quality was reached. One beneficiary interviewed informed the evaluation team that she found that the quality of work to be 50% of what it should have been only. The evaluation team visited a project site where it found sub-standard construction work (plastering of low quality, uneven pavement and others). These findings were confirmed by a Commission from the Mayors Office that happened to visit the site on the same day.

4.3.2 How did the programs' achievements contribute to ILO's cross-cutting policy drivers, including gender, equality, social dialogue, and labour standards?

The evaluation finds that the programs' achievements partly contribute to the ILO's crosscutting activities. The program promotes equality through the same wage for equal work principles, and construction and maintenance works are in many cases planned in a such a way that women receive tasks requiring less physical strength. Targets are often less for women and PWDs.

The evaluation further notes that Occupational Health and Status standards differ from project to project due to the nature of the respective projects. In general, it is found that the SSOs are good in securing an acceptable working environment. The evaluation notes that all workers are covered by an accident insurance.

Scope remains to further strengthen the programs' contributions to and reflection in the project document of ILO's cross-cutting policy drivers in the following areas, however:

- Social partners (trade unions and employers' associations) are not involved in the programming. Neither in negotiations for salary levels, nor in discussions about the program's design and implementation. This is problematic given ILO's mandate to promote decent work and social dialogue.
- Workers are not introduced to principles of freedom of association or the core mandate of ILO.
- While the projects have a complaints mechanism available for workers to use, workers are not informed about the possibility of filing a complaint with the court. While the program mitigates in labour disputes within the project, it must be recalled that the program does not possess legal status to take legal action and that workers (and employers) must be given the opportunity to use the national legal system to solve labour disputes.
- The program does not collect or keep data on injuries and accidents. Yet without such statistics, it is not possible to follow improvements in working conditions and to explore possible patterns associated with work accidents.
- Engineers employed by the project do not have full insight in and understanding of the DNA of the ILO.

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On this basis, the evaluation finds that the program partly contributes to ILO's cross-cutting policy drivers, including gender, equality, and labour standards.

4.3.3 Have there been any unintended positive/negative consequences of the programs' interventions?

The evaluation identified the following unintended positive outputs from the program: In Jordan, team leaders have used the income from their employment with the project to expand their businesses. One woman team leader informed the team that she has her own diary factory and that she is now able to expand her business and hire more staff. Two other workers have gone through the SYIB training and can now apply for a grant to develop their businesses. A fourth person was considering doing the same.

Another unintended positive result from Lebanon was that project team leaders informed the evaluation team that they took note of some workers with good potential during the project implementation and had invited them to work at their farms after their 40 days of work in the project

4.4 Efficiency

4.4.1 To what extent have the programs' activities been cost-efficient? Have resources (funds, human resources, time, expertise etc.) been allocated strategically to achieve all outcomes?

Overall, the EIIP program is heavy on wages (in Lebanon some 35%) by nature and the program's obligation to use local workforce and materials might not necessarily be the most cost-efficient solution. However, this is justified by the program's nature and focus on local job creation.

In general, the evaluation finds that the program phases in both countries have been implemented with reasonable and timely interventions. Project teams in both countries consist of skills and experienced staff members and most team members have experience from previous EIIP program phases. Some have been employed since the very beginning in 2016-17.

This implies that the teams have a huge advantage and strength in terms of 'know how' and experience. Yet this does not come without a risk, if contextual changes are not addressed as 'business is done as usual'. In complicated implementing environments it is important to stay alert to be able to "think out of the box" and find creative solutions to complicated challenges.

While the implementation and results achieved in Jordan Phase VI and Lebanon Phase IV (outcome 1) indicates that resources have been allocated in a cost-efficient manner to achieve outputs and results, workers' and officials' limited engagement with the program's phase V in Lebanon suggests that scope remains to strengthen the program's cost-efficiency, too. Situations where cost-efficiency can be improved include.

- Making sure that training offered to officials is relevant and responds to a prior motivation and other barriers to engage with the training, so as to ensure that officials targeted for online training actually completed the courses
- Making sure that program websites use google analytics so program staff can assess if information shared reaches the intended audience. This is currently not the case. The evaluation suggests the ILO to ensure that access to statistics is a part of the package when buying on-line services.
- Introducing more comprehensive training packages to workers as the introductory training on activities implemented have limited impact on the workers employability, according to informants interviewed. The shift in approach to more comprehensive training packages as seen in Jordan seems to have better perspectives for having an impact on the employability.
- Making sure that job placements are offered to workers who graduate from training, which is currently not the case.

In Jordan workers are paid directly from the ILO, although ILO is not the employer. This requires a complicated bureaucratic control mechanism with several layers of data collection and confirmation. The system seems to function smoothly despite the bureaucracy. Despite so, the evaluation finds the model questionable, as it maintains authorities' dependency on ILO and hampers a possible transition or handover of the current program towards the end of the current phase.

4.4.2 To what extent can the program phases' results justify the time, financial and human resources invested in the program?

While the evaluation finds that the program has contributed to provide a temporary income to vulnerable workers and to contribute to tree planting, rehabilitation of agricultural land, public buildings and some infrastructure projects, the evaluation finds that stronger emphasis on coordination and cross-referrals between organisations working in the same sector and a broader 'sectoral' approach is likely to have strengthened the program's effectiveness as well as to justify the time and the financial and human resources invested in the program. This

would also increase the likelihood that outputs contribute to outcomes in terms of additional and longer-term job creation. The following examples may serve as illustrations:

- Trainees in Jordan receiving skills training for one month in gardening, garments, food processing and/or hospitality graduated the training without a guarantee that they would be paired with an employer, either for an internship or for a regular job. Yet without such ‘pairing’, training received is less likely to contribute to employment.
- Farmers accessing support for land rehabilitation or the instalment of a water tank through the EIIP in Lebanon were still unable to afford investments into pipes to transport water, seeds or trees. Hence while the rehabilitation process did contribute to immediate, short-term job creation, farmers were still unable to cultivate the land and – potentially – hire workers for agricultural production. Cross-referrals to FAO could have addressed this issue.
- One municipality in Lebanon, which was supported in the rehabilitation of recreational areas and in the construction of facilities for PWDs, could not afford maintenance and staff costs to run these facilities.
- In Lebanon, the program developed a website with external support to inform about the program’s progress. Lack of data (from Google statistics) on the use of the site (number of visitors, train interaction with sites etc. made it impossible for the evaluation team to assess the relevance and effectiveness of this investment.

On this basis, the evaluation finds that in some cases the time, financial and human resources invested in the program were not fully justified.

4.5 Sustainability

4.5.1 How sustainable are the results achieved by the programs likely to be? What measures have been considered to ensure that the key components of the programs are sustainable beyond the life of the program?

Feedback from informants in Jordan indicates that the cooperation with ministries and municipalities there is strong and constructive, and that both municipalities and ministries take ownership of projects implemented and contribute in cash to parts of their implementation. The tree planting project in Jordan further feeds into the ‘One million trees per year’ program’. A project strongly attended to by the Ministry of Agriculture. This implies that the MoA will care for the maintenance and watering of trees after the project’s termination.

While the Jordanian authorities’ commitment and co-financing of projects in Jordan is an indication of the project’s sustainability, low quality of construction works, caused among others by the shortage of skilled workers, may reduce the durability of roads, walls and sidewalks rebuilt or renovated. Overall, the evaluation found that results achieved in Jordan were likely to be sustainable, due to the project’s constructive cooperation with the Jordanian authorities. The evaluation found a quality gap at one of the construction sites, where work conducted was technically substandard. This was confirmed by a governmental commission visiting the same site one day later.

The evaluation found this not to be the case in Lebanon, however, where the financial and political crisis undermines municipalities’ capability to resume ownership and maintain even low-maintenance projects established by the EIIP.

This might suggest that the ILO consider initiatives similar to those of other donors where funds are allocated for maintenance costs in a period of up to five years after a project's termination. Alternatively, that projects are selected based in their limited maintenance needs, (water tanks, stonewalls etc.). It is still important that beneficiaries either have the capacity to capitalise on the results or that they are referred to other support mechanisms that e.g. will strengthen their capacity to benefit from a water tank for irrigation.

4.5.2 To what extent the short-term employment opportunities provided by the program enhanced the employability of the target groups?

The evaluation did find very few examples where short-term employment opportunities in combination with introduction workshops *alone* had contributed to enhance the employability of the target groups. This was confirmed by several informants interviewed in both Jordan and Lebanon. Introduction workshops focus of occupational health and safety and workers' rights and obligations and might strengthen workers' knowledge of their rights and how to take safety and health precautions. The evaluation team found that these training contribute to reduce the drop-out rate from the program too. Such training does not strengthen workers ability to comply with the skills related demands of employers, however and does therefore not strengthen workers' employability.

The evaluation finds that employability could be enhanced if the program offer one or two single skills to workers in combination with the job offered. This could for instance be skills linked to painting of walls or painting of ceilings, which is a skills workers can learn in 40 days with needed instruction and mentoring. Similarly, can tree planting be a skill to be learned, whereas ex. work in a nursery might require more training and experience to state that a higher level of employability has been reached.

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4.5.3 To what extent are national partners– governmental or non-governmental – able and willing to continue their efforts after the programs' end date? And how does EIIP exit from direct delivery and hand over its methodology and learning to the national authorities (NGOs, public institutions, municipalities, other actors)?

See 4.5.1 above.

4.6 Impact

4.6.1 What is the likely contribution of the programs' initiatives to the stated development objectives? Did they contribute as laid out in the initial theory of change? What else could have been done to better realize the program objectives?

While the project has contributed to provide short-term opportunities for job access and income for unemployed refugees and host community members, the evaluation finds that scope remains to further strengthen the employability for vulnerable job seekers and to promote opportunities for a sustainable income.

While this was a focus in the Jordan Phase VI EIIP project, the evaluation team did not find evidence of lowskilled workers who had been offered opportunities for skills development – beyond the peer-to-peer training offered through the job placements. Some female informants interviewed stated that while this opportunity was attractive in theory, it was hard to harmonise with family chores and obligations.

While most workers interviews (26 in Lebanon and 141 in Jordan) confirmed that the program had stimulated discussions, both in their communities and after work with other colleagues, about other opportunities for income generations, no respondent could confirm that the program had led them to start their own business or access a regular income, as illustrated in figures 5 to 7 below. A few respondents – all semi-skilled workers – told the evaluation team that their employment with the project had enabled them to make savings, so they could invest in and expand their existing business, however.

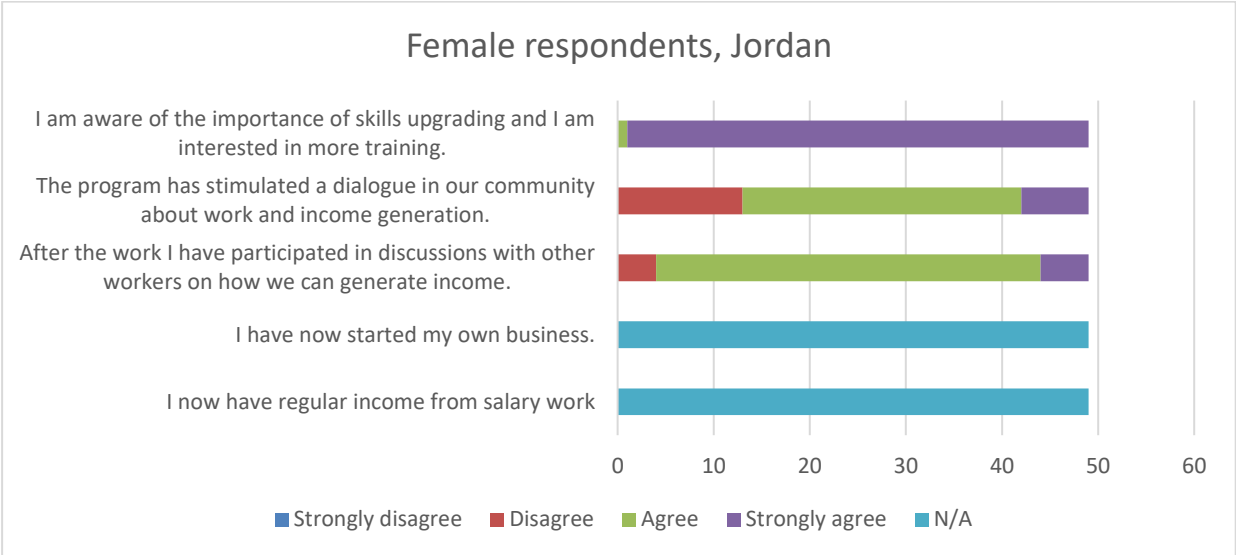


Figure 5 Female Respondent’s perception of program

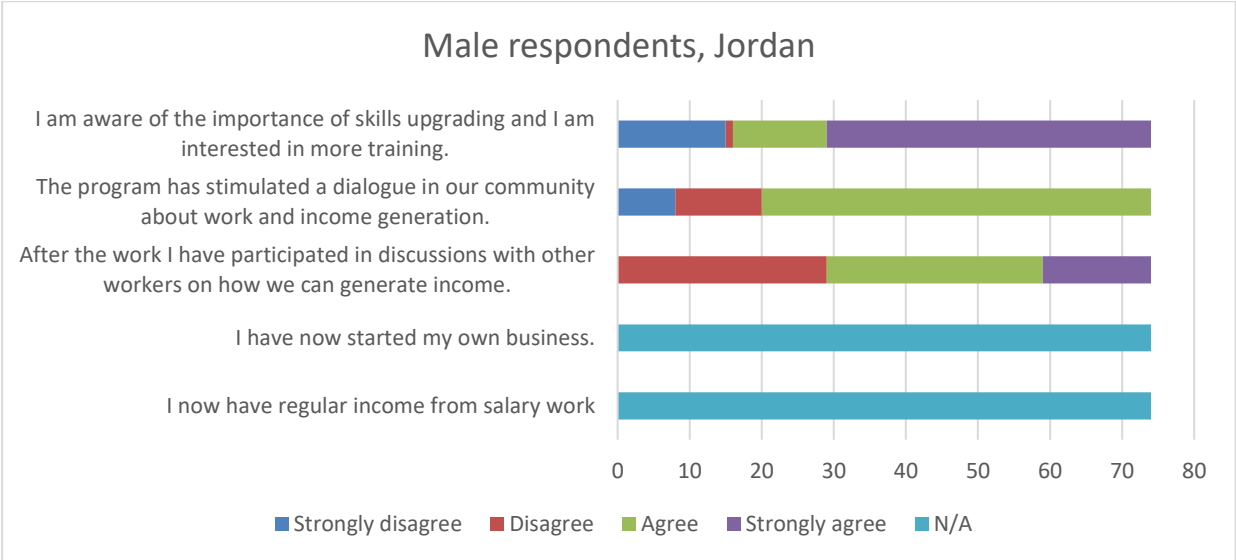


Figure 6 Male respondents’ perception of the program

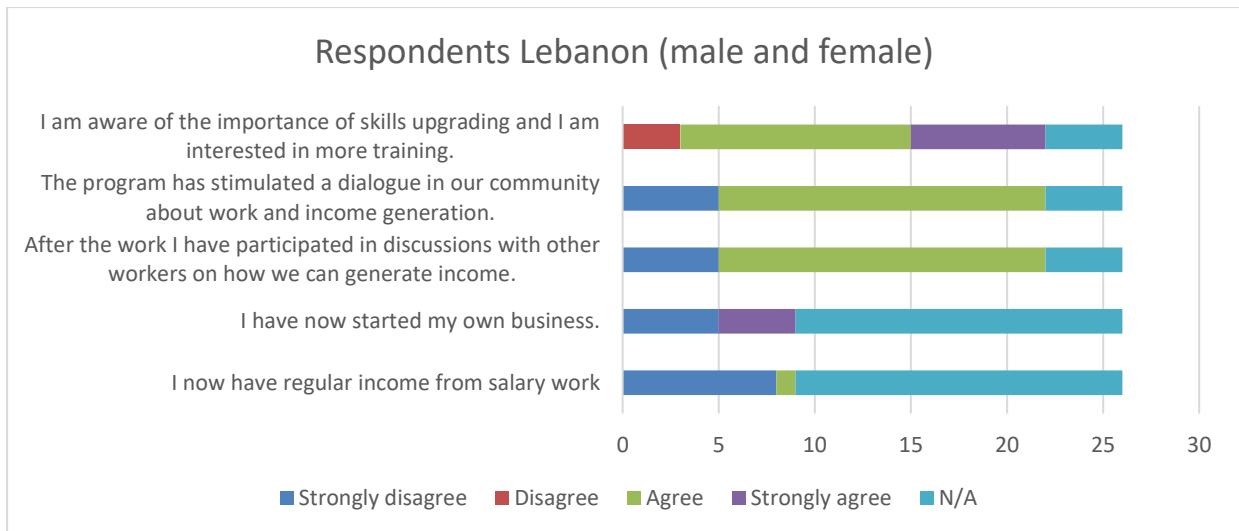


Figure 7 Lebanese respondents' perception of the program

In this respect, the evaluation team finds it a missed opportunity that the program does not issue a 'proof of work' certificate to workers upon the termination of their contract (at present, they just receive a letter), so they can use their documented experience to apply for other jobs.

The evaluation further notes that workers at large seem to focus mainly on opportunities to access other cash for work employment schemes, rather than regular jobs, in their job search. The fact that Syrian males have worked in construction – in particular in Lebanon – prior to the Syrian war and have experience from the construction sector and skills which are in demand, might entail the practice that they move between donor funded cash for work jobs in search for an income, while not finding more regular employment. It should be recalled that the number of regular jobs is limited.

On this basis, the evaluation finds limited evidence that the program Phases in Jordan and Lebanon contribute to the program's long-term development objectives, although the program is indeed contributing to further strengthen the employability for vulnerable job seekers and to promote (temporary) opportunities for a sustainable income. This is so in particular in Jordan, where both the economic and political framework is stable and (more) conducive, including to Syrian refugees. This can be assessed by a tracer study, which was beyond the scope of this cluster evaluation.

On this basis, the evaluation finds that scope remains to better realize the program objectives. This might, as a start, entail a more systematic demand driven skills development of vulnerable job seekers and the issuing of certificates as proof that they have worked under the umbrella of the EIIP program and participated in a certified training program.

4.6.2 What is the likely impact on women participants?

While the evaluation did not find evidence that the project has contributed to strengthen women’s long-term opportunities for employability and income, feedback from female informants does suggest that the project has contributed to strengthen female participants’ confidence in themselves, and the work done. As illustrated in figure 8 below, the majority strongly agrees to the statements that they feel proud of the improvement made by project

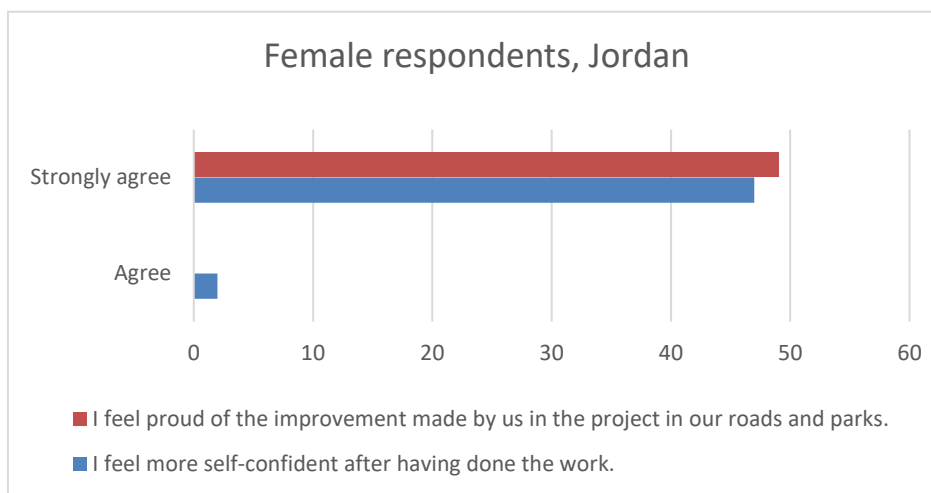


Figure 8 Program’s impact on female participants, Jordan

team in roads and parks (and other sites) and that they feel more confident after having done the work. No respondents disagreed with these statements. Feedback from workers and supervisors further suggest that women’s engagement in agricultural work and construction is contributing to challenge gender norms about what women can do. This was particularly evident in

Jordan, where discussions materialised about the opportunity for women to paint the houses of female headed households. The discussion arose after a group of women had been painting houses as part of a job placement. The fact that women are seen as participating in construction in the public might contribute to challenge the public’s perception about the role and contribution of women too.

4.6.3 What is the likely impact on Participants with Disabilities?

The evaluation met with two workers with a physical disability but did not find any indication that the project contributed to impact specifically on this group. Informants raised the same concerns and issues about their participation in the project as other informants.

One informant was deaf and working on a road construction site cleaning and removing grass. He was accompanied by his cousin to protect him from cars passing by. The other informant had a physical disability that prevented her from standing for long hours. Despite so, this is what was required from her, she informed the evaluation team.

Given the -likely – high prevalence of people, particularly among Syrian refugees, suffering from chronic Post Traumatic Stress Disorder, the evaluation team questions if this is a focus group to consider as a ‘disability category’ in future project Phases. This is even more so as staying and working in nature, as is the case with the tree planning component, has proved to have a ‘healing’ or at least relaxing effect on people suffering from mental disorders.

5. Key results

EIIP Phase IV Lebanon

(January 1, 2021- June 30, 2024)

Outcomes	Indicator(s)	Achieved Phase IV as of 31 December 2023	Target Phase IV/ Overall
Outcome 1: Improved access to decent employment for Lebanese Host Community Members and Syrian Refugees	Outcome indicator 1.1: Number of worker days created by the project (incl. Output 1.4)	391,019	280,000/ 695,869
	Outcome indicator 1.2: Number of people benefitting from work on an LRBT project (incl. Output 1.4)	8,905 of which 1,462 are women	7,000/ 17,442
	Outcome indicator 1.3: Number of jobs created (i.e., number of people working for 40 days or more, incl. Output 1.4)	6,165 of which 971 are jobs achieved by women	2,800/ 6,966
	Outcome indicator 1.4: Number of infrastructure projects completed. (incl. Output 1.4)	21	22/44
Outcome 2: Enhanced capacity for decent job creation and asset management through institutional development contractor and on the job training of workers for enhanced employability	Outcome indicator 2.1: National policy and operational guidelines for EIPs	In place	In place
	Outcome indicator 2.2: Capacity in private sector to implement EIPs	In place	In place
	Outcome indicator 2.3: Percentage of EIIP workers securing work on other construction projects	N/A	Not started

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EIIP Phase V Lebanon

(December 13, 2022 – December 31, 2025)

Objectives	Indicators	Achieved to date
Program objective: Strengthen resilience of local host communities by improving livelihoods for host community members and Syrian refugees through job creation and infrastructure development	Program indicator 1: Number of men and women who were positively affected by EIIP projects, including improved livelihoods and social cohesion. (Gender disaggregated)	1,620
	Baseline value: 87,210	
	Target value: 127,302	
	Achievable during project duration: 40,092	
Objectives	Indicators	
	Project indicator 1.1: Number of worker days created by the project	5,770

Project objective 1: Decent employment and income generated for Lebanese host communities and Syrian refugees through sustainable infrastructure and green works	Baseline value: 862,152	
	Target value: 1,182,885	
	Achievable during project duration: 320,733	
	Project indicator 1.2: Number of people benefitting from work on an LRBT project	324
	Baseline value: 22,133	
	Target value: 30,151	
	Achievable during project duration: 8,018	
	Project indicator 1.3: Project indicator 1.3: Number of jobs created (i.e. number of people working for 40 days or more)	31
	Baseline value: 11,938	
	Target value: 17,551	
Project objective 2: Enhanced capacity for job creation and asset management through institutional development, contractor training and on the job training of workers for enhanced employability	Achievable during project duration: 5,613	
	Indicators	
	Project indicator 2.1: National policy and operational guidelines for EIPs and new ESSFs.	
	Baseline value: Partly in place	
	Target value: Updated and in place	Updated and in place
	Achievable during project duration: Updated and in place	
	Project indicator 2.2: Capacity in private sector to implement EIPs	
	Baseline value: Partly in place	
	Target value: In place	
	Achievable during project duration: In place	
Project indicator 2.3: Increased employability of EIIP beneficiaries		
Baseline value: 0		
Target value: 20%	Not yet calculated, this will be assessed based on a tracer study with beneficiaries towards the end of the Phase	
Achievable during project duration: 20%		

EIIP Phase VI Jordan

October 3, 2022 – January 31, 2025

Objectives	Indicators	Achieved to date
Impact Improved living conditions of Syrian refugees and Jordanians-in selected Governorates of Jordan	Indicator 1: Number of men and women both Jordanian and Syrian who benefited from improved access to infrastructure and services Target: 9,000,000	3,850,000
	Indicator 2: % of Syrian refugees and Jordanians reporting improved living conditions as a result of participation in the program Target: 90% (disaggregated by sex, nationality, PwD)	
Outcome 1 Increased short-term income and improved living environment for Syrian and Jordanian women and men in host communities	Indicator 1.1: number of people benefiting from higher family incomes Target: 12,500	1185*5=5925
	Indicator 1.2: % of municipal works maintained by the municipalities 12 months after completion Target: 70%	Still not completed
	Indicator 1.3: % survival rate of trees 12 months after planting Target: 80%	
Output 1.1 Short term employment opportunities generated for Syrian refugees and vulnerable Jordanians	Indicator 1.1.1: Number of jobs created (min. 40 days duration). Target: 2,500 jobs (50% Jordanians, 50% Syrians; of which 30% are women, and 5% are PwD)	1,079
	Indicator 1.1.2: Number of worker days created (disaggregated by type of intervention, sex, nationality, and PwD). Target: 220,000 worker days	94,837
Output 1.2 Enhanced sustainable management of forest areas through green jobs under the National Afforestation Project	Indicator 1.2.1: Area of afforestation supported (land preparation, plantation, protection etc.) Target: 175 hectares	342 Hectare
	Indicator 1.2.2: number of trees planted (on site / saplings in nursery) Target: 87,500	89,000
Output 1.3 Improved local infrastructure in host communities	Indicator 1.3.1: number and type of municipal works completed Target: 15 projects of between USD 250-500K, type to be confirmed or revised during Municipality selection process	15 projects are in progress
Output 1.4 Increased awareness of Syrian refugees & Jordanians, local government and private sector on employment intensive approaches and on women's inclusion in labor-intensive programs	Indicator 1.4.1: % of direct beneficiaries (workers and stakeholders) in selected areas who attended awareness workshops with increased knowledge on women's inclusion in the workplace Target: 50% (disaggregated by sex, PwD, and nationality)	95%
	Indicator 1.4.2: Number of public sector officials and private sector partners who attended trainings with increased knowledge on employment intensive approaches Target: 80	334
	Indicator 1.4.3: Number of new public and private sector partners certified in Local Resource Based Technology Target: 60	100

	Indicator 1.4.4: Number of public and private sector officials in selected areas who attended workshops on women inclusion Target: 80 (disaggregated by type, sex, PwD)	106
	Indicator 1.4.5: No. of initiatives conducted to improve women's participation in labor intensive programs Target: 5	1
Outcome 2 Improved perspectives for longer term employment and income of Syrian refugees and vulnerable Jordanians	Indicator 2.1: % graduated trainees of skills training who access employment within 6 months after completion of training and continue for at least 6 months Target: 20% of all skills trainees (disaggregated by sex, nationality, PwD)	Still not completed.
	Indicator 2.2: % of enterprise training graduates who have established a business and keep operating it 6 months after start-up as a result of their newly gained skills Target: 20% of all enterprise trainees (disaggregated by sex, nationality, PwD)	
Output 2.1 Enhanced skills development opportunities of Syrian refugees and Jordanians	Indicator 2.1.1: No. of women and men placed in skills development opportunities matching the needs of labor market Target: To be determined during assessment (out of which 30% women, 5% PwD, and 50% Syrian refugees)	220
Output 2.2 Improved skills of Syrian refugees and Jordanians in entrepreneurship development plus means to start their own businesses	Indicator 2.2.1: No. of certified trainers and local institutions who have increased capacities in delivering entrepreneurship training modules Target: To be determined during assessment	9
	Indicator 2.2.2: No. of women and men trained in entrepreneurship training Target: To be determined during assessment (out of which 30% women, 5% PwD, and 50% Syrian refugees) ²⁷	212

6. Conclusions and recommendations

In response to the Syrian refugee Crisis in Jordan and Lebanon, high rates of unemployment and a strain on public infrastructure and social cohesion, the ILO's Employment Intensive Infrastructure Programs (EIIP) promotes a wider and improved use of employment-intensive investment policies and approaches for the planning, implementation and maintenance of infrastructure and environmental works in countries where the program is applied. The purpose is to develop and maintain infrastructure, while producing a positive impact on employment creation and income generation²⁸.

The program's rationale is that:

²⁷ Output 2.2 is the responsibility of the King Hussein Foundation

²⁸ https://www.ilo.org/wcmsp5/groups/public/---arabstates/---ro-beirut/documents/genericdocument/wcms_893918.pdf

- if refugees and host communities' access short-term employment opportunities and
- if vulnerable women and men in that group access market relevant skills development and employment support,

then this will:

- provide critical income support to help families cope with economic adversity,
- help create and maintain vital community infrastructure that benefits women, men, girls, and boys, and generate indirect impact on employment through the operation of maintenance of the rehabilitated and/or created public asset/infrastructure.
- pave the way for further employment opportunities, including for women and their economic participation in unconventional jobs and for people with disabilities.
- And facilitate a transition from cash-for-work to sustainable employment.

The evaluation found that different political and economic contexts of implementation in Jordan and Lebanon has had a significant influence on how the EIIP program could perform and the results that could realistically be achieved. The EIIP program in Jordan was implemented under the political framework of the Jordan Governments Compact agreement with the EU, which seeks to mobilize the EU's development policies as well as its funding arrangements in exchange for Jordan facilitating refugee integration and employment in the context of refugee flow from Syria. Job creation was – partly – aligned with The King's 'One Million Trees Per Year Program', which aims to plant 1 million trees per year in a 10-year program and ministries and municipalities were assessed to have the capacity to maintain and sustain results achieved by the EIIP program.

The deep economic crisis in Lebanon, and the fact that registration of refugees has been suspended since 2015 in accordance with the Government's instructions – rendering it illegal for refugees to stay in Lebanon – has severely affected municipalities ability to capitalise on, maintain and sustain results achieved by the EIIP investment and recruit workers who would work for the salary offered.

In both countries, however, do evaluation findings indicate that the EIIP program contributed to provide critical income support to help families cope with economic adversity. While income earned has not been sufficient to cover families' need, it has contributed to alleviate hardship for both men and women involved. Women's participation in jobs traditionally not undertaken by women might also contribute to challenge gender norms about women's participation in the work force. Workers interviewed in both countries were proud of the work they had done and indicated that the job offers contributed to create friendship between workers of Syrian and Lebanese origin. More so in Jordan however, as challenges of recruiting workers in Lebanon let to a situation where workers were not necessarily recruited in host communities, close to the work site.

In conclusion, the evaluation found that the program did help create and maintain vital community infrastructure (sidewalks, walls surrounding schools, parks and recreational spaces) that benefits women, men, girls, and boys in Lebanon as well as in Jordan.

The economic crisis in Lebanon entails that municipalities and farmers supported did not possess the financial resources to capitalise on, operate or maintain the rehabilitated and/or created public asset/infrastructure, however. This was the not the case in Jordan where municipalities and ministries possessed the needed resources and were EIIP investments were aligned with existing public priorities and programs. The evaluation finds that this increases the likelihood of the project's long-term impact and sustainability in Jordan.

In neither Jordan, nor Lebanon did the evaluation find solid indication that the EIIP program paves the way for further employment opportunities – beyond those offered directly by the EIIP – , including for women and their economic participation in unconventional jobs or for people with disabilities, and facilitates a transition from cash-for-work to sustainable employment, however. At the same time scope remains for the program to further strengthen efforts to promoted international labour standards and ensure that staff, including entrepreneurs, hired by the program are familiar with and abide to these standards.

While the Jordan program pilots an approach that includes skills training for one month in gardening, garments, food processing and/or hospitality, the training is not accompanied by an internship or prior agreements with employers who would demand the skills acquired by workers trained. Yet without such ‘pairing’ of workers and employers based on actual demands of the labour markets, training received is less likely to contribute to employment.

The fact that 3 out of 5 Lebanese farmers supported with water tanks (in previous Phases) or land rehabilitation were unable to capitalise on these achievements without additional support and coordination with other donors, and the fact that Lebanese municipalities were unable to cover operation costs for rehabilitated facilities, did represent obstacles for further employment opportunities and a transition from cash-for-work to sustainable employment in Lebanon too.

These findings suggest that a closer and stronger coordination of other societal actors, including potential employers in Jordan, and other funding development organizations in Lebanon is needed if the program is to systematically create a situation where the program – on a larger scale - pave the way for further employment opportunities and facilitate a transition from cash-for-work to sustainable employment.

The above findings are based on a triangulation of data derived from multiple sources. The evaluation team is therefore confident that possible informant biases linked to respondents’ background, political opinions and particular interests have been mitigated and that the findings are accurate to a level where they provide a warranted judgement of the program’s relevance, coherence, effectiveness, efficiency, sustainability and impact and where it may inform the EIIP program’s future planning.

Recommendations.

On this basis, and to strengthen the feasibility of the program’s theory of change in both countries, the evaluation recommends that:

Recommendation 1 Utilise ILO’s unique, tripartite structure

Addressed to	Priority	Time frame	Resources
ILO ROAS and Jordan	High	Long-term	None

Use ILO’s unique, **tripartite structures** and comparative advantage to strengthen opportunities for tripartite parties to be consulted and when relevant involved in the implementation of EIIP projects.

Recommendation 2: Provide decent working and employment conditions

Addressed to	Priority	Time frame	Resources
ILO/Program team Jordan	High	Short-term	Low

In Jordan, the evaluation team found several practises **jeopardizing decent work conditions**, including no drinking water, no toilets, deduction in salaries, and precarious employment conditions. The project team is recommended to address this and ensure that projects with ILO involvement provide decent working and employment condition. The project team is further recommended to explore opportunities, within the framework and limitations of the

current political and economic contexts, to promote that projects with ILO involvement in general provide decent working and employment conditions and ensure that all technical staff/engineers understand the implications of applying 'decent work principles' at work places.

Recommendation 3: Analyse training needs and interests of ministerial officers offered training

Addressed to	Priority	Time frame	Resources
Program team Lebanon	Medium	Short-term	Medium

The project team in Lebanon is recommended to conduct (possibly with third party assistance) an **analysis of the needs and interest of ministerial officers** before entering new training activities in order to increase the likelihood that they will engage in the training.

Recommendation 4: Ensure decent salaries

Addressed to	Priority	Time frame	Resources
ILO ROAS/Project team Lebanon	High	Mid-term	High

In Lebanon the ILO is recommended to **ensure that the salaries paid in the projects are decent**. According to an assessment made ultimo 2023 they are too low to meet the basic needs of the workers and their families. As a new minimum wage is being discussed in the donor community, it is recommended that the ILO involve its constituents in these discussions. This will strengthen the social dialogue too.

Recommendation 5: Inform workers about their rights

Addressed to	Priority	Time frame	Resources
Program teams Jordan and Lebanon	Medium	Long	None

The program has a complaint mechanism in place and most problems are handled within its framework. When applicable, given the different nation contexts of implementation, ensure that **workers are informed about their rights** to file a case with the court if they are not satisfied with the action taken by internal complaint mechanisms and inform workers about the rights to Freedom of Association.

Recommendation 6: Collect data and keep statistics about injuries, incidents and nearby accidents

Addressed to	Priority	Time frame	Resources
Program teams Jordan and Lebanon	Medium	Short-term	Low

The evaluation welcomes that all workers are covered by an accident insurance. As the program does **not collect data and keep statistics about injuries, incidents and nearby accidents** the program is recommended to do so, to enable affirmative actions to eliminate possible hazards and their causes.

Recommendation 7: issue a certificate on work experience to workers

Addressed to	Priority	Time frame	Resources
Program teams Jordan and Lebanon	Low	Short-term	None

The program is recommended to meet workers' (also skilled and semi-skilled) request for **issuing a certificate on work experience** obtained during their employment with the projects to further facilitate their job search.

Recommendation 8: Consider offering contracts for the whole project period

Addressed to	Priority	Time frame	Resources
Program team Lebanon	Low	Short-term	Medium

As it is difficult to hire skilled and semi-skilled workers for three months contracts in Lebanon the Program team is recommended to **consider offering contracts for the whole project period** (6-8 months) for these groups of workers, as contracts for a longer duration might be more attractive to the workers.

Recommendation 9: Conduct a labour market assessment

Addressed to	Priority	Time frame	Resources
ILO ROAS and Jordan	High	Long	None

The ILO is recommended to conduct a **labour market assessment** in planned project areas to ensure that the work force needed is available and ready to work under the conditions offered.

Recommendation 10: Ensure that training materials are easily accessible

Addressed to	Priority	Time frame	Resources
Program teams Jordan and Lebanon	Low	Short	None

Ensure that **training materials** are accessible and open to all groups interested, and activate google analytics to the program websites to facilitate analysis of users' interaction with the sites

Annex I Lessons learned.



Project DC/SYMBOL: **LBN/20/03/DEU**
LBN/22/03/DEU
JOR/22/03/DEU

Name of Evaluator: Malene Soenderskov, Sten Toft Petersen, Saba Yassin

Date: 15 August 2024

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LESSON LEARNED ELEMENT	
Brief description of lessons learned (link to specific action or task)	In Lebanon workers were not available in the localities where projects were planned. This led to a situation where the programme had to mobilise workers outside the communities where the intervention took place. This reduces the chance that the project contributes to reduce social tensions between refugees and host community members. To strengthen the likelihood that the program contributes to minimizing community tensions between host community members and Syrian refugees, 'availability of workers' must be introduced as a criterion when project sites are selected.
Context and any related preconditions	A related precondition for availability is that Lebanese are interested in the work offered and that minimum wages render both Lebanese and Syrian workers interested in the job offerings.
Targeted users /Beneficiaries	EIIP management should consider how to overcome these challenges in cooperation with donor agencies to fix a decent (negotiated) minimum wage to benefit domestic and Syrian workers in Jordan and Lebanon who will join future Cash for Work jobs.
Challenges /negative lessons - Causal factors	As no workers were available locally, they had to be brought in from far away - sometime 2 hours' drive and from different communities. This was a violation of the EIIP regulations who set a minimum distance of 20 minutes. This prevented the program in Lebanon from responding to the EIIP program's initial purpose of strengthening cohesion between refugees and host communities.
Success / Positive Issues - Causal factors	Although the program did not contribute to community cohesion within local communities, positive working relations were established between Syrian workers and workers of Lebanese origin.
ILO Administrative Issues (staff, resources, design, implementation)	The ILO should facilitate an assessment of the available work force before selecting sites for project implementation. This should be part of the criterion for site selection. ILO should ensure that workers employed in the EIIP projects get a decent salary, this should be part of the program design and implementation contracts at all levels.

LESSON LEARNED ELEMENT	
Brief description of lessons learned (link to specific action or task)	For the sake of relevance and sustainability select infrastructure subjects that can be implemented by low-skilled workers and with minimum maintenance needs. Alternatively, the program must sign an agreement with an external donor that will take care of the maintenance needed. This applies to Lebanese municipalities as they face significant financial constraints.
Context and any related preconditions	<p>The economic crisis and the political instability in Lebanon have led to a situation where municipalities hardly have a budget to pay for very basic services such garbage collection. This explains why they may not be able to allocate funds for maintenance of EIP supported projects.</p> <p>The fact that the program targets and offer job opportunities for unskilled workers necessitates that projects/tasks to be done require a minimum of skilled workers.</p>
Targeted users /Beneficiaries	EIP management should consider how to overcome these challenges either by allocating funds for maintenance in several months ahead or alternatively find a solution in cooperation with donor agencies.
Challenges /negative lessons - Causal factors	With no maintenance/watering of for example of trees planted within the project, trees will die. The same goes with other projects requesting continued maintenance. This has a negative impact on the workers engagement when workers understand that their work and efforts has been in vain.
Success / Positive Issues - Causal factors	Efficiency and short-term impact of the projects will improve if action is taken based on lessons learned.
ILO Administrative Issues (staff, resources, design, implementation)	Depending on the model chosen, there will be a need to allocate funds for maintenance.

Annex II Emerging Good Practices



PROJECT TITLE: EMPLOYMENT THROUGH LABOUR INTENSIVE INFRASTRUCTURE PROGRAMS IN LEBANON (PHASE IV AND V) AND IN JORDAN (PHASE VI)

Project DC/SYMBOL: **LBN/20/03/DEU**
LBN/22/03/DEU
JOR/22/03/DEU

Name of Evaluator: Malene Soenderskov, Sten Toft Petersen, Saba Yassin

Date: 15 August 2024

GOOD PRACTICE ELEMENT	TEXT
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The programme originally focused on short-term employment (Cash for Work) but it was decided to increase the volume of training offered to participants including on entrepreneurship. This is likely to increase the employability of the workers in the future.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	It is a precondition that the training offered is demand driven so that the trainees not only have increased employability but that there are real and decent jobs for them to apply after the termination of the training. Likewise, it will be important that the training is provided by certified training providers to ensure its quality.
Establish a clear cause- effect relationship	If workers can go from Cash for Work jobs to employment in real jobs it will give them a distinct perspective in life and social tensions will be minimized over time.
Indicate measurable impact and targeted beneficiaries	The impact can be measured in the number of people in non-project employment six months after graduation.
Potential for replication and by whom	This initiative can be replicated by in other Cash for Work projects including EIIP projects.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	The transfer from Cash for Work to real decent jobs fit well into DWCPs and other long-term strategies. See 4.1.1 and 4.1.3 above.
Other documents or relevant comments	N/A

Annex III Terms of reference.

The main purpose of this independent cluster final evaluation is to provide an independent assessment of the progress to date for accountability and learning purposes, through an analysis of relevance, coherence, effectiveness, efficiency, sustainability and orientation to impact of the three projects. The evaluation is expected to provide findings at two level: clustered level covering all projects and individual-project level covering the particularities of each project.

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

EVALUATION SCOPE

The evaluation will review the projects progress to date, focusing on achievement of outcomes and outputs of final evaluations due while maintaining a forward-looking approach in midterm evaluations due. The geographical coverage will be aligned with the scope of the projects. The evaluation should cover from the starting date of the projects to April 2024. As cross-cutting themes, the evaluation will take specific note of integration of gender mainstreaming , disability inclusion, International Labor Standard, social dialogue , and environmental sustainability.

The primary clients of this evaluation are constituents in Lebanon and Jordan including government entities, social partners, the BMZ/KfW, partner UN agencies, and ILO ROAS & DEVINVEST. Secondary users include other project stakeholders and units within the ILO that may benefit from the knowledge generated by the evaluation.

EVALUATION CRITERIA AND QUESTIONS

The evaluation utilizes the standard ILO evaluation framework and follows OECD/DAC evaluation criteria while integrating gender equality as a cross cutting issue throughout the evaluation questions in relation to the following criteria: Relevance, Coherence, Efficiency, Effectiveness Impact, and Sustainability.

Specific evaluation questions will be developed during the development of the TOR and refined in the inception phase. The evaluation questions will be further adjusted to accommodate the difference in timelines of implementation of the different phases.

Relevance:

- To what extent are the projects objectives and approach relevant to the constituents' needs and present countries context?
- How relevant were the projects to the needs of targeted population? Were the needs of women, people with disabilities (PWDs), refugees, internally displaced people (IDPs), and most vulnerable groups well-articulated in the project design?
- How do the projects contribute to the ILO's Program & Budget, Decent Work Country Programs, United Nations Sustainable Development Framework, and SDGs?
- How were the criteria for selecting the project sites developed and applied? In particular, how did the projects ensure that the chosen sites align with the identified needs and priorities of the target population? What type of stakeholder consultations or assessments were conducted to ascertain the relevance of the selected sites to the overall goals of the project?
- To what extent are the objectives and results statements of EIIP LBN PV & EIIP JOR VI SMART? Do they have a well-defined logic model and theory of change?
- To what extent are the monitoring plans for EIIP LBN PV & EIIP JOR VI actionable and concrete?

Coherence:

- To what extent do the projects harmonize with similar efforts of the ILO and other donors, avoiding duplication and promoting a coordinated approach?

- How well are the projects aligned with broader gender equality objectives and strategies at the national and international levels?

Effectiveness:

- Did the projects meet all of their planned (according to the timeline) outputs and outcomes/ objectives? Why were the results achieved/ not achieved?
- How did the projects' achievements contribute to ILO's cross-cutting policy drivers including gender equality, social dialogue, and labor standards?
- Has there been any unintended positive/negative consequences of the projects' interventions?

Efficiency:

- To what extent have the projects' activities been cost-efficient? Have resources (funds, human resources, time, expertise etc.,) been allocated strategically to achieve all outcomes?
- To what extent can the projects' results justify the time, financial and human resources invested in the project?

Sustainability

- How sustainable are the results achieved by the projects likely to be? What measures have been considered to ensure that the key components of the projects are sustainable beyond the life of the project?
- To what extent the short-term employment opportunities provided by the project enhanced the employability of the target groups?
- To what extent are national partners— governmental or non-governmental — able and willing to continue their efforts after the projects' end date?

Impact

- What is the likely contribution of the projects' initiatives to the stated development objectives? Did they contribute as laid out in the initial theory of change? What else could have been done to better realize the project objectives?
- What is the likely impact on women participants?
- What is the likely impact on Participants with Disabilities?

METHODOLOGY

The evaluation will be carried out in accordance with the UN Evaluation Group (UNEG) Norms and Standards and OECD/DAC's recommendations, as well as the ILO's Evaluation Policy Guidelines. It will also adhere to ethical standards and codes of conduct when gathering information to protect those involved in the evaluation process. Special consideration to gender issues will be given throughout the evaluation methodology.

This evaluation will rely on both quantitative and qualitative approaches to seek and triangulate responses to evaluation questions and fulfil its purpose. The analysis should include examining the interventions' Theory of Change, with particular attention to the identification of assumptions, risk and mitigation strategies, and the logical connect between levels of results and their alignment with ILO's strategic objectives and outcomes at the global and national levels, as well as with the relevant SDGs and related targets.

As this is a cluster evaluation, cross-cutting analysis is expected to generate clustered findings across the three projects. The detailed approach and methodology, including the workplan, should be part of the inception report. Throughout the evaluation process as well as dissemination, the evaluation should ensure involvement of key stakeholders ensuring the participation of female stakeholders while mainstreaming ILO's crosscutting issues.

The data collection methods consist of:

- Desk review of existing documents: The evaluation team will conduct systematic analysis of existing documents and obtain existing qualitative and quantitative evidence prior to primary data collection. The desk review also facilitates assessment of the situation and available data to plan the evaluation and develop the inception report.
- Key information interviews: Online / face-to-face individual interviews will be conducted with a pre-agreed list of stakeholders who have in-depth exposure and understanding of the project and their context. Interview guide(s) will be developed during the inception phase to stimulate a discussion on concerned evaluation questions.
- Focus group discussions: Focus group discussions with direct and/or end-beneficiaries will be organized to collect their insights on the project interventions.
- Surveys: If deemed necessary after the desk review, surveys could be conducted to collect quantitative data.
- Preliminary finding briefing: Upon completion of primary data collection, the evaluator will present preliminary findings to key stakeholders. The evaluator will also collect further insight from the group to feed them into the final report.
- Site visits: During data collection, site visits will be conducted to observe selected interventions. This can be combined with focus group discussions, depending on site selection.

Findings should be triangulated by using more than one data source to draw evaluator's judgements. Any changes to the methodology should be discussed with and approved by the Evaluation Manager during the inception phase.

WORK ASSIGNMENTS

a. Kick-off meeting

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

b. Desk Review

The evaluation team will review project background materials and will conduct inception interviews before starting the data collection. Documents to review include, but are not limited to,

- Projects documents
- Revised Projects logical frameworks
- Progress reports
- Minutes from technical meetings
- Mission reports
- Reports and assessment produced by the projects
- Relevant national policies, strategies and plans
- The ILO Program and Budget
- Jordan Decent Work Country Program (DWCP)

c. Inception Report

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

- Project background
- Purpose, scope and beneficiaries of the evaluation

- Evaluation matrix, including criteria, questions, indicators, data source, and data collection methods
Methodology (data collection and analysis methods)

d. Main deliverables

- Management arrangements and work plan
- Data collection tools (surveys, interviews and focus group discussions guides)
- Primary Data Collection (Key Informant Interviews & Focus Group Discussions)

Following the inception report, the evaluation team will have interviews with stakeholders. Individual or group interviews will be conducted with the relevant stakeholders.

Focus Group Discussions will be conducted with direct and/or end beneficiaries. If deemed necessary surveys may also be planned and conducted.

e. Final Report

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

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

The quality of the report will be assessed against the ILO Evaluation Office (EVAL) Checklists 4.2, 4.3, 4.4 . The deliverables will be submitted in the English language and structured according to the templates provided by the ILO.

Evaluation Timeframe

The evaluation period will cover March 2024 to June 2024 with 45 working days.

Annex IV Evaluation matrix.

Evaluation criteria	Research Questions	Indicators	Data sources
<p>Relevance: How well do the program's design(s) reflect the strategic priorities of the ILO programs and the United Nations Sustainable Development Framework and how well do their address the needs of constituencies and the targeted populations.</p>	<ul style="list-style-type: none"> ➤ To what extent are the programs objectives and approach relevant to the constituents' needs and present countries context? ➤ How relevant were the programs to the needs of targeted population? Were the needs of women, persons with disabilities (PWDs), refugees and most vulnerable groups well-articulated in the program design? ➤ How do the programs contribute to the ILO's Program & Budget, Decent Work Country Programs, United Nations Sustainable Development Framework, and SDGs? ➤ How were the criteria for selecting the program sites developed and applied? How did the programs ensure that the chosen sites align with the identified needs and priorities of the target population? What type of stakeholder consultations or assessments were conducted to ascertain the relevance of the selected sites to the overall goals of the program? ➤ To what extent are the objectives and results statements of EIIP LBN PV & EIIP JOR VI SMART? Do they have a well-defined logic model and theory of change? ➤ To what extent are the monitoring plans for EIIP LBN PV & EIIP JOR VI actionable and concrete? 	<p>Objectives and approach align with country strategies and national needs assessments.</p> <p>Feedback from targeted population groups confirm relevance.</p> <p>Alignment between program approach and related ILO and UN frameworks</p> <p>Selection of sites reflect the needs of the population and the overall aim and objectives of the interventions</p> <p>Coherence between activities, outputs, and outcomes. Indicators are relevant and measurable. Log frame informed by and reflecting ToC.</p> <p>Monitoring plans offer clear guidance, including a description of tools, and processes to be observed. Indicators are clear and unambiguous.</p>	<p>Country analyses ILO staff, donor</p> <p>Country needs assessment. Targeted workers</p> <p>ILO strategic papers and policies, ILO staff and other UN representatives</p> <p>ILO Program staff. Stakeholders Comparison of selection criteria used in different projects</p> <p>Program document and results framework</p>
<p>Coherence: How well do the programs align with similar ILO and other development efforts as well as with broader gender equality objectives and strategies.</p>	<ul style="list-style-type: none"> ➤ To what extent do the programs harmonize with similar efforts of the ILO and other donors, avoiding duplication and promoting a coordinated approach? ➤ How well are the programs aligned with broader gender equality objectives and strategies at the national and international levels 	<p>Alignment and synergy between EIIP programs and other, relevant initiatives.</p> <p>EIIP reflect gender strategies of the UN and likeminded donors as well as national priorities.</p>	<p>Program document. List of active projects External stakeholders.</p> <p>UN gender policies ILO gender specialist</p>

<p>Effectiveness: How well did the programs delivering against planned results and crosscutting policy drivers (including gender equality, social dialogue, and labour standards). What, if any, were the unintended what's most needed to the right people at the right times and in the right way?</p>	<ul style="list-style-type: none"> ➤ Did the programs meet all their planned (according to the timeline) outputs and outcomes/ objectives? Why were the results achieved/ not achieved? ➤ How did the programs' achievements contribute to ILO's cross-cutting policy drivers including gender, equality, social dialogue, and labour standards? ➤ Has there been any unintended positive/negative consequences of the programs' interventions? 	<p>Targets (outcomes and outputs) met. Data collected (KIIs, FDGs, document reviews) justifies claims of the interventions' contribution to results identified.</p> <p>Program results contributing to ILO crosscutting themes and objectives.</p> <p>Stakeholders reporting outcomes outside the scope of the results framework.</p>	<p>Progress and project completion reports Stakeholders</p> <p>ILO policy documents</p> <p>Stakeholders (workers, ILO staff, technical advisors)</p>
<p>Efficiency. How well did spending of resources represent the best possible use</p>	<ul style="list-style-type: none"> ➤ To what extent have the programs' activities been cost-efficient? Have resources (funds, human resources, time, expertise etc.) been allocated strategically to achieve all outcomes? ➤ To what extent can the programs' results justify the time, financial and human resources invested in the program? 	<p>Resources spent (human, financial) 'add up' to outputs and outcomes achieved.</p>	<p>Financial overviews. Program staff</p>
<p>Sustainability: How sustainable and worthwhile are the results achieved for target groups and for national partners?</p>	<ul style="list-style-type: none"> ➤ How sustainable are the results achieved by the programs likely to be? What measures have been considered to ensure that the key components of the programs are sustainable beyond the life of the program? ➤ To what extent the short-term employment opportunities provided by the program enhanced the employability of the target groups? ➤ To what extent are national partners– governmental or non-governmental – able and willing to continue their efforts after the programs' end date? And how does EIIP exit from direct delivery and hand on its methodology and learning to the national authorities (NGOs, Public Institutions, Municipalities, other Actors), 	<p>Stakeholders' express ownership to construction and green works done. Work done reported to be of quality.</p> <p>Proportion of target group reporting new employment opportunities and proportion of target group perceiving that the EIIP strengthens their employability.</p> <p>Stakeholders commit to future employment schemes</p>	<p>Program stakeholders.</p> <p>Targeted workers</p>
<p>Impact: How worthwhile were the outcomes/results and how did the program contribute to them?</p>	<ul style="list-style-type: none"> ➤ What is the likely contribution of the programs' initiatives to the stated development objectives? Did they contribute as laid out in the initial theory of change? What else could have been done to better realize the program objectives? ➤ What is the likely impact on women participants? ➤ What is the likely impact on Participants with Disabilities? 	<p>ToC assumptions prove viable. Activities and outputs 'add up' to outcomes.</p> <p>Women and PWDs reporting improved employment opportunities, changes in family relations, mobility or other effects.</p>	<p>Based on findings above.</p> <p>Female workers ad workers LWDs</p>

Annex V Evaluation work plan

Task	Deliverables	Responsible Person	Date
Kick-Off meeting with Evaluation Manager, CTA and Evaluation Team		Evaluation Manager	19.03
List of suggested informants		Project Team	
Draft Inception Report including list of informants submitted to Evaluation Manager	Draft Inception Report	Evaluation Team Leader	31.03
Review and provide comments on inception report		Project Team and Evaluation Manager	01.-15.04
Draft report with consolidated comments		Evaluation Manager	15.04
Finalise inception report		Evaluation Team Leader	16-17.04
Final Inception Report submitted to Evaluation Manager	Final Inception report	Evaluation Team Leader	17.04
Clearance of inception report		Evaluation Manager	18.04
Data collection and analysis		Evaluator Team	19.04-17.05
On-line interviews and mission planning		Evaluation Team	19-20.04
Field mission Jordan		Evaluation Team	12-17.05
Field mission Lebanon		Evaluation Team	19-24.05
Draft the Evaluation Report		Evaluation Team	24-30.05
Draft Evaluation Report submitted to Evaluation Manager	Draft Evaluation Report	Evaluation Team Leader	30.05
Stakeholder workshop with presentation of preliminary findings and filling possible information gaps	PPP	Evaluator Team	02-03.06
Review and provide feedback/comments on Evaluation Report		Evaluation manager	04-10.06
Consolidate comments on the draft report and send to the evaluator	Evaluation Report with consolidated comments	Evaluation Manager	10.6
Finalise the Evaluation Report		Evaluation Team	11-12.06
Final Evaluation Report submitted to Evaluation Manager	Final Evaluation Report	Evaluation Team Leader	12.06

Annex VI Evaluability assessment

Employment Intensive Infrastructure Program in Lebanon (EIIP) Phase V

The program Phase is rated against each of the criteria listed below:

The ratings are intended to raise attention to potential problems. Comments indicate how improvements can be made:

- i. Unsatisfactory quality
- ii. Satisfactory quality
- iii. High quality
- iv. Not relevant to project

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1. Intervention logic, risks and assumptions

Question	Quality assessment criteria	Rating
1.1 Has the situation been properly analyzed?	<ul style="list-style-type: none"> • A problem statement has been formulated through a situation analysis, baseline study or other evidence. • Stakeholders have been identified. • The target population has been differentiated 	ii i i
<p>Comments: The program describes the needs and hence the justification of the 5th Phase of EIIP in overall terms. Although the program describes the capabilities of ministries, factors linked to other stakeholders' – in particular municipalities' – incentives, capabilities and interests to engage and the link between this and the overall political and economic situation in Lebanon and in the municipalities where the program is to be implemented has not been addressed. An assessment of workers interests and ability to participate in general and segregated by nationality, gender and disability status is not included. This is likely to influence the feasibility of the implementation strategy, however.</p>		
1.2 Are the programs/ project's overall objective clearly defined?	<ul style="list-style-type: none"> • The intervention specifies its contribution to the long-term ILO priorities and outcomes • The intervention specifies its linkage with DWCP objectives, CPOs, national strategies and the international development frameworks, including SDG targets • The intervention is linked to specific topics of the ILO's mandate (e.g. cross-cutting policy drivers) as well as pro-poor focus and inclusion of people with disabilities 	iii iii ii

	<ul style="list-style-type: none"> The proposal sets out a clear and holistic approach to capacity development based on a capacity assessment of key partners in the results strategy. 	i
<p>Comments: The proposal clearly describes how the program is linked to ILO's mandate and priorities. Links between the program and international development frameworks and SDG targets are established and described. The framework describes that program Phase V it will continue to build institutional and operational capacity in ministries, but does not describe how, or consider how contextual factors may influence the efforts to provide productive and decent work positively or negatively. The approach to capacity building is not described in details and there is no reference to ILS and social dialogue.</p>		
1.3 Does the document contain a strategy or Theory of Change for dealing with the problem?	<ul style="list-style-type: none"> The project has a Theory of Change/intervention model that reflects the logical connection between the project's situation analysis and its objectives and outcomes. The intervention explains the 'what, how and why' of the intended change process, specifying causal links, mechanisms for change and assumptions. The intervention concentrates on dealing with root causes (causal logic established) The intervention is relevant to the needs of the target group(s). 	<p>i</p> <p>i</p> <p>i</p> <p>i</p>
<p>Comments: The program/Phase V refers to the generic theory of change of the Global EIIP program and the theory of change for past Phases and does not consider the steady deterioration of the Lebanese economy, especially since 2019 and the political situation let alone Lebanon's policy on interventional refugee conventions and protection. The assessment recognizes that this might have been a challenge given the continued and evolving crisis during and after the project's design.</p> <p>While the ToC reflects a logical connection between the project's situation analysis and its objectives and outcomes, it tends to ignore the effect of the economic collapse of the Lebanese economy on municipalities and other key stakeholders to the program. The economy's high level of informality and the habits of hiring agricultural and constructive workers informally is not considered either. As a result, the explanation of 'what, how and why, of the intended change processes and related assumptions about the context, the stakeholders and the intervention itself remains superficial. While the intervention is relevant to the target groups overall, it does not consider contextual factors, opportunities or constraints that would strengthen relevance further.</p>		

2. Quality of indicators, baselines, targets and milestones

Question	Quality assessment criteria	Rating
2.1 Are indicators appropriate proxies for the IOs?	<ul style="list-style-type: none"> There is a logical fit between indicators and outcomes, meaning the indicators measure the intended result. IOs enable reporting on progress under specific SDG targets and indicators. 	<p>i</p> <p>i</p>
<p>Comments: Indicators primarily measure the intended outreach and outputs at individual/household level. Indicators to assess resilience from a community/municipality point of view are not included. It is therefore not possible to assess the intervention's effect on tensions among community members or the project's ability to strengthen and maintain access to public goods. IO's do not <i>directly</i> enable reporting on progress under specific SDGs and indicators as they 'cuts across' several indicators in in SDG framework: https://sdg.humanrights.dk/en/goals-and-targets</p>		
2.2 Are indicators of quality?	<p>Indicators include a clear definition of what is being measured.</p> <ul style="list-style-type: none"> Indicators measured intended results Indicators are SMART 	<p>ii</p> <p>i</p>

	<ul style="list-style-type: none"> Indicators allow to capture gender equality, non-discrimination and people with disabilities concerns 	ii
2.3 Is Baseline information collected for each indicator?	<p>A baseline exists for each indicator:</p> <ul style="list-style-type: none"> Baselines are specific to the program/project Baseline clearly describe the situation prior to the intervention Data is available to track the baseline Baselines permit comparison of results 	i ii ii ii
2.4 Are targets established for each indicator?	<ul style="list-style-type: none"> Targets are specified for all indicators. Targets were computed by adding amount of change desired to baselines 	iii
<p>Comments: Indicators align with and can contribute to measure intended results at individual/household level and capture gender differences. Scope remains to further define what is measured, through a definition of terminologies such as ‘improved livelihood’ (OI 1), ‘people benefitting from work’ (OI 1.2), ‘capacity in private sector to implement EIPs’ (OI 2.2) or ‘increased employability’ (OI 2.3)</p> <p>Baselines are offered for numerical outcome and output indicators and enables the program to trace the number jobs created by the program for men and women respectively at the onset and by project end. Qualitative indicators assessing <i>how well</i> or <i>how much</i> individual households benefit from the project or how and how well private sector capacity to implement EIIPs has improved and how this capacity turns into practice change among private sector actors are not included in the MEL framework.</p>		
2.5 Are milestones identified for each indicator?	<ul style="list-style-type: none"> Milestones provide a clear sense of the time frame for achieving results. Milestones are identified for all indicators. Milestones provide a clear sense of progress made for achieving goals 	i i
Milestones are not included beyond start and end dates but would be relevant to include at output indicator level to assess progress towards results.		
2.6 Can data be disaggregated to support performance reporting on areas of special interest for the ILO?	<ul style="list-style-type: none"> Indicators, baselines, targets and milestones will permit gender disaggregation and disaggregated data on other relevant concerns for the project 	ii
<p>Comments: Output indicators permit a gender disaggregation and analysis of male and female’s access to decent jobs respectively. Indicators and baselines do not allow a disaggregation of how and how well the program contributed to improve livelihoods for men, women and people with disabilities.</p> <p>Recommendation to CTA/project team: Clarify ambiguous outcome indicators and terminologies including ‘improved livelihood’ (OI 1), ‘people benefitting from work’ (OI 1.2), ‘capacity in private sector to implement EIPs’ (OI 2.2) or ‘increased employability’ (OI 2.3) and specify what ‘success would look like’, when indicators are achieved. Refine data collection methods accordingly.</p>		

3. Means of verification/measurement and methodologies

Question	Quality assessment criteria	Rating
3.1 Does the document propose the appropriate combination of annual reviews, mid-term and final evaluations?	The proposal conforms with ILO evaluation policy guidelines by including the appropriate number of annual reviews, mid-term and final evaluations	iii
Comments: The Lebanon EIIP includes an elaborated plan for reviews, midterm and final evaluations and a monitoring and evaluation timeline with clear d deadlines.		

<p>3.2 Does an M&E plan exist to conduct monitoring and evaluation in a systematic manner?</p>	<ul style="list-style-type: none"> • A monitoring and evaluation plan has been developed. • The results framework includes actions to achieve appropriate M&E results ((for example responsibilities and periodicity for data collection) • If applicable, comparison groups are included for impact evaluation purposes. • Information needs for performance reporting is well identified. • Roles and responsibilities for data collection, evaluation and reporting are specified. • Risks for the monitoring and evaluation system have been defined with identified mitigation strategies 	<p>ii ii N/A ii ii</p>
<p>Comments: A monitoring and evaluation plan has been developed, which includes data collection to assess if the EIPP Phase V reaches the intended target group, and their expectation to the program; workers perception surveys; economic assessments, economic impact surveys and tracer studies. Persons/units responsible for the studies are appointed. Scope remains to further clarify the purpose of these surveys by formulating evaluation questions that each study must answer. Contractors will participate in the data collection to assess progress against indicators in the result framework and will be trained accordingly. While specific risks for the monitoring system have not been identified or explicitly described, the monitoring and evaluation framework does include mechanisms for data quality assurance that is likely to mitigate possible risks.</p>		
<p>3.3 Are the data collection and analyses methods in the M&E plan technically adequate?</p>	<ul style="list-style-type: none"> • The methods proposed will lead to valid and reliable propositions. • A data gathering system to generate information on all indicators has been defined • Methods are technically and operationally feasible with appropriate levels of efforts and cost for value added by the information • Sources of information are specified for all indicators 	<p>iii ii iii ii</p>
<p>Comments: The proposed data collection and methods for analysis are technically adequate overall to assess the program’s impact at household/individual level. Yet none of the proposed methodologies will enable the program to assess the programs influence on <i>community</i> resilience which is the focus of objective 1. The proposed worker perception survey will – for instance - enable the program Phase to assess (some) impact of the EIPP project from the perspective of direct beneficiaries, but the indicated sampling (workers directly engaged) does not allow the program to asses changes in perceptions in the wider community regarding social cohesion, perceived benefits of access to public goods and hence the program’s influence on the resilience of the community as a community. Tracer studies may be challenging to implement if the ILO does not keep good track of workers participating in the study, among which an (unknown) percentage is likely to move between locations in search of livelihood and income.</p>		
<p>Recommendation to CTA/project team: Consider methods and means to assess the infrastructure project’s impact on perceptions and the project’s sustainability at community level.</p>		

4. Infrastructure, human and financial resources

Question	Quality assessment criteria	Rating
<p>4.1 Is the budget for the evaluation properly expressed in the project budget?</p>	<ul style="list-style-type: none"> • The evaluation budget is on a separate line of the project budget 	<p>ii</p>
<p>Comments:</p>		

<p>4.2 Are there adequate financial resources in the evaluation budget?</p>	<ul style="list-style-type: none"> • The monitoring and evaluation budget is adequate for the size and duration of the project • Resources have been identified and committed to ensure that predefined data will be collected and analyzed 	<p>N/A i</p>
<p>Comments: The budget does not offer an overview that facilitates an assessment of the extent to which M&E activities (tracer studies, impact studies etc.) described in the MEAL framework are budgeted for.</p>		
<p>4.3 Are there adequate human resources?</p>	<ul style="list-style-type: none"> • A member of project management has been designated to be responsible for M&E issues. • Social partners and beneficiaries expected to participate in monitoring and evaluation • Reporting mechanisms and products identified with clear responsibilities 	<p>iii i iii</p>
<p>Comments: A member of the project management has been designated to be responsible for M&E issues and is operating according to a detailed workplan (described or updated annually). Reporting mechanisms and products are identified, and responsibilities designated to specific positions. Social partners and beneficiaries are consulted as part of the EIIP program’s monitoring but not designated an active role in monitoring and evaluation and do not participate in discussions of findings and how findings may inform future project Phases or an adjustment of the program.</p>		
<p>4.4 Are organizational arrangements for M&E efficient?</p>	<ul style="list-style-type: none"> • An M&E system is used for work planning, implementation and reporting practices. • Tripartite partners engage in M&E and use information 	<p>ii i</p>
<p>Comments: The M&E data is shared through the EIIP Lebanon website, Progress and completion reports, LRP livelihoods sector reporting platforms, newsletters and social media. contractors and implementing partners are trained in employment monitoring and data collection tools and procedures that should be utilized as part of their monthly report and accountability to EIIP. This takes place under the support and guidance of the social safeguard officer assigned to the specific project.</p> <p>The EIIP team uses M&E data to update the implementation plan and redesign the plan for upcoming and future Phases. Tripartite partners are not engaged in M&E (beyond the information provided by contractors) and do not use the M&E related information released for learning and reflection.</p>		
<p>Recommendation to CTA/project team</p>	<p>While significant amounts of data are collected for the sake of accountability, the assessment finds little evidence that M&E data are used for reflection and learning in dialogue with the project’s key stakeholders, including tripartite parties. The program is recommended to consider this as part of their future programming and implementation.</p>	

ILO Jordan, Employment Intensive Investment Program, Phase VI

1. Intervention logic, risks and assumptions

Question	Quality assessment criteria	Rating
1.1 Has the situation been properly analyzed?	A problem statement has been formulated through a situation analysis, baseline study or other evidence. <ul style="list-style-type: none"> • Stakeholders have been identified • The target population has been differentiated 	ii i i
<p>Comments: The program document includes a generic problem statements and situation analysis as well as a description of achievements from past Phases, which provides legitimization of the proposed, 6th Phase.</p> <p>Stakeholders have only been identified in very broad terms as has the target population. This may – in part – be due to the program’s decision to invest in a prolonged ‘inception Phase’ where stakeholders and target population would be identified.</p>		
1.2 Are the programs/ project’s overall objective clearly defined?	<ul style="list-style-type: none"> • The intervention specifies its contribution to the long-term ILO priorities and outcomes • The intervention specifies its linkage with DWCP objectives, CPOs, national strategies and the international development frameworks, including SDG targets • The intervention is linked to specific topics of the ILO’s mandate (e.g. cross-cutting policy drivers) as well as pro-poor focus and inclusion of people with disabilities • The proposal sets out a clear and holistic approach to capacity development based on a capacity assessment of key partners in the results strategy 	ii iii ii i
<p>Comments: The project describes how the intervention is linked to the ILO Decent Work Country Program, the UN Country Framework and the Jordanian government’s priorities articulated in the ‘Modernization Vision’, the Jordan Economic Growth Plan 2018-2022, and the National Strategy for Human Resource Development 2016-2025 which promote inclusive growth, job creation and decent work. Phase VI further is well aligned to the UNSDCF (2023-27) whose priorities include green and inclusive growth, access to skills and opportunities, and vulnerable populations are empowered to become self-reliant.</p> <p>The approach to capacity development based on a capacity assessment of key partners in the results strategy is not described.</p>		
1.3 Does the document contain a strategy or Theory of Change for dealing with the problem?	<ul style="list-style-type: none"> • The project has a Theory of Change/intervention model that reflects the logical connection between the project’s situation analysis and its objectives and outcomes • The intervention explains the ‘what, how and why’ of the intended change process, specifying causal links, mechanisms for change and assumptions • The intervention concentrates on dealing with root causes (causal logic established) • The intervention is relevant to the needs of the target group(s) 	ii i i i
<p>Comments: The project/Phase VI refers overall to the generic theory of change of the Global EIIP program and the theory of change for past Phases. Yet the ToC has been slightly refined to include a further focus on skills development for workers demonstrating a commitment to improve their employability through training. This is</p>		

based on lessons learnt from past Phases, that job offerings might not be sufficient on its own to strengthen employability. An enabling political context, created by the Jordanian government's commitment to the Compact Agreement might have contributed to the adjustment of the ToC too. The theory of change is explained in just eight lines, however, leaving very little space to explain the 'what, how and why' of the intended change process, how this relates to root causes and in what ways it is relevant to the needs of the target groups.

2. Quality of indicators, baselines, targets and milestones

Question	Quality assessment criteria	Rating
2.1 Are indicators appropriate proxies for the IOs?	<ul style="list-style-type: none"> • There is a logical fit between indicators and outcomes, meaning the indicators measure the intended result. • IOs enable reporting on progress under specific SDG targets and indicators. 	iii N/A
Comments: There is a logic fit between indicators and outcomes and indicators enables the project Phase to assess results at household level as well as the likelihood that results will benefit wider communities their maintenance of municipality works that is maintained		
2.2 Are indicators of quality?	<ul style="list-style-type: none"> • Indicators include a clear definition of what is being measured. • Indicators measured intended results. • Indicators are SMART. • Indicators allow to capture gender equality, non-discrimination and people with disabilities concerns. 	ii ii ii ii
2.3 Is Baseline information collected for each indicator?	<ul style="list-style-type: none"> • A baseline exists for each indicator. • Baselines are specific to the program/project. • Baseline clearly describe the situation prior to the intervention. • Data is available to track the baseline. • Baselines permit comparison of results. 	N/A ii ii ii ii
2.4 Are targets established for each indicator?	<ul style="list-style-type: none"> • Targets are specified for all indicators. • Targets were computed by adding amount of change desired to baselines. 	iii i
Comments Indicators are relevant and smart and allow to capture gender equality, non-discrimination and concerns for people with disabilities. Baselines are generally not relevant to the <i>outcome</i> indicators chosen, except for outcome indicator 1.1, where a pre-assessment of participating households' income could contribute to assess the project's net effect. Comparable 'control groups' (workers trained vs. workers not trained) could be useful to assess net effect of outcome two and its related indicators.		
2.5 Are milestones identified for each indicator?	<ul style="list-style-type: none"> • Milestones provide a clear sense of the time frame for achieving results. 	i

	<ul style="list-style-type: none"> • Milestones are identified for all indicators. • Milestones provide a clear sense of progress made for achieving goals. 	N/A i
Milestones are not included for any indicators but would be relevant for output indicators to assess progress towards planned results.		
2.6 Can data be disaggregated to support performance reporting on areas of special interest for the ILO?	<ul style="list-style-type: none"> • Indicators, baselines, targets and milestones will permit gender disaggregation and disaggregated data on other relevant concerns for the project. 	ii
Comments: Indicators and targets permit gender disaggregation on relevant concerns for the project		
Recommendation to CTA/project team: Include milestones for output indicators i.e. after 8, 16 and 24 months		

3. Means of verification/measurement and methodologies

Question	Quality assessment criteria	Rating
3.1 Does the document propose the appropriate combination of annual reviews, mid-term and final evaluations?	The proposal conforms with ILO evaluation policy guidelines by including the appropriate number of annual reviews, mid-term and final evaluations.	i
Comments: Unlike the Lebanese intervention, the intervention in Jordan has not developed a MEL framework that describes or considers annual reviews, midterm and final evaluations. As such, it is unlikely that the intervention conforms with the ILO evaluation policy guidelines.		
3.2 Does an M&E plan exist to conduct monitoring and evaluation in a systematic manner?	<ul style="list-style-type: none"> • A monitoring and evaluation plan has been developed. • The results framework includes actions to achieve appropriate M&E results ((for example responsibilities and periodicity for data collection) • If applicable, comparison groups are included for impact evaluation purposes. • Information needs for performance reporting is well identified. • Roles and responsibilities for data collection, evaluation and reporting are specified. • Risks for the monitoring and evaluation system have been defined with identified mitigation strategies 	i
Comments: The results framework does mention that tracer studies and worker surveys will be conducted but does not describe information needs, purpose, periodicity, responsibilities, data collection methods or risks.		
3.3 Are the data collection and analyses methods in the M&E plan technically adequate?	<ul style="list-style-type: none"> • The methods proposed will lead to valid and reliable propositions. • A data gathering system to generate information on all indicators has been defined. • Methods are technically and operationally feasible with appropriate levels of efforts and cost for value added by the information. • Sources of information are specified for all indicators. 	N/A
Comments: As methods are not described the criteria cannot be assessed		

Recommendation to CTA/project team	Develop a MEL framework similar to the framework developed in Lebanon to ensure alignment with ILO evaluation policy guidelines.
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4. Infrastructure, human and financial resources

Question	Quality assessment criteria	Rating
4.1 Is the budget for the evaluation properly expressed in the project budget?	<ul style="list-style-type: none"> The evaluation budget is on a separate line of the project budget 	i
Comments: The budget for evaluation has its own budget line. Yet without a monitoring plan it is not possible to assess if costs measure up to planned activities		
4.2 Are their adequate financial resources in the evaluation budget?	<ul style="list-style-type: none"> The monitoring and evaluation budget is adequate for the size and duration of the project. Resources have been identified and committed to ensure that predefined data will be collected and analyzed 	N/A
Comments:		
4.3 Are there adequate human resources?	<ul style="list-style-type: none"> A member of project management has been designated to be responsible for M&E issues. Social partners and beneficiaries expected to participate in monitoring and evaluation. Reporting mechanisms and products identified with clear responsibilities 	ii i i
Comments: The budget includes a part time monitoring and reporting officer. Social partners are not participating in monitoring and evaluation and reporting projects (beyond activity reporting and half year reports are not identified).		
4.4 Are organizational arrangements for M&E efficient?	<ul style="list-style-type: none"> An M&E system is used for work planning, implementation and reporting practices. Tripartite partners engage in M&E and use information. 	ii i
Comments: Output reporting is used to work planning, implementation and reporting. Tripartite partners are not engaged in the M&E and do not use information. created		
Recommendation to CTA/project team	The EIIP program in Jordan has the potential to create jobs beyond the jobs offered from by the program itself, in particular with the introduction of the new training component. Not assessing the contribution of such component by designing an M&E plan that enables to program to ask question such as 'who participates in the training' – and receives the jobs offered, what difference does it make, in the short and longer term, and what are the factors and actors contributing to successes and challenges, would be a missed opportunity for learning.	

Annex VI List of informants.

Gender	Name	Organisation	Designation
M	Jose Manuel	ACTEMP	Senior Specialist
M	Mustafa Said	ACTRAV	Senior Specialist
F	Maha Kattaa	DEVINVEST	ILO EIIP Backstopping Officer ROAS
M	Richard Lorenz	Project	EIIP Chief Technical Advisor
M	Shafiur Rahman	Project	International Engineer
M	Tarek Jaber	Project	EIIP National Engineer
F	Ghida Hamieh	Project	EIIP National Engineer
F	Rita Abou Jaoudeh	Project	EIIP Senior ESS Coordinator
M	Elie Hanna	Project	EIIP ESS officer
F	Patil Mardigian	Project	EIIP M&E
F	Hanin El Wazzan	Project	Finance Assistant
M	Fadi al Hashem	Project	EIIP Procurement Officer
M	Hani Baltaji	Project	EIIP Social Safeguard Officer
M	Emile Karam	Project	EIIP Social Safeguard Officer
F	Mira Sayah	Project	EIIP Social Safeguard Officer
M	Sleiman Jaber	Project	EIIP Social Safeguard Officer
F	Chirine Nassar	Project	EIIP Social Safeguard Officer
F	Maya Abboud	Project	EIIP Social Safeguard Officer
M	Alain bou Samra	Project	EIIP Social Safeguard Officer
M	Jony Nassif	Project	EIIP Social Safeguard Officer
M	Leonard Dlubatz	KfW	Expert for Employment Promotion and CFW
F	Yousra Taleeb	Livelihoods UN	Interim intersectoral coordinator
M	Castro Abdallah	FENASOL	President
M	Raymond Khoury	Green Plan under Ministry of Agriculture	Focal Point
M	Bassam Agha	Mhammara School	Director of Mhammara school
M	Abdul Monem Ossman		Mayor of Mhamara
F	Chrisianne Richa	Haouch el Oumara SDC	Head of Haouch el Oumara SDC
M	Mohamad el Sheikh	TAYM	Contractor
M	Mohamad Rahal	Danash Contracting and Trading Co	Contractor

M	Abbas Hussein	Hussein Tabaja Est. for Engineering and Contracting	Contractor
M	Shailendra Jha Kumar	Project	CTA
F	Farah Al Azab	Project	Senior Officer M&E
M	Anas Al Bakhiet	Project	Senior Officer Infrastructure Engineer
M	Khaled Abu Rashed	Project	National Officer Agriculture Engineer
M	Qais Khrais	Project	ESS Officer
M	Omar Abu Ameireh	Project	Procurement Officer
F	Rana Abu Aesh	Project	Skills and Enterprise Officer
M	Ahmad Rawashdeh	Project	Data Management Assistant
M	Bashar Abdallat	Project	Data Management Assistant
M	Mohammad Sirhan	Project	Admin Finance Assistant
F	Raya AL Tal	Project	Help line Assistant
M	Alaa Gharabli	Project	Admin Finance Assistant
M	Abdullah Jaradat	Project	Skills Assistant
M	Vitalii El Dani	Project	Program Officer
F	Alaa Omoush	Project	GIS Excol
M	Eng. Abdelqader Manaseer	Ministry of Local Affaires	Technical Committee Engineer
F	Eng. Sawsan Jalode	Ministry of Local Affaires	Technical Committee Engineer – bidding department
F	Eng. Muna Sadeq	Dulayl Municipality	Coordinator
F	Eng. Majd Khalayleh	Berein	Coordinator
M	Bassam Al Faqeeh	Directorate of Al Koura	Coordinator
M	Eng. Imad Malkawi	Directorate of Bani Kinana	
M	Ahmad Hamadneh	Agriculture Nursery Agraba	
M	Dr.Mahmoud Al rabea	Ministry of Agriculture	Master SYIB Trainer
F	Doa'a Hajeer	Miami Business Solution	General Manager
M	Mohamamd Al Zoubi	King Hussein Foundation	Director of Community Development Center
F	Nuha Fathi	TheMarketer.net	Master Trainer - Managing Director –
F	Samar Kilani	Engineer Association	Director Engineers Association Training

Annex VIII Literature

ILO guidelines

- ILO Policy Guidelines for evaluation: Principles, rationale, planning and managing for evaluations, 4th ed (2020) 3rd ed. http://www.ilo.ch/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm
- Code of conduct form (To be signed by the evaluation teams)
http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm
- Checklist No. 3: Writing the inception report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm
- Checklist 5: preparing the evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm
- Checklist 6: rating the quality of evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm
- Template for lessons learnt and Emerging Good Practices
http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm
http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm
- Guidance note 7: Stakeholders participation in the ILO evaluation h
https://www.ilo.org/global/docs/WCMS_165982/lang--en/index.htm
- Guidance note 4: Integrating gender equality in the monitoring and evaluation of Projects h
http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm
- UNEG Ethical Guidelines for Evaluation <http://www.unevaluation.org/document/download/548>
- ILO Employment-Intensive Investment Program (EIIP) Guidance

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Program pPhase documents

Jordan Phase VI (24 months, ongoing)

- Program document, Phase VI EIIP, Jordan (18.000.000 EUR)
- EIIP Phase VI EIIP, First progress report
- EIIP Phase VI EIIP, Second progress report
- Evaluation of Employment Intensive Infrastructure Programs in Lebanon (Phase III & IV) & Jordan (Phase V)

Lebanon Phase IV (finalized)

- EIIP Lebanon Phase IV Log frame
- EIIP Lebanon Phase IV Implementation plan
- EIIP Lebanon Phase IV Project Map
- EIIP Lebanon Phase IV Evaluability assessment
- EIIP Lebanon Phase IV Individual project completion reports (21 reports, individual sites)
- EIIP Lebanon Beneficiary Survey
- RPS Mena ILO EIIP Economic Impact Survey
- ILO wage monitoring survey

Lebanon Phase V (25 months, ongoing)

- EIIP Phase V project proposal
- Draft Program framework
- EIIP Phase V M&E framework
- EIIP Phase V budget

- Stakeholder analysis
- Project organogram
- Lebanon Risk Management
- Environmental and Social Safeguard Framework
- Environmental and Social Safeguard mechanism
- Environmental and Social Safeguard Commitment Plan
- Compliance checklist
- Outreach plan
- Gender Strategy
- Grievance mechanisms
- Environmental guidance and screening

Other, secondary literature

- ALEF (January 2023), Peacebuilding and Social Stability Challenges faced by Municipalities within a Context of Ongoing Crises in Lebanon, Lebanon
- American University of Beirut, 2020: Dynamics of Syrian Refugees in Lebanon's Agriculture Sector, Nur Turkmani Kanj Hamade
- American University of Beirut, 2021: ADDRESSING CHALLENGES FACED BY SYRIAN REFUGEES WORKING IN THE INFORMAL ECONOMY
- Articles on the EIIP program in Jordan 2023
- <https://odihpn.org/publication/impact-of-refugees-participation-in-the-labour-market-on-decent-work-and-social-cohesion-examples-and-evidence-from-two-ilo-programs-in-jordan/>
- <https://reliefweb.int/report/jordan/jordan-compact-three-years-where-do-we-stand>
- ILO, September 2021: Impact of work permits on decent work for Syrians in Jordan Svein Erik Stave, Tewodros Aragie Kebede and Maha Kattaa
- ILO and the Central Administration of Statistics, Lebanon: Lebanon follow-up Labour Force Survey January 2022
- Interagency Coordination, Lebanon: Vulnerability Assessment of Syrian Refugees in Lebanon, 2022
- *Leaders for Sustainable Development: DIGNITY AT STAKE: CHALLENGES TO ACCESSING DECENT WORK IN LEBANON, Discussion paper, 2019*
- LEBANON AND JORDAN Maysa Baroud, Project Coordinator, Refugee Research and Policy Program, IFI Nour Zeidan, Researcher, Refugee Research and Policy Program, IFI
- The Magyc project: 2020: Refugee Governance in Crisis: The Case of the EU-Lebanon Compact Tamirace Fakhoury Lebanese American University
- UNHCR: Socio-economic situation of refugees in Jordan Q2 2023

Annex IX Data collection tools

A) Guide for focus group discussions (FGDs) with beneficiaries (refugees and host community representatives)

Questions targeting the EIIP programs' relevance, effectiveness, sustainability and impact.

Background information

- 1) Date of FGD _____
- 2) Place _____
- 3) Number of participants _____
- 4) Male _____ Female _____
- 5) Average age (estimate) _____
- 6) Month of latest training/information/work provided by the program _____
- 7) Type of involvement: _____

Relevance and contributions of the project

- What do you know about the ILO program? Do you know the name of it?
- Why and how were you selected for the training/job by the ILO program?
- What types of supports did you get from the program?
- What are major focuses of trainings and supports?
- Was the orientation and support you received relevant?
- What are limitations in supports?
- What are the main work related challenges of the workers (women, youth, and vulnerable groups)?
- Which work and income challenges have been solved thanks to the program and which ones are not solved?
- How did the project address your (gender) specific needs?
- How the participation in the project affects your life (family situation etc.)? – if at all
- To what extent do you think that your participation will influence your changes for additional wage work, other income generation or training?

Handout for participants in FGD (to be translated into Arabic)

Instruction: For each statement (to be read aloud by the facilitator) please indicate how much you agree with each statement

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know
1. The job placement was useful/relevant.					
2. I now have better job/career development opportunities.					
3. I feel more self-confident after having done the work.					
4. I now have regular income from salary work.					
5. I have now started my own business.					
6. I feel proud of the improvement made by us in the project in our roads and parks.					
7. After the work I have participated in discussions with other workers on how we can generate income.					
8. The program has stimulated a dialogue in our community about work and income generation.					
9. The project includes information about how to handle work vs. family obligations.					
10. The project has contributed to improve relations between refugees and host communities.					
11. My family supported my participation in the project.					
12. The job has influenced the relations in my family.					
13. I am aware of the importance of skills upgrading and I am interested in more training.					

B) Guide for focus group discussions (FGDs) with contractors

Background information

- 1) Date of FGD _____
- 2) Place _____
- 3) Number of participants _____
- 4) Male _____ Female _____
- 5) Average age (estimate) _____
- 6) Month of latest training/information/work provided by the program _____
- 7) Type of involvement: _____
- 8) Number of employees: _____

Relevance and contributions of the project

- What do you know about the ILO program? Do you know the name of it?
- How and why was your company selected for the contract?
- What types of support and training did you get from the program?
- How and to what extent the trainings and supports relevant? / What are limitations of trainings and supports?
- What do you think are the main work-related challenges of the workers (women, youth, and vulnerable groups)?
- Which challenges have been solved thanks to the program and which ones are not solved?
- Did the training/project address your companies' specific needs? If so, how?
- Did the participation in the project lead to changes in your business? If so, how?
- Did the participation lead to other contracts? Please explain.

Handout for participants in FGD (to be translated into Arabic)

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know
1. The training was useful/relevant.					
2. I now have better opportunities for getting other contracts.					
3. I feel more self-confident after the training.					
4. I now have regular income from contracts.					
5. I have now expanded my business.					
6. I feel proud of the improvement made by us in the project in our roads and parks.					
7. After the training/work I have participated in discussions with other companies on how we can generate more contracts.					
8. The program has stimulated a dialogue in our community about work and income generation.					
9. The training include information about OSH and decent work.					
10. The project has contributed to improve relations between refugees and host communities.					
11. My company is now in a better position.					
12. I am convinced that this work will lead to new contracts with other clients.					
13. I am aware of the importance of skills upgrading and I am interested in more training for my workers and myself.					

C) Question guide for project team and ILO officials.

1. Relevance:

1.1 To what extent are the projects objectives and approach relevant to the constituents' needs and the context in which it is implemented?

1.2 How relevant were the projects to the needs of targeted population? Were the needs of women, people with disabilities (PWDs), refugees, and most vulnerable groups well-articulated in the project design?

1.3 How do the projects contribute to the ILO's Program & Budget, Decent Work Country Programs, United Nations Sustainable Development Framework, and SDGs?

1.4 How were the criteria for selecting the project sites developed and applied? How did the projects ensure that the chosen sites align with the identified needs and priorities of the target population? What type of stakeholder consultations or assessments were conducted to ascertain the relevance of the selected sites to the overall goals of the project?

1.5 To what extent are the objectives and results statements of EIIP LBN PV & EIIP JOR VI SMART? Do they have a well-defined logic model and theory of change?

1.6 To what extent are the monitoring plans for EIIP LBN PV & EIIP JOR VI actionable and concrete?

2. Coherence:

2.1 To what extent do the projects harmonize with similar efforts of the ILO and other donors, avoiding duplication and promoting a coordinated approach?

2.2 How well are the projects aligned with broader gender equality objectives and strategies at the national and international levels?

3. Effectiveness:

3.1 Did the projects meet all their planned (according to the timeline) outputs and outcomes/ objectives? Why were the results achieved/ not achieved?

3.2 How did the projects' achievements contribute to ILO's cross-cutting policy drivers including gender equality, social dialogue, and labor standards?

3.3 Has there been any unintended positive/negative consequences of the projects' interventions?

4. Efficiency:

4.1 To what extent have the projects' activities been cost-efficient? Have resources (funds, human resources, time, expertise etc.) been allocated strategically to achieve all outcomes?

4.2 To what extent can the projects' results justify the time, financial and human resources invested in the project?

5. Sustainability:

5.1 How sustainable are the results achieved by the projects likely to be? What measures have been considered to ensure that the key components of the projects are sustainable beyond the life of the project?

5.2 To what extent the short-term employment opportunities provided by the project enhanced the employability of the target groups?

5.3 To what extent are national partners— governmental or non-governmental —able and willing to continue their efforts after the projects' end date?

6. Impact:

6.1 What is the likely contribution of the projects' initiatives to the stated development objectives? Did they contribute as laid out in the initial theory of change? What else could have been done to better realize the project objectives?

6.2 What is the likely impact on women participants?

6.3 What is the likely impact on Participants with Disabilities?

Additional questions:

1. Relevance

1.4. a How did you identify specific needs of target groups?

1.4. b Were community leaders involved in selection of participants?

2 Coherence (internal and external)

2.1. a Did you use the ToC in your planning?

2.1. b What follow-up to recommendations from evaluations was in place?

3 Effectiveness of project implementation and management arrangements

3.1. a How have you used the Logframe during implementation?

3.2. a How are decent employment and working conditions ensured?

3.4 How many of the participants have started successful business?

4 Efficiency of resource use

4.3 What internal and external financial control mechanisms are in place? Are SOPs clearly defined and known to partners?

D) Question guide for semi-structured interviews with government and municipality officials/staff.

1. Relevance:

1.1.a) In what ways are the EIIP project and approach relevant to the need of your community/your country and the context in which you operate?

1.2.a) In what ways do you think that the projects implemented respond to the needs of men/women, people with disabilities (PWDs), refugees and most vulnerable groups?

1.2.b) How do the projects contribute to the Decent Work Country Programs, United Nations Sustainable Development Framework, and SDGs? (Question for govt. officials only).

1.4.a) How were projects identified and selected? What did or do you do to ensure that the chosen sites align with the needs and priorities of the target population in your area?

- What did you do to ensure that the selected sites and approach chosen was relevant to the targets?
- How did you identify specific needs of target groups?
- Were community leaders involved in selection of participants? Why/why not.
- Who else participated in the selection process.

2. Coherence:

2.1.a) Are you familiar with other, similar CfW programs in your area (the country?) . Who implements or funds these programs? To what extent do you think that the EIIP projects harmonize with these efforts. Are there, in your perspective, any duplication? What is done to ensure coordination?

2.2.) How well are the projects aligned with broader gender equality objectives and strategies in your country (question at national level)

3. Effectiveness:

3.1.a) Which projects were implemented in your municipality/areas?

- Were the projects implemented according to the timeline?
- What were the main results (for employed workers, for the municipality)?
- How many of the participants have started successful business after their participation in the project? (Please provide an example if you can)
- What - if any – were the obstacles or challenges encountered?
- What did the project do to overcome these challenges?

3.3.a) Were there any unintended positive/negative consequences of the projects? If so, which?

4. Efficiency:

4.1.a) What – if any – resources (time, financial resources) did you invest in the project over and above resources provided by the project.

4.2.a) What do you think about this investment. Could results have been achieved spending less resources (time, money, expertise)? If so, how?

4.2.b) What internal and external financial control mechanisms are in place? Are SOPs clearly defined and known to partners?

5. Sustainability:

5.1.a) What is done to sustain the results achieved from the project in your municipality/area/Are resources allocated to maintain and preserve the results made? Why/Why not.

5.2.a) To what extent do you think that the short-term employment opportunities provided by the project have enhanced the employability of the target groups in your area/country?

5.2.b) To what extent are national partners— governmental or non-governmental —able and willing to continue their efforts after the projects' end date?

6. Impact:

6.2.a) What do you think is the likely impact of the project on female participants in your area/the country?

6.3.a) What is the likely impact on Participants with Disabilities?

E) Guide for semi-structured interviews with employers' federations/associations.

1. Relevance:

1.1.a) In what ways are the EIP project and approach relevant to your members?

1.2.a) In what ways do you think that the projects implemented respond to the needs of men/women, people with disabilities (PWDs), refugees and most vulnerable groups? In what way do they respond to the needs and interests of your members?

1.2.b) Are you familiar with the way projects were selected? If so, please describe. In what way were you/your members included in the selection.

1.4.a) Are you familiar with the way workers were selected and how their needs were identified? If so, please describe.

2. Coherence:

2.1.a) Are you familiar with other, similar CfW programs in your area (the country?). Who implements or funds these programs? To what extent do you think that the EIP projects harmonize with these efforts. Are there, in your perspective, any duplication? What is done to ensure coordination?

3. Effectiveness:

3.1.a) Which projects have your members been involved in? According to your knowledge:

- Were the projects implemented according to the timeline?
- What were the main results (for employed workers, for the municipality, for your members)?
- What - if any – were the obstacles or challenges encountered?
- What did the project do to overcome these challenges?

3.3.a) Were there any unintended positive/negative consequences of the projects'? If so, which?

4. Efficiency:

4.1.a) What – if any – resources (time, financial resources) did you invest in the project over and above resources provided by the project.

4.2.a) What do you think about this investment. Could results have been achieved spending less resources (time, money, expertise)? If so, how?

4.2.b) What internal and external financial control mechanisms are in place? Are SOPs clearly defined and known to partners?

5. Sustainability

5.1.a) According to your information, what is done to sustain the results achieved from the projects/ Are resources allocated by municipalities or other actors to maintain and preserve the results made? Why/Why not.

5.2.a) To what extent do you think that the short-term employment opportunities provided by the project have enhanced the employability of the target groups in your area/country?

5.3.a) To what extent are national partners— governmental or non-governmental —able and willing to continue their efforts after the projects' end date?

6. Impact

6.2.a) What do you think is the likely impact of the project on female participants from the program?

6.3.a) What is the likely impact on Participants with Disabilities?

F) Guide for semi-structured interviews with trade union federations/ confederations

1. Relevance:

1.1.a) In what ways are the EIIP projects and approach relevant to your members/workers in the country?

1.2.a) In what ways do you think that the projects implemented respond to the needs of men/women, people with disabilities (PWDs), refugees and most vulnerable groups? In what way do they respond to the needs and interests of your members?

1.4.a) Are you familiar with the way projects were selected? If so, please describe. In what way were you/your members included in the selection.

1.4.b) Are you familiar with the way workers were selected and how their needs were identified? If so, please describe.

2. Coherence:

2.1.a) Are you familiar with other, similar CfW programs in your area (the country?). Who implements or funds these programs? To what extent do you think that the EIIP projects harmonize with these efforts. Are there, in your perspective, any duplication? What is done to ensure coordination?

3. Effectiveness:

3.1.a) Which projects have your members been involved in? According to your knowledge:

- Were the projects implemented according to the timeline?
- What were the main results (for employed workers, for the municipalities involved)?
- What - if any – were the obstacles or challenges encountered?
- What did the project do to overcome these challenges?

3.3.a) Were there any unintended positive/negative consequences of the projects' – including from a workers' rights and trade union perspective. If so, which?

4. Efficiency:

4.1.a) What – if any – resources (time, financial resources) did you invest in the project over and above resources provided by the project.

4.2.a) What do you think about this investment. Could results have been achieved spending less resources (time, money, expertise)? If so, how?

4.2.b) What internal and external financial control mechanisms are in place? Are SOPs clearly defined and known to partners?

5. Sustainability:

5.1.a) According to your information, what is done to sustain the results achieved from the projects/ Are resources allocated by municipalities or other actors to maintain and preserve the results made? Why/Why not.

5.2.a) To what extent do you think that the short-term employment opportunities provided by the project have enhanced the employability of the target groups/workers in your area/the country?

5.3.a) To what extent are national partners— governmental or non-governmental —able and willing to continue their efforts after the projects' end date?

6. Impact:

6.2.a) What do you think is the likely impact of the project on female participants from the program?

6.3.a) What is the likely impact on Participants with Disabilities?

G) Guide for semi-structured interviews with training providers and other external consultants

1. Relevance:

1.1.a) To what extent do you think that are the EIP objectives and approach is relevant to the workers, municipalities and companies involved?

1.2.a) How relevant were the projects – and the training provided – to the needs of workers, contractors and contracting authorities?

- To what extent, and when relevant, were the needs of women, people with disabilities (PWDs), refugees and most vulnerable groups articulated in the project design?

1.4.a) How were the criteria for selecting the project sites developed and applied?

2. Coherence:

2.1.a) Are you familiar with other, similar CfW programs and similar training in your area (the country?).

- Who implements or funds these programs and trainings?
- To what extent do you think that the EIP projects harmonize with these efforts.
- Are there, in your perspective, any duplication?
- What is done to ensure coordination?

3. Effectiveness:

3.1.a) What was the expected outcomes of the training/support provided by you?

3.1.b) What was the result from this training

3.1.c) What were the main obstacles that you encountered in delivering the training or achieving expected results:

- Among male/female workers
- Contractors
- Contracting municipalities/other.

3.3.a) Has there been any unintended positive/negative consequences of the projects' training/support? If so, please describe.

4. Efficiency:

4.1.a) What – if any – resources (time, financial resources) did you invest in the project over and above resources provided by the project.

4.2.a) What do you think about this investment. Could results have been achieved spending less resources (time, money, expertise)? If so, how?

5. Sustainability:

5.1.a) According to your information, what is done to sustain the results achieved from the training?

5.2.) To what extent do you think that the short-term employment opportunities and/or the training provided have enhanced the employability of the target groups/workers in your area/the country?

- What are the obstacles that may prevent workers from acquiring a job, despite the training they received?

6. Impact:

6.2.a) What is the likely impact of the training on women participants?

6.2.b) What is the likely impact of the training on Participants with Disabilities?

H) Guide for semi-structured interviews with private companies directly involved with the project

1. Relevance:

1.1.a) In what ways are the EIIP project and approach relevant to your company?

1.2.a) In what ways do you think that the projects implemented respond to the needs of men/women, people with disabilities (PWDs), refugees and most vulnerable groups? In what way does the project(s) respond to the interests of your company and the conditions that you work in/under?

1.4.a) Are you familiar with the way projects were selected? If so, please describe. In what way were you involved in the selection.

1.4.b) Are you familiar with the way workers were selected and how their needs were identified? If so, please describe.

2. Coherence:

2.1.a) Are you familiar with other, similar CfW programs in your area (the country?). Who implements or funds these programs? To what extent do you think that the EIIP projects harmonize with these efforts. Are there, in your perspective, any duplication? What is done to ensure coordination?

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3. Effectiveness:

3.1.a) Which projects have your company been involved in? According to your knowledge:

- Were the projects implemented according to the timeline?
- What were the main results (for employed workers, for the municipality, for your company)?
- What - if any – were the obstacles or challenges encountered?
- What did the project do to overcome these challenges?

3.3.a) Were there any unintended positive/negative consequences of the projects? If so, which?

4. Efficiency:

4.1.a) What – if any – resources (time, financial resources) did you invest in the project over and above resources provided by the project.

4.1.b) What do you think about this investment. Could results have been achieved spending less resources (time, money, expertise)? If so, how?

4.2.a) What internal and external financial control mechanisms are in place? Are SOPs clearly defined and known to partners?

5. Sustainability:

5.1.a) According to your information, what is done to sustain the results achieved from the projects/

Are resources allocated by municipalities or other actors to maintain and preserve the results made?
Why/Why not.

5.2.a) To what extent do you think that the short-term employment opportunities provided by the project have enhanced the employability of the workers in your area/country?

5.3.a) To what extent are national partners— governmental or non-governmental —able and willing to continue their efforts after the projects' end date?

6. Impact:

6.2.a) What do you think is the likely impact of the project on female participants from the program?

6.3.a) What is the likely impact on Participants with Disabilities?

I) Guide for semi-structured interviews with donor, UN agencies and others.

1. Relevance:

1.1 To what extent are the projects objectives and approach relevant to the constituents' needs and present countries context?

1.2 How relevant were the projects to the needs of targeted population? Were the needs of women, people with disabilities (PWDs), refugees, internally displaced people (IDPs), and most vulnerable groups well-articulated in the project design?

1.3 How do the projects contribute to the ILO's Program & Budget, Decent Work Country Programs, United Nations Sustainable Development Framework, and SDGs?

1.4 How were the criteria for selecting the project sites developed and applied? How did the projects ensure that the chosen sites align with the identified needs and priorities of the target population? What type of stakeholder consultations or assessments were conducted to ascertain the relevance of the selected sites to the overall goals of the project?

2. Coherence:

2.1 To what extent do the projects harmonize with similar efforts of the ILO and other donors, avoiding duplication and promoting a coordinated approach?

2.2 How well are the projects aligned with broader gender equality objectives and strategies at the national and international levels?

3. Effectiveness:

3.3 Has there been any unintended positive/negative consequences of the projects' interventions?

5. Sustainability:

5.1 How sustainable are the results achieved by the projects likely to be? What measures have been considered to ensure that the key components of the projects are sustainable beyond the life of the project?

5.2 To what extent the short-term employment opportunities provided by the project enhanced the employability of the target groups?

5.3 To what extent are national partners— governmental or non-governmental —able and willing to continue their efforts after the projects' end date?

6. Impact:

6.1 What is the likely contribution of the projects' initiatives to the stated development objectives? Did they contribute as laid out in the initial theory of change? What else could have been done to better realize the project objectives?

6.2 What is the likely impact on women participants?

6.3 What is the likely impact on Participants with Disabilities?

J) Guide for semi-structured interviews with partners, CSOs and others.

1. Relevance:

1.1 To what extent are the projects objectives and approach relevant to the constituents' needs and present countries' context?

1.2 How relevant were the projects to the needs of targeted population? Were the needs of women, people with disabilities (PWDs), refugees and most vulnerable groups well-articulated in the project design?

1.4 How were the criteria for selecting the project sites developed and applied? How did the projects ensure that the chosen sites align with the identified needs and priorities of the target population? What type of stakeholder consultations or assessments were conducted to ascertain the relevance of the selected sites to the overall goals of the project?

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3.3 Has there been any unintended positive/negative consequences of the projects' interventions?

5. Sustainability:

5.1 How sustainable are the results achieved by the projects likely to be? What measures have been considered to ensure that the key components of the projects are sustainable beyond the life of the project?

5.2 To what extent the short-term employment opportunities provided by the project enhanced the employability of the target groups?

5.3 To what extent are national partners— governmental or non-governmental —able and willing to continue their efforts after the projects' end date?

6. Impact:

6.2 What is the likely impact on women participants?

6.3 What is the likely impact on Participants with Disabilities?

Additional questions:

1 Relevance and strategic fit

1.4.a How did you identify specific needs of target groups?