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Increasing Access to Employment Opportunities for Vulnerable Urban Population in Basra City in Response to the COVID 19 Crisis

ILO DC/SYMBOL: **IRQ/22/01/HAB**

Type of Evaluation: **Project**

Evaluation timing: **Final**

Evaluation nature: **Internal**

Project countries: **Iraq**

P&B Outcome(s): **Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work**

SDG(s): **Decent Work and Economic Growth, No Poverty and Gender Equality**

Date when the evaluation was completed by the evaluator: **30 January 2025**

Date when evaluation was approved by EVAL: **NA**

ILO Administrative Office: **ROAS**

ILO Technical Office(s): **DWT-Beirut**

Joint evaluation agencies: **N/A**

Project duration: **24 October 2022 – 31 January 2025**

Donor and budget: **UN-Habitat USD 872,496 (Eight hundred seventy-two thousand four hundred ninety-six United States Dollar)**

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Evaluation Office oversight: **N/A**

Evaluation budget: **14,000 US Dollars**

Key Words: Economic activities, labour, employment and education and training.

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

TABLE OF CONTENTS

ACRONYMS	2
LIST OF FIGURES	3
1- EXECUTIVE SUMMARY	4
2- PROJECT BACKGROUND	9
3- EVALUATION METHODOLOGY	13
3.1. Evaluation objectives	13
3.2. Evaluation sample	14
4- EVALUATION FINDINGS	16
4.1. Relevance	16
4.2. Coherence and Efficiency	19
4.3. Effectiveness	23
4.4. Impact	29
4.5. Sustainability	33
5- LESSON LEARNED	35
6- GOOD PRACTICES	36
7- RECOMMENDATIONS	37
8- ANNEXES	39
8.1. Annex 1: LESSON LEARNED TEMPLATE	39
8.2. Annex 2: GOOD PRACTICES TEMPLATE	43
8.3. Annex 3 - Evaluation matrix	48
8.4. Annex 4 – Data collection tools	54
8.5. Annex 5 – list of interviewees	59
8.6. Annex 6 – Terms of Reference	62

ACRONYMS

CSO	Civil Society Organization
DOLSA	Directorate of Labour and Social Affairs
EIIP	Employment-Intensive Investment Programme
ESC	Employment Service Centre
FGD	Focus Group Discussions
ILO	International Labour Organization
IOM	International Office of Migration
KII	Key Informants Interviews
LRB	Local Resource Based
LS	Labour standard
ISIS	Islamic State in Iraq and the Levent
MoE	Ministry of Education
MOLSA	Ministry of Labour and Social Affairs
NEET	Not Employment, Education, Training
NRC	Norwegian Refugee Council
OECD-DAC	Development Assistance Committee
SIYB	Start and Improve Your Business
SOPs	Standard Operation Procedure
ToR	Terms of Reference
UNDP	United Nations Development Program
UN-Habitat	United Nations Human Settlements Programme

LIST OF FIGURES

Figure 1- Male/female breakdown of the evaluation sample

Figure 2 – Means of data collection

Figure 3- Reflection of the ESC trainees on the training quality

Figure 4- Reflection of the EIIP trainees on the training quality

Figure 5- Reflection of the ESC trainees on the benefit of the training

Figure 6- Reflection of the EIIP trainees on the benefit of the training

Figure 7- Impact of the training on young engineers

Figure 8- Impact of the training on staff of the ESC

1-EXECUTIVE SUMMARY

In 2022, the ILO and UN-Habitat signed a three-year cooperation development agreement titled *Increasing Access to Employment Opportunities for Vulnerable Urban Population in Basra City in Response to the COVID-19 Crisis*, funded by the EU in Iraq. The EU-funded project aimed to a) improve water, electricity, and waste management services and access in three underserved settlements in Basra (Al-Ahrar, Al-Kubiyah, and Jurf Al-Melah) led by the UN-Habitat and b) enhance job opportunities for unemployed young men and women, led by the ILO

The cooperation agreement between the ILO and UN-Habitat officially started on 24 October 2022 and ended on 31 January 2025. The ILO-led objective was increasing access to employment opportunities for young men and women in Basra, focusing on three informal settlements (Al Kubyah, Al Ahrar, and Jurf Al Melah), where the unemployment rate is high, vulnerable people reside, and living conditions are poor.

In this project, the ILO's Theory of changes was: IF young men and women in three neighbourhoods of Basra City received series of skill development and Start and Improve Your Business trainings, and IF the employment services centre and digital employment platforms in the city are established and strengthened to provide the necessary services to unemployed vulnerable youth in the city, THEN those targeted young men and women will be equipped and empowered to secure better and more jobs in the private construction sectors and waste management businesses, BECAUSE: young men and women in Basra City are deprived of employment services and digital employment platforms; lack technical skills in the construction sectors; and they are desperately looking for jobs in the city.

ILO tailored its interventions to create jobs through three complementary dimensions: First, ILO developed labour standard conditions, contractual clauses and monitoring tools for the government and private stakeholders involved in the infrastructure sector in Basra to improve employment opportunities for young graduates and to enhance decent work principles. ILO followed the development of those tools with a workshop for 27 stakeholders in Basra on Labour Standards and Local Resource Based technologies

Second, to improve the employment and business skills of young, vulnerable women and men job seekers, ILO conducted 19 various vocational trainings for 456 (189 females and 267 males) and Start and Improve Your Business training for 252 potential entrepreneurs from three informal settlements of Al Kubyah, Al Ahrar and Jurf Al Melah. Additionally, ILO enhanced the skills and business endeavours of 51 (4 females and 47 males) informal waste collectors over 21 days of intensive and on-the-job training.

Third, ILO built and equipped an employment service centre at the Basra General Directorate of Labour and Social Affairs premises to enhance access to employment services in Basra. To make the Employment Service Center functional and sustainable, ILO developed standard operational procedures, which motivated both the general directorate and the Ministry of Labour and Social Affairs to create similar standards for other departments and units in Iraq. Furthermore, under this

intervention dimension, ILO trained 27 general directorate staff members to perform career guidance and counselling for job seekers in Basra.

The evaluation of the ILO project sought to provide valuable insights into ILO's intervention strategies and theory of change within the framework of the joint cooperation development project with UN-Habitat. Key objectives of this evaluation were assessing project outcomes, identifying and analysing challenges encountered during implementation, evaluating the potential impact of the interventions, distilling key lessons learned, and developing actionable recommendations for future program design and implementation.

This final internal evaluation process adopted OECD-DAC criteria to meet the overall purpose and the specific objectives in terms of (relevance, effectiveness, efficiency, impact, and sustainability). During the evaluation process, those criteria were studied in light of specific questions grasped from the evaluation Terms of Reference.

A mixed methodology approach was utilized to assess the project achievements against the intended results. The approach constituted a secondary and primary research endeavour. The secondary research focused on reviewing the project documents, published reports and studies referenced in this report. The primary data research consisted of a survey with young engineers and staff of the employment service centre, representing at least 57.1% of the beneficiaries reached through the training. Meanwhile, the qualitative research consists of interviewing 78 project stakeholders, including 66 participants of FGD and 12 KII interviews

The main observation is the project had a great echo within Basra to the degree that people thought it was the ILOs alone. The evaluation process found that the ILO's project was highly relevant to the needs in Iraq and in Basra. All the project beneficiaries and stockholders explained that ILO's project was directly meeting the priority needs in Iraq and, precisely, in Basra, which was due to the lack of job opportunities, mismatch between the skills and experiences of young graduates with needs of the market, lack of awareness among young people of the public platform (Mihan) for the job seeker, lack of employment service centre in Basra, lack of protection of informal workers and lack of developed waste management infrastructure in the country.

The ILO strategic intervention was a comprehensive and multi-dimensional approach. ILO worked on job creation through training, developing the Standard Operational Procedures of the Employment Service Center, and training the staff on counselling and career guidance services. Meanwhile, the ILO project was coherent with the existing ILO programs in the country and with the UN-Habitat intervention, improving access to basic services in the same targeted areas.

Additionally, the evaluation process found that the project design and implementation modality were very efficient. The ILO wisely worked efficiently with the project's existing resources by involving multiple stakeholders in steering the project, including Civil society Organization, the Contractor Union, local authorities, and the General Directorate of Labour and Social Affairs

The evaluation process found that the ILO project was highly effective in creating jobs, equipping the project beneficiaries with the skills and knowledge necessary to find jobs and engage in the world of work. For example, capacitating the young engineers and the staff of the Employment

service centre was very satisfactory, engaging and retentive. Participants of the focus group discussions reported a high approval of the Employment-Intensive Investment Programme training, demonstrating their newly acquired practical and project management skills. Meanwhile, the employers endorsed the training and explained, “No one learns from theory, and everyone learns from practice and hence recommend the initiative to go to students at college, so they gain employment skills early”. The same findings apply to capacity-building activities of job seekers through Vocational Trainings, Start and Improve Your Business training, and waste management trainings, as the majority of the interviewees found the ILO initiative highly effective and very satisfactory. They clearly explained that they attained knowledge and technical experience, which grew from zero to confidence in applying for jobs or becoming self-employed. However, raising awareness of the contractor through a workshop on Labour Standards and Local Resource Based technologies was found to have limited impact, which needs a follow-up to practise that knowledge. Additionally, access to finance is still challenging for the project beneficiaries planning to start up their business

The waste collectors are the most successful examples of the project's effectiveness. They benefited from enhancing their skills and capacities and remaining in active employment. For them, making a profit from waste while saving the environment and doing it through decent work was a win-win situation

The project is highly likely to produce long-term effects on job creation and employment opportunities for the most vulnerable groups in the three selected neighbourhoods, focusing on young men and women. Youth gain new skills and knowledge through vocational training, business startups, and job searching, enabling them to hold the skills and experiences required in the job market. For example, 15 out of 19 surveyed engineers have jobs. Meanwhile, the evaluation found the project enhanced the waste collectors' performance and business endeavours through healthily performing their job, connecting the waste collectors to the recycling factory (SMEs). Additionally, the social impact of the project on all trainees was significant. They made new friends and connected via WhatsApp groups. They help each other by referring job vacancies to each other. Furthermore, one significant impact of the project was the establishment of a new Employment Services Center at the General Directorate premises, followed by training the staff on career guidance and counselling and development of the Standard Operational Procedures to sustain the operation.

The project evaluation identified a set of lessons learned and good practises and developed a set of recommendations, which are summarized as follows:

Lesson learned

- 1- In general, while UN-Habitat and ILO Delivered as One- a United Nation initiative as a reform agenda for efficient resources use, and a framework for a unified and coherent UN structure at the country level, the two agencies were complementing each other in terms of areas of expertise. However, it could have been better for both agencies to have mitigated risk of staff turnover and what implication that has had on the payment, timeline...etc.

- 2- Contractor Union: it would have been better to capacitate and involve them in the project through the steering committee to activate their contribution and improve their collaboration with directorate of Labour and Social affairs as the Union had limited capacity and role in the project.
- 3- Synchronizing and interlinking the project with other ILO country programs contributed well to its achievement, as demonstrated by the development of the Employment Service center and the Standard Operational Procedure manual.
- 4- Involving a CSO in the community mobilization in the project intervention showed that it could overcome cultural constraints on women participation as they were vulnerable and hard to involve initially
- 5- Combining theoretical training with practical training and awarding certificates and tool kits to graduates were factors in boosting their confidence and contributing to kick-starting graduate employment. However, the tool kits were not enough because access to finance is still an essential factor in starting their businesses. Graduates who tried to apply for loans were marred by conditions that they could not meet

Good practices

- 1- The ILO linked the young engineers with the private sector, an ongoing construction project, enabling trained young engineers to gain practical experience. This was an ILO initiative which showed creativity.
- 2- Connecting the project beneficiaries with the other country's program projects to access finance enables them to maintain their economic activities and start up their business.
- 3- Mobilizing the vocational training graduates to serve in their community by rehabilitating the school was another good practice that benefited the community and the graduates as they practiced their new professions.
- 4- A steering committee was important to ensure coordination among project stakeholders. The Committee met regularly to keep each other informed and find solutions to issues during the project implementation.
- 5- Establishing temporary satellite employment centers within the community ensured that the project reached to most vulnerable people, including female and disabled people.
- 6- Investing in the employment service centre ensures that more youth will benefit from counselling, career guidance, and job seekers' links with employers. Referral of these beneficiaries to vocational trainings means that they will gain experience and potentially employment.

Recommendations

- 1- Project stakeholders unanimously request that the project be taken to the next level or extended to reach more expansive areas and youth. Therefore, it is recommended that the ILO design similar interventions in Basra.
- 2- Facilitate access to finance for the Start and Improve Your Business graduates, enabling them to start their businesses. Therefore, it is recommended that the ILO collaborate with DOLSA and find ways to allow trainees to benefit from government loans.
- 3- Enhance collaboration between the Employment Service Center, Directorate of Labour and Social Affairs' and the Contractor Union for the basic infrastructure project to activate the Mihan platform for employers and job seekers. This is a recommendation to be considered by the ILO in designing new designed initiatives
- 4- Enhance the role of contractor unions by a) engaging them in project steering committees to assist in defining skills required in the market, duration of the training, and delivering the theoretical and practical sessions of the training. B) building capacity of contractor unions on decent work principles, ways of approaching male and female job seekers and connection with the Employment Service Center.
- 5- CSO's contribution was instrumental in community mobilization and coordination. Their expertise in designing new projects or enhancing existing ones would benefit future initiatives.
- 6- The evaluation process found that the Employment-Intensive Investment Programme was effective in creating jobs. Therefore, it's recommended that the program be replicated and that government organizations build their capacity on the Employment-Intensive Investment Programme .
- 7- It is recommended to maintain the interlinkage of the ILO program in the country as it will maximize the project results. Therefore, sharing the collaboration development proposal among the ILO teams in the country before sending it to donors is highly recommended.
- 8- Working with waste collectors enhanced the project's impact, which was evident during the evaluation. However, the evaluation recommends that the ILO create a vision and a strategy for its intervention before continuing in this sector, as the country does not have a systematic and functional recycling system.

2-PROJECT BACKGROUND

The project started in 2021 during the COVID-19 pandemic and the lack of job opportunities and essential urban services for the most vulnerable groups persist. The project was in response to addressing some of the challenges caused by decades of war, crises, weak governance and administrative chaos, and mismanagement of resources that have fuelled the spread of informal settlements throughout Basra. An Iraqi Informal Settlement, according to UN-Habitat, “is a housing community built informally on a state-owned or private land within municipal boundaries and without proper approvals or pre-set designs” (UN-Habitat, 2020)¹.

The informal settlements usually lack basic infrastructure services, and residents struggle with unreliable water supplies and frequent power outages. The absence of proper drainage systems exacerbates problems, especially during rainy periods when streets flood and water stagnation and sewage formation, causing confinement of workers and students to their homes who travel lengthy distances to schools and health centres that are way out of their settlement boundary.

The period between 2015 and 2023 saw an expansion of informal settlements. Based on the Ministry of Planning report (2022), there were 4,000 informal settlements in Iraq, or approximately 522,000 housing units/families living in slums with Baghdad ranking first with around 1,022 informal settlements, representing 25% of the total slums in Iraq followed by Basra with about 700 settlements, accounting for 17.5% of the total slums (cited in CFRI, 2024)²). In fact, in 2023, the head of the municipality of Basra explained that an estimated 400,000 people are living in informal settlements across the governorate of Basra, among them Al-Ahrar, Al-Kubiyah, and Jurf Al Melah areas.

Despite Basra being the major centre for oil exports, yet it suffers from a high rate of unemployment, poverty, and a lack of basic services. Unemployment reached 21.8% in 2021, higher than the national average of 16.5%. Additionally, Basra has the 3rd highest lack of Employment, Education or Training (NEET) rate amongst young women in the country and the 5th highest amongst young men (at 62.5% and 27.5%, respectively (IOM, 2019) ³. According to an IOM market assessment report, Basra’s largest employers during the conflict between 2014 and 2017 were impacted by a major factor in the industrial regression: the lack of border control, which caused the influx of cheap imports and lack of capital (2019). While battles against the Islamic State in Iraq and the Levent ISIS were not fought in Basra, the economic consequences were felt. According to the IOM report, the private sector reported that business revenue and production dropped by 50%, and it became more challenging to find skilled labourers. There was a mismatch between jobs and skills, including a general lack of soft skills among workers (IOM, 2019).

¹ UN-HABITAT (2020) Basra Urban Profile, found at: https://UN-Habitat.org/sites/default/files/2021/03/basra_urban_profile_-_english.pdf

² French Research Center on Iraq (CFRI) (2024) Reflections of Demographic Change on Immigration Policies and Human Development Indicators in Iraq, found at: <https://cfri-irak.com/en/article/reflections-of-demographic-change-on-immigration-policies-and-human-development-indicators-in-iraq-2024-06-26#:~:text=Baghdad%20ranks%20first%20in%20terms,Ministry%20of%20Planning%2C%202022>)

³ EFS Forthcoming (cited from ILO project document)

Meanwhile, the lack of employment opportunities and essential services in Basra culminated in the October 2019 anti-government demonstrations to demand change. Thousands of people marched to the streets to demand work and basic services. The government has since then begun planning to improve electricity and water provision. It is important to relate the economic decline and poverty in Basra with the deteriorating environmental conditions in the area. An estimated 250 km² of fertile land is lost annually to desertification (NRC, 2019)⁴. The livestock sector has also suffered, as a lack of animal feed and clean water has resulted in livestock deaths. The water system in Basra has not been maintained properly; sewage from broken pipes mixed with drinking water has resulted in infectious illnesses (NRC, 2020)⁵. Consequently, it is also estimated that up to four million Iraqis were forced to migrate as a result of the ongoing water crisis (NRC, 2023)⁶. Additionally, their lack the appropriate skills to secure formal employment further adversely affected in securing alternate livelihood options, as they are rarely found to work in local markets due to cultural constraints (NRC, 2023)⁷.

In response to the persisting difficulties, Iraq's Poverty Reduction Strategy Paper approved by the Council of Ministers, under Resolution No. 409 of 2009, included in its fourth Outcome, "Providing Adequate Housing for the Poor", found a limited impact of the ad hoc solutions implemented before addressing poverty in informal settlements. Therefore, with technical support from UN-Habitat, the Permanent Technical Committee responsible for drafting the Poverty Reduction Strategy adopted an integrated multi-dimensional poverty reduction programme.

In September 2022, the ILO and UN-Habitat signed a three-year cooperation development agreement, funded by the EU aiming to a) improve water, electricity, and waste management services and access in three underserved settlements in Basra (Al-Ahrar, Al-Kubiyah, and Jurf Al-Melah), led by the UN-Habitat and b) enhance job opportunities for unemployed young men and women, led by the ILO.

In this Project, the ILOs envisioned increasing access to employment opportunities for young men and women in Basra City in three informal settlements (Al Kubyah, Al Ahrar and Jurf Al Melah). To achieve this goal, ILO tailored its interventions into three complementary dimensions, which are outlined as follows:

⁴ NRC (2018). NRC (Moi Peter Elia) (2018). Livelihoods and M estimated that up to four million Iraqis will be forced to migrate as a result of Market Assessment Basra, <https://reliefweb.int/report/iraq/livelihoods-and-market-assessment-basra-iraq>

⁵ NRC (2020). Norwegian Refugee Council (NRC) (2020) (Guiu R). When Canals Run Dry: Displacement Triggered by Water Stress in the South of Iraq (Geneva / Erbil: IDMC, Social Inquiry, NRC, 2020) found at: <https://www.nrc.no/resources/reports/when-canals-run-dry/>

⁶ NRC (2023). NRC (2023), Inadequate and inequitable: water scarcity and displacement in Iraq, <https://www.nrc.no/globalassets/pdf/reports/water-scarcity-and-displacement-in-iraq/water-scarcity-and-displacement-in-iraq---english.pdf>

⁷ (Ibid)

First, Improved Employment Intensive Investment Programmes (EIIP) and Decent Work

Under this outcome, ILO has

- 1- Developed a set of two labour standard conditions, contractual clauses and one monitoring tool⁸
- 2- Organized one workshop for 20 contractors, five employers' organizations and 2 UN representatives to enhance their knowledge of Labour Standards (LS) and Local Resource Based (LRB) technologies.
- 3- Capacitated 50 (28 female and 22 male) newly graduated young civil engineers on the Employment-Intensive Investment Programme (EIIP) through twenty days of training and on-the-job practises.



Second: Improved employment services through employment centers and digital employment platform for employed and unemployed young women and men

- 4- Established three employment satellite centres in Al Kubyah, Al Ahrar and Jurf Al Melah informal settlements, through which 440 (151 female and 289 male) registered and benefited from the career counselling, guidance and referral to vocational and Start and Improve Your Business courses (SIYB).
- 5- Built and equipped the Employment Service Center (ESC) at the premisses of Basra General Directorate of Labour and Social Affairs, known as DOLSA.
- 6- Developed standard operational procedures (SOP) and capacitating 27 employees (14 male and 13 female) of DOLSA in a five-day course on career counselling, guidance, referral and registration in the national job employment system (Mihan).
- 7- Integrated the green economy in Iraq's guidance into the operations of the employment service centre in Basra, enabling young people and job seekers to gain knowledge and insights into the green economy sector in Iraq.



⁸ https://www.ilo.org/sites/default/files/wcmsp5/groups/public/%40arabstates/%40ro-beirut/documents/publication/wcms_865144.pdf
<https://www.ilo.org/resource/news/ilo-holds-consultative-and-capacity-building-workshops-support-employment>
<https://www.ilo.org/sites/default/files/2024-12/ILOIraq-%20implementation%20manual.pdf>

Outcome 3: Skills and capacities of vulnerable urban populations and SMEs in Basra City are enhanced to increase employability and productivity

- 8- Enhanced the skills and experiences of 51 informal waste collectors (4 females and 47 males) through 15 days of on-site technical training and coaching on productivity, followed by six days of SIYB training course in a recycling factory in Basra
- 9- Built capacity and experiences of 456 (189 female and 267 males, including 2 disabled people) young job seekers through 21 days of intensive vocational courses in 19 business sectors.
- 10- Enhanced business endeavour of 201 (121 females and 80 males, including 2 disabled people) potential entrepreneurs through a seven-day course in SIYB, followed by counselling service for access to finance.

As part of the ILO and UN-Habitat cooperation agreement, the ILO committed itself to adhere to organizational monitoring and evaluation policies, including the project's final internal evaluation.

This report presents the findings of the final internal evaluation commissioned in January 2025. The evaluation sought to provide the ILO with valuable insights into its intervention strategies and theory of change within the framework of the joint cooperation development project with UN-Habitat. Accordingly, the rest of this report will provide a detailed explanation of the adopted methodology and evaluation findings. Additionally, it will highlight lessons learned and good practices and provide recommendations for the ILO for its future and similar programming interventions.

3-EVALUATION METHODOLOGY

3.1. Evaluation objectives

This final evaluation envisioned providing the ILO with research-based reflections on its intervention strategy and theory of change in implementing the cooperation development project with UN-Habitat. Thus, it aimed to assess project results, identify difficulties and constraints encountered during the project implementation, assess the possible impacts of the interventions, formulate lessons learned, and develop viable recommendations for similar programming.

Based on the internal evaluation Terms of Reference (ToR), this assignment had five specific objectives, which were:

- 1- Relevance and Coherence: assess the alignment of the intervention with the country, constituents' and beneficiaries' needs and changes in context.
- 2- Effectiveness: to evaluate the progress in attaining expected results on outcomes and output levels.
- 3- Efficiency: review the efficiency of dedicated human resources to accomplish planned performances.
- 4- Possible Impact: assess possible intended and unintended impacts of the intervention on the lives of targeted beneficiaries.
- 5- Sustainability: to assess the potential for sustainability of the project interventions.

This final internal evaluation process adopted OECD-DAC criteria to meet the overall purpose and the specific objectives in terms of (relevance, effectiveness, efficiency, impact, and sustainability). During the evaluation process, those criteria were studied in light of specific questions grasped from the evaluation TOR.

The final internal evaluation of ILO's project focused on assessing the project performance and (un)intended outcomes over the proposed project lifetime. In other words, the evaluation determined project achievements on the output/outcome level and the possible impact and sustainability of the ILO's interventions.

A mixed methodology approach was utilized to grasp the project achievements against intended results to attain these objectives, mainly because of 1) the Diversity of activities under three project outcomes. 2) A comprehensive study would better meet the evaluation objectives and enable the construction of the arguments by triangulating quantitative and qualitative data supported by evidence.

The mixed methodology approach constituted a secondary and primary research endeavour. The secondary research focused on reviewing the project documents, including the project proposal narrative, Narrative report October 2022 – 29 February 2024, seven sets of Performance

monitoring databases, Project presentation October 2024, Tracer study, and a literature review of published reports and studies referenced in this report.

Meanwhile, primary data research consisted of both Quantitative and Qualitative research methods, through which Key Informants Interviews (KII), Focus Group Discussions (FGDs), and an online survey were utilized in the evaluation process.

The primary data collection was commissioned in a face-to-face meeting with the project stakeholders in Basra from 18 to 24 January 2025, in addition to meetings with the ILO and UN-Habitat personnel. All the interviews were conducted in Basra using Arabic, except for meetings with the ILO and UN-Habitat, allowing the interviewees to talk freely and making the interview more comfortable.

Our analysis aimed to gain an in-depth meaning from the collected data and turn it into valuable findings, lessons learned, good practices, and recommendations. Therefore, a descriptive and statistical analysis method was used to answer the evaluation questions. Answers to the evaluation questions were constructed based on a triangulation of data collection sources (desk review, KIIs, Survey and FGDs), putting them in relation to the evaluation criteria.

3.2. Evaluation sample

A two-staged simple random sampling method was utilized in selecting the evaluation respondents, and stratification was based on gender and intervention (three outcomes). Meanwhile, the female-to-male ratio was maintained during the field research to ensure the best representation of the project stakeholders.

As shown in Figure 1, the total sample size for this evaluation was 122 (46 % female and 54% male).

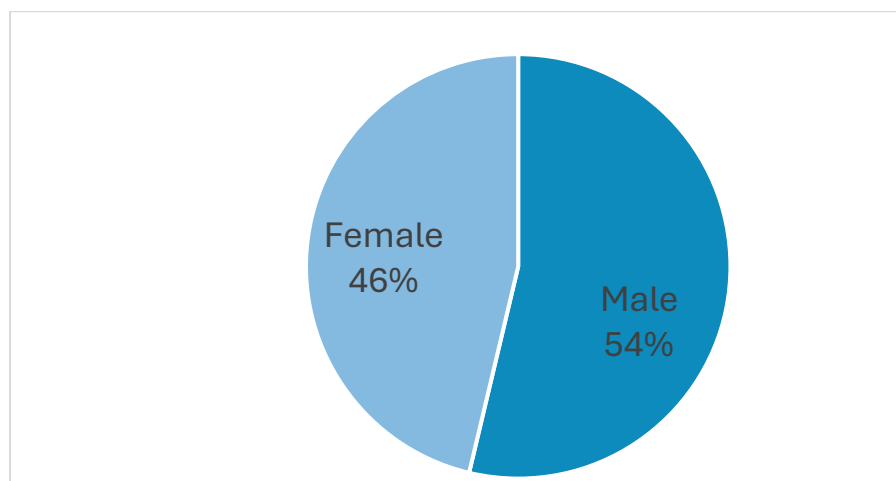


Figure 1- Male/female breakdown of the evaluation sample

The primary data collection comprised two sets of data

- 1- Quantitative research (survey) with 44 young engineers and staff of the employment service centre (ESC), representing at least 57.1% of the beneficiaries reached through the training.
- 2- Qualitative research with **78** people, including 66 participants of FGD and 12 KII interviewees, as explained in Figure 2 below.

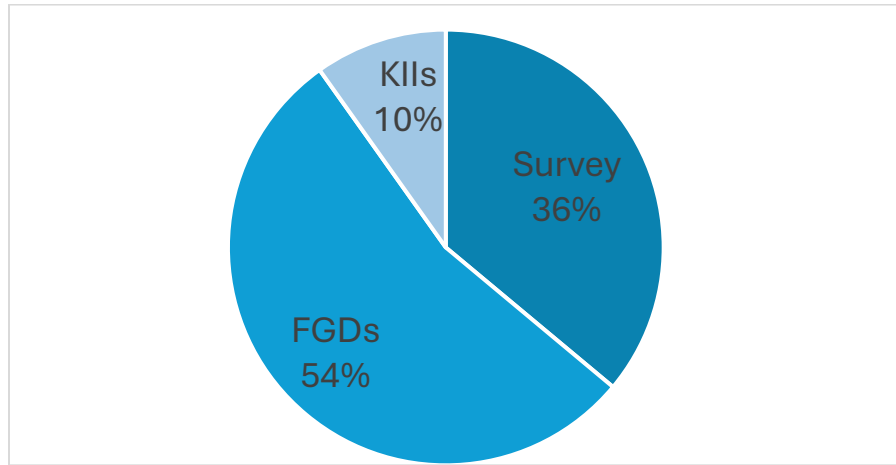


Figure 2 – Means of Data collection

4-EVALUATION FINDINGS

4.1. Relevance

Is the project relevant to the needs of the country and the beneficiaries?

Level of satisfaction of beneficiaries and key stakeholders with the project priorities in relation to their needs

The evaluation process found that the ILO's project was highly relevant to the needs in Iraq and in Basra. This is because all the project beneficiaries and stockholders agreed that ILO's project was directly meeting their priority needs. To understand the reasons behind this common agreement, the following paragraphs explain which gaps the ILO project met and how.

First of all, the strategic intervention of the ILO focused on implementing the Employment-Intensive Investment Programme (EIIP) program to facilitate the creation of decent jobs. Based on the literature review, there is a high unemployment rate in the country, constituting 16.2% in Iraq and 21.8% in Basra, among them were 14.3% male to 28.3 female. To break down those numbers, youth hold the biggest share, constituting 35.4% and among them were 31.6 male and 62.2 female.

Meanwhile, the FGD participants reflected on the lack of jobs in Basra and outlined that there are no / limited jobs in Basra and most of the public jobs, referring to government jobs, are filled with people who have connections. Additionally, private sector jobs are minimal and usually, people are hired based on nepotism. For females, the public jobs were more favourite not only because of the sustainability of the job but also because the social structure and customs in Basra do not encourage women to work in the private sector, which explains the low participation of the labour force in Iraq which was only 39.7% (68.2% of which male in comparison n 10.8% female only).

Second, Young graduates of higher education lack skills and experiences that match the current needs in the market. The contractors have clearly explained that the graduates are fresh, and they need to invest time and effort to equip the engineers with practical skills. Meanwhile, young engineers explained two challenges. 1) most existing job owners/contractors need experience, which we do not have. 2) In a few cases, they explained that some contractors hire engineers to fulfil the legal requirements of the tenders.

Third, in response to the unemployment rate in Iraq, MOLSA, with the support of the UN agencies, has established a job platform (Mihan), enabling young people to register as job seekers. However, our field research shows a lack of awareness among young people of the public platform (Mihan) for job seekers. The partner CSO explained that the people are unaware of this platform and do not know how to register. Our cooperation endeavour with the ILO worked as an awareness campaign, enabling people to register on the platform, as claimed by the CSO director.

Fourth, raising awareness of people on the (Mihan) platform is the responsibility of MOLSA at the national level and the employment service centre on the governorate level. However, the lack of such an employment centre with skilled staff and a functional operational manual in Basra compounds the problems in the city. The evaluation process found that establishing the ECS, training the staff and developing an operational manual were highly relevant. As agreed by the ILO, MOLSA, DOLSA Basra and the staff of the ECS, the vision was to establish a functional, well-structured and practical office and staff that able to provide services to job seekers through registration, career guidance and counselling, and engagement with private sector companies in Basra (ILO, 2023)⁹.

Fifth, raising the contractors' awareness of legal consequences and informal employees' rights is still highly relevant. The recent research of the statistics office in Iraq and UNDP, funded by the World Bank in 2023, shows that 80 percent of businesses are not registered with any public entity. Notably, the research shows that nearly 75% of owners could not find another source of income, and the informal business was a last resort (World Bank, 2023)¹⁰. Consequently, most of their employees are informal, which makes them not subject to national labour legislation, income taxation, social protection or rights such as paid leave, number of working hours and workplace conditions (ILO, 2021)¹¹.

Sixth, the evaluation process found that one of the most severely vulnerable informal workers is the waste collectors met during the field research. Existing literature shows that Iraq produces nearly 30,000 tons of waste daily, and there is a lack of developed waste management infrastructure (collection, transport and treatment) to dispose of this waste properly, ensuring no negative environmental or health effects (UNDP, 2022)¹². Our field research shows that people engaged in this job due to lack of income and opportunities to gain other types of jobs. Waste collectors sometimes try to hide their job as they think it's not a decent job. The FGD participants reflected on their experiences and outlined that this was the first and only organization to have approached them and tried to help. Income needs pushed them towards this job. They are exposed to different kinds of waste material, which causes health problems for them, such as skin and eye diseases.

In sum, the ILO intervention was highly relevant as the project was aligned with the needs of Iraq and targeted communities in Basra by promoting the creation of job opportunities, equipping young people with skills and experience to meet the needs in the market as well as enhancing working conditions and business endeavour, which made all the project stakeholders and beneficiaries highly satisfied with the fact that the project was relevant to their priority needs.

⁹ https://www.ilo.org/sites/default/files/wcmsp5/groups/public/%40arabstates/%40ro-beirut/documents/genericdocument/wcms_888920.pdf

¹⁰ <https://documents.worldbank.org/en/publication/documents-reports/documentdetail/099071223153030174/p1716390bd039e07d0996e09fadf7d2b515>

¹¹ https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@arabstates/@ro-beirut/documents/publication/wcms_830086.pdf

¹² <https://www.undp.org/iraq/stories/solid-waste-iraq-towards-clean-environment>

How does the project design consider specific gender equality and non-discrimination concerns, including people with disabilities?

Reviewing the project document and meeting the project stakeholders revealed that the ILO has committed itself to female/male and disability inclusion, as follows.

First, ILO deliberately designed the project and committed itself to equitable access to opportunity for both women and men. This was specifically prominent in outcome three 1) 40% of 600 young unemployed men and women trained in vocational skills based on market needs and capacity and 2) 40% of 150 Youth equipped with the SIYB programme. This, during the implementation and project monitoring, revealed that ILO has already exceeded those percentages to 41.4% and 62%, respectively.

Second, the project documents show that two out of 600 were disabled people and have participated in both Vocational training and SIYB trainings, representing 0.33% of the total beneficiaries. This percentage is considered low in comparison to the Iraqi law NO. 38 of 2013, allocated a 5% quota for public-sector employment and a 3% quota for private-sector employment.¹³ However, the evaluation process understood that the number of disabled people in the targeted communities was low, which is a good sign.

Third, the EIIP program and the decent work of the ILO are inclusive approaches that maintain equal opportunities for targeted beneficiaries. This was reflected during the project implementation by capacitating 28 young female engineers, representing 56% instead of the 40% planned target percentage.

Additionally, the ILO adopted the same approach (inclusive) in its intervention to enhance employment opportunities through establishing and capacitating the staff of the ESC, in which the number of trained staff reached 27 instead of the planned 5 staff, and the percentage of females was 48%. Furthermore, ILO intervention in capacitating ESC staff was practised during job seeker registration. This is because the number of registered job seekers on the Mihan platform reached 440, and among them were 34.3% young female job seekers, which is a very good indicator as the targeted areas are known for being culturally restricted towards women's participation in economic activities.

¹³ https://ilostat.ilo.org/data/country-profiles/?ref_area=IRQ

4.2. Coherence and Efficiency

How are the project strategies and structures coherent and logical?

The project was coherent and logical to a high extent. The ILO strategic intervention was a comprehensive and multi-dimensional approach. The evaluation process found that the ILO worked on three levels:

One: Direct job creation: Through direct intervention, the project provided training to build the capacity of youth and vulnerable job seekers. The capacity-building activities were informed of both technical and soft skills development to meet the overall project objective of creating jobs.

Youth underwent a registration process and a review of needs and aspirations in three targeted communities. Meanwhile, ILO and DOLSA organized the training classes by contracting experienced lecturers, defining duration and class size, etc. Youth job seeker beneficiaries then entered the vocational training organized to accommodate all the eligible registered youth. Later on, ILO facilitated SIYB training for 252 youth and 19 vocational pieces of training in DOLSA premisses for 440 youth on cooking, welding, plumbing, and electrical training, including AC repairs, decoration, paintings, internet installation, handcrafts, event planning, and sewing. Solar panel training is the most prominent of the training courses, and it is highly relevant to Iraq's efforts to tackle climate change in light of water and energy shortages.

The other level of direct intervention for increasing job opportunities for youth was training young recent graduate engineers and supporting informal waste collectors. For the young engineers, the practical training enabled them to apply theory into practice as well as benefiting from personal development. They secured jobs by demonstrating their personal and technical skills to the Basra Mall management, which led to their securing jobs immediately. For the waste collectors, who were looked down upon in society, the theoretical and practical training they gained from the project turned their informal work into an entrepreneurial endeavour while keeping their jobs with the Faris company.

Two: indirect job creation: The project ensured the sustainability of the ILO intervention through a creative approach. This approach was portrayed by capacitating 27 DOLSA staff on counselling and career guidance services for job seekers. The ILO's creativity lies in utilizing resources and the ILO country program project to establish a well-functioning and permanent ESC within the premises of DOLSA, enabling long-term service provision to job seekers in Basra. It is worth noting that the Mayamaeen organisation initially provided counselling and career guidance services within the three target locations using satellite offices. These were suitable venues to attract youth and vulnerable people in an inclusive approach.

Three: maintaining decent work and employment services: With support from MOLSA, ILO further developed SOPs to train DOLSA staff to use the employment services centre. This is because the staff did not provide this bespoke centre service, a standalone service within DOLSA. As such, training the 27 staff on the services of the centre guarantees that youth needing

employment and counselling services will be able to get them from trained government professionals. The SOP is valuable for the trained DOLSA staff and especially for new joiners who can use the SOP as reference. The SOP was innovative to the degree that MOLSA will replicate it in other governorates.

To what extent was the project coherent with similar ILO's Development Cooperation interventions and other development partners' initiatives?

Since 2019, ILO has become a leading agency in developing Iraq's economy, especially since Iraq and the Kurdistan Region have faced numerous challenges, including armed conflict, ISIL, and economic shocks like the COVID-19 pandemic and oil price drops. ILO's position in Iraq is to support the labour market, promote decent work, enterprise growth, and the financial sector, especially since access to finance remains constrained due to regulatory and operational hurdles.

This project, "Increasing Access to Employment Opportunities for Vulnerable Urban Population in Basra City in Response to the COVID-19 Crisis", is coherent with

First, division of the intervention and role distribution between the UN-Habitat and the ILO was aligned with the organisational expertise and mandates in Basra. The UN-Habitat intervention aimed to improve essential services by enhancing access to water, electricity, and waste management services. At the same time, the ILO intervention focused on enhancing job opportunities for unemployed young men and women in the same three targeted informal settlements. This means that the ILO built the capacity of the targeted areas to engage in construction work, oversight by the UN-Habitat. The UN-to-UN collaboration not only proved to deliver as One but also the complementarity in technical skill set, which meant that the project benefited from two agencies rather than one.

Second, the ILO project was coherent with new and existing projects, and the ILO aims to align itself strategically in its efforts to create jobs and decent work for all in Iraq.

For example, the "Promotion of Small and Medium-Sized Enterprises (SMEs) in Iraq" is the latest project the ILO has secured with KFW to support businesses in Iraq. Additionally, the ILO project is in line with "the Building Equitable and Inclusive Transformation (BEIT)" project funded by the European Union and implemented in partnership with UN-HABITAT and ITC, which aims to stimulate decent work opportunities, generate quality jobs for young women and men while addressing the urgent need for affordable housing, especially for lower-income and vulnerable people in Iraq by enhancing the housing and construction sector. Furthermore, this project is very much in line with ILO's Italian-funded project "Towards more and better employment through improved support to private sectors in southern Iraq" "with a focus on green business, which seeks to enhance support to private sector development and decent work creation, with a focus on green jobs.

Furthermore, after reviewing the ILO's endeavour in Iraq since 2019, the ILO has already adopted the EIIP methodology in a certain number of projects, from the north to the south of the country, and has shown a successful experience. For example, the EIIP was utilized to create decent job

opportunities within the cultural heritage conservation activities in the Kurdistan region aimed at safeguarding and rehabilitating cultural heritage sites in northern Iraq. Another example of employing EIIP methodology was in “Enhancing Labour Governance, Inspection and Working Conditions in Response to COVID-19 Phase one” funded by the EU in Iraq, which contributed to the socioeconomic development of Iraq through enhancing the application of International Labour Standards and national labour legislation and promoting social dialogue, social justice, and decent work.

How does the project contribute to the ILO’s Programme & Budget (P&B) 2022-2023, Country Programme Outcomes, Decent Work Country Programme for Iraq 2019-2023, United Nations Sustainable Development Framework (2020-2024)?

The evaluation findings show that the project directly contributed to the Decent work principles of employment creation and rights at work. Meanwhile, the project objective of creating jobs is in line with the three priorities of the Decent Work Programme for Iraq (2019-2023), which focuses on promoting decent work and addressing Iraq's labour market needs.

Additionally, the ILO’s Programme & Budget (P&B) 2022-2023, Country Programme Outcomes through meeting the following outcomes:

- Economic, social and environmental transitions for full, productive and freely chosen employment
- skills and lifelong learning to facilitate access to and transition in the labour market
- Gender equality and equal opportunities and treatment for all in the work of work
- Adequate and effective protection at work for all

Reviewing the project design and the project achievements, the ILO project is directly adhered to No-One-Left Behind and directly contributing to:

- Decent Work and Economic Growth: Creating jobs for all to improve living standards, providing sustainable economic growth.
- Industry, Innovation and Infrastructure: Generating employment and income through innovation

Furthermore, the ILO project is also maintaining

- Quality Education: Inclusive education to enable upward social mobility and end poverty
- Reduced Inequalities: Reducing income and other inequalities within and between countries justice
- Partnerships for the Goals: Revitalize strong global partnerships for sustainable development

How sufficiently are the resources (human resources and expertise) allocated to achieve the intended outcomes in the planned project lifetime?

The evaluation findings found that the project design and implementation modality were very efficient. The ILO worked efficiently with the project's existing resources wisely by involving multiple stakeholders, including CSOs, the Contractor Union, local authorities, and DOLSA.

The main evaluation observation is the project had a great echo within Basra to the degree that people thought it was the ILOs alone.

The reasons showing ILO efficiency in this project were:

- 1- The ILO's modality was efficient because it deployed an experienced project manager and outsourced consultants to implement specific tasks, such as designing and delivering training and conducting a tracer study.
- 2- The trained youth in VT were employed while the project was ongoing to deliver other activities, such as rehabilitating a school and the DOLSA premises.
- 3- Partnership with CSO (Mayameen) to conduct outreach activities within vulnerable communities that are culturally restrictive regarding women's participation and engagement.

The steering committee, including DOLSA, ILO, UN-Habitat, Mukhtars, and CSO, coordinated the work efficiently and lessened the burden on ILO by making decisions addressing challenges and planning the activities, which expedited the project implementation process and its success.

What are the key constraints and challenges encountered during the project implementation, and how were they mitigated and solved?

The evaluation process identified the challenges, which were: First, the main organizational challenge was processing the second payment from UN-Habitat to the ILO. The ILO waited a long time to commit to its contractual obligations, which delayed the project implementation and led to multiple requests for no-cost extensions. Nonetheless, the ILO used the waiting time efficiently to plan and prepare for the project's completion.

Second, UN-Habitat also experienced multiple project management staff turnovers, which contributed to the delay in processing payments and in project implementation within the agreed-upon original timeframe.

Third, countering the cultural and social barriers to women's participation in the world of work in targeted neighbourhoods, which was mitigated by the involvement of the Mayameen organization, which was instrumental in community sensitization, coordinating, and liaising with the community and the local Mukhtars to gain their buy-in for the project.

Fourth, the Contractor Union's involvement in collaboration with the DOLSA was limited, which prevented the opportunity to create more jobs for the targeted youth and vulnerable communities.

Finally, despite the lack of access to finance to set up businesses and loan challenges, the trainees have learned to self-employ, benefiting from the training and toolkits received while working on their profession.

4.3. Effectiveness

To what extent did the project achieve the overall objective, outcomes, and outputs?)

The evaluation process found that the ILO project was highly effective in equipping the project beneficiaries with the skills and knowledge necessary to find jobs and engage in the world of work.

First, the evaluation process found that the EIIP engineers and ESC training was very satisfactory. Figure 3 and figure 4 below show that the majority of the trainees were satisfied with the training they received.

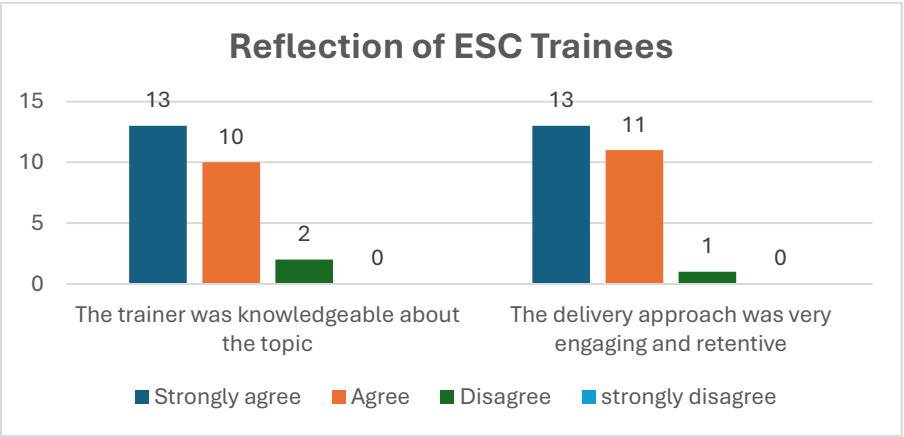


Figure 3- Reflection of the ESC trainees on the training quality

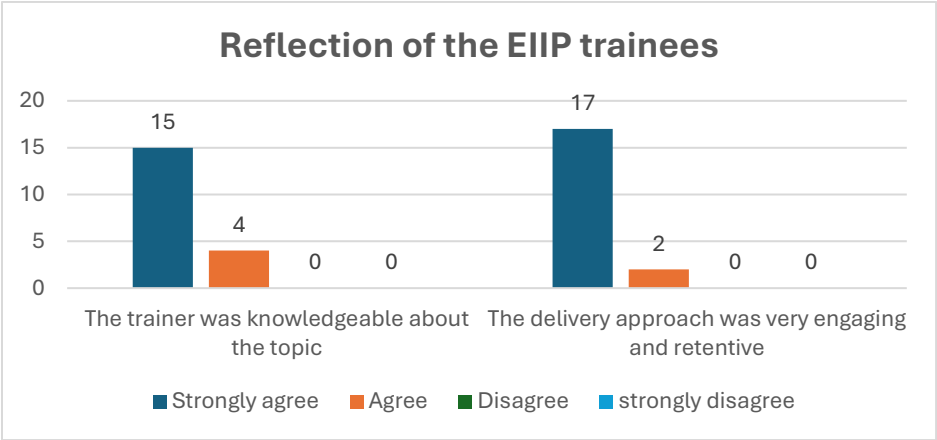


Figure 4- Reflection of the EIIP trainees on the training quality

The majority of the ESC trainees from DOLSA were satisfied with the trainer's performance, as he was knowledgeable about the topic, and the delivery approach was very engaging and retentive. The same results were obtained by the young engineers who participated in the EIIP training, showing their satisfaction with the trainer's performance and the knowledge they received, as shown in Figure 4 above.

Meanwhile, the ESC staff conveyed their learning and benefits from the ILO training through a survey, outlined in Figure 5 below. The ESC staff found that the training enabled them to learn new skills and gain new knowledge on the counselling career guidance of job seekers.

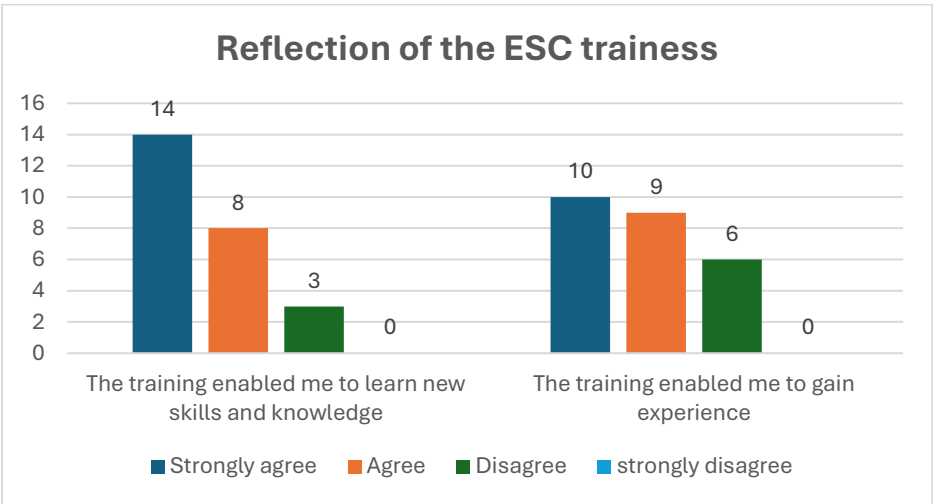


Figure 5- Reflection of the ESC trainees on the benefit of the training

Second, the **EIIP training** methodology and approach for the graduate engineers corresponded to their needs by building their personal and professional skills. This is because the 50 young EIIP engineers who completed university recently underwent extensive training on the ILO EIIP methodology with additional practical training on site of the Basra Mall. The EIIP graduate trainees interviewed via an FGD reported a high approval of the methods and their newly acquired practical project management skills. They particularly emphasised the practical experience of acting as site engineers, which increased their confidence and improved their technical experience and personal growth with confidence to obtain jobs or look for jobs.

Additionally, the survey results demonstrated similar effective training, enabling young engineers to learn new skills and knowledge and gain experience, as shown in Figure 6.

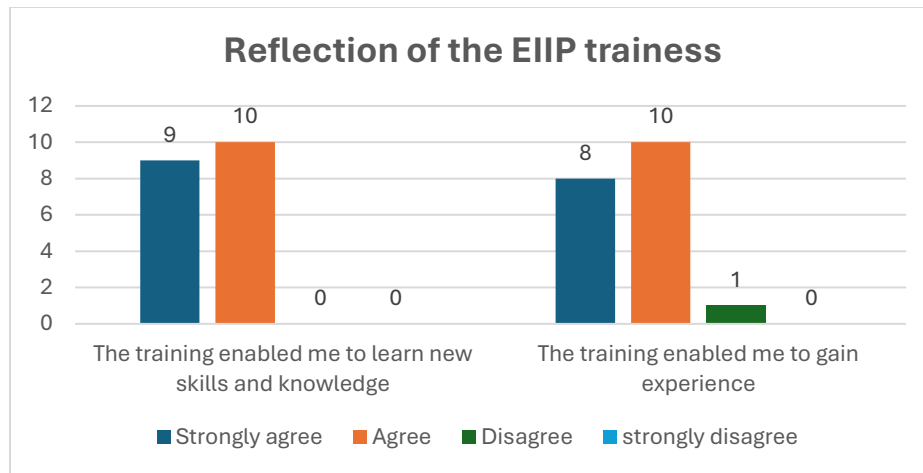


Figure 6- Reflection of the EIIP trainees on the benefit of the training

Meanwhile, the Mall of Basra interviewees commended ILO's efforts to give skills to graduate engineers and provide them with the opportunity to transition from theory to practice. The owner of the Mall commented, “No one learns from theory, and everyone learns from practice and hence recommend the initiative to go to students at college and even before college levels so they gain employment skills early”. Seeing the trainees transform from inexperienced engineers and evolve to confident team workers inspired them. The owner of the Mall and his chief engineer have committed to technical engineering spots for several graduates and administrative roles for others.

Third, training the ESC was valuable and highly effective in meeting Basra's overall objective of creating employment opportunities. This is because:

- 1- The FGD participants and DOLSA staff found that the training helped them to increase their capacity to deliver employment services and career guidance. ILO’s extensive efforts to ensure the sustainability of the project services was demonstrated by the successful process of establishing the new Employment Service Center (ESC) and the staff training on the SOP created as reference for future center use.
- 2- The Consultant trainer delivered a practical curriculum on customer service from A to Z, with each staff member handling a client based on the client’s case.
- 3- Trainees learned about client care through soft and professional skills, which the training helped add new dimensions and experiences of working with clients with the aim to spark courage in clients to apply for jobs.
- 4- Employing a sign language teacher during the training enhanced the inclusive approach for people with disability.
- 5- One shortfall emerged from the DOLSA staff FGD group: they are not proactively engaged in liaising with the private sector as an outreach strategy to encourage them to

place their job ads on the Mihan platform. Even though all the project trainees were registered on Mihan platform

Fourth, the evaluation process found that both VT and SIYB training were highly effective and very satisfactory. This is because the FGD participants of the VT and SIYB explained that

- 1- The choice of trainers was very good, and the training duration was adequate. The vocational and SYIB trainees interviewed in the three targeted project locations expressed complete satisfaction with the methodology in which the training was delivered. They reflected on the teacher's professionalism and the trainees' patience and proactivity. However, a couple of VT and SYIB trainees suggested more practical sessions have been longer.
- 2- Overall, they appreciated how their knowledge and technical experience grew from zero to confidence in applying for jobs or becoming self-employed, albeit on a need-call basis, while attending to family jobs and jobs referred by the project.
- 3- The SYIB training boosted the young engineers' aspirations to think big and start their own businesses, for which the trainees said they would need capital.

Fifth, raising awareness of contractors was useful for the contractors, and a form of collaboration between the government and the contractor union is needed. The participants of the one-day awareness-raising workshop on LR and LRS methodologies were found to be useful in gaining information. However, there was no follow-up collaboration with the government organisations, including DOLSA. The Union's interviewees stated that their relationship with the government is weak and needs better cooperation from them to have a more proactive role in building the economy.

Sixth: The evaluation process found that access to finance is challenging for the project beneficiaries planning to start their business. This is because the SIYB trainees, CSO, and DOLSA staff interviewed stated that the youth wanted to advance further. The loans, however, were hard to apply for to take their profession to the next level and make a solid income. Therefore, it is important to advocate with the DOLSA for easier loan applications and conditions for the trainees.

Seventh: The Waste Collectors are the most successful examples of the effectiveness of the project, as they benefited from enhancing their skills and capacities and remaining in active employment. The project has increased their employability and productivity through training and private sector (SME) collaboration. The project enabled 51 informal waste collectors and a small and a medium enterprise to engage in waste collection on business skills through specialised training. The group stated that the training was very practical. The theories of recycling and methodological waste management and the SYIB training on entrepreneurship skills enabled the waste collectors to think differently. For them, making a profit from waste while saving the environment and doing it through decent work was a win-win situation. The group interviewed praised the trainer, Dr. Nuri-a professor of environment, and stated that the training "gave us a good perspective on how to do our work better and more profitably". The 10 days of practical training at the recycling centre

taught them how and when to collect and sell waste by smart sorting, transporting and selling while saving the environment from plastic pollution. The group found the recycling training “really practical, and we liked it so much that we committed fully to the training...it was professional, and we acquired scientific knowledge that we did not know before.”

The field research endeavour found evidence on the effectiveness of the ILO interventions which are outlined as follows:

Example 1: A referral made by the CSO Mayameen to rehabilitate a school site. The School Principal interviewed was pleased with how the school has turned from a “scary dark cave” into a child friendly and teacher-friendly space. The Principal said that the Mayameen organisation referred the VT graduates of painting, electrical technicians and plumbing to revive the school in the Ahrar neighbourhood. Meanwhile, school teachers reported significant improvement in their teaching conditions by saying “their mood had changed, and their desire to teach had increased”. “The school was extremely poor and overstretched to accommodate the growing population, and this particular school was used for four shifts (i.e., four schools).

Example 2: The DOLSA director in Basra also expressed evidence of the ILO initiative's effectiveness: “MOLSA in Baghdad was pleased with the feedback received from the ECS trainees, and they decided to replicate the ESC-SOP model in other Iraqi governorates.

Example 3: One female engineer interviewee stated, “I was a shy person before joining the project and never came out of the house, but after the training and the discipline of showing up and gaining technical knowledge truly built my confidence and through the social network group we developed, I am in constant conversation with the EIIP graduates”.

Example 4: Another engineer said, “The training was very useful, and we enjoyed the information and practical aspect of the learning...everything was new..” “I recalled all the theory from college by doing it in the ground, which made me gain practical experience and knowledge to apply for jobs.”

Example 5: Another young engineer said, “Our experience with structural design was minimal, but this training advanced our learning about designing.” “The project management and implementation approach will stay with me...something that we didn’t know before.”

Example 6: Partner CSO explained, “We saw our trainees have jobs, are happy with the courses, and benefited from the vocational training achieved after just two months of training.” She went

on to say that “Almost 80% is working either outside or at home or occasionally, and some of the graduates are actually hiring their fellow graduates and coursemates to help them.” This was the case within the FGD with women VT graduates from beauty training who attested that “we work together collectively in the salon”.

How effective was communication among the ILO and development cooperation partners?

The evaluation process found that proactive coordination between the ILO, CSO, DOLSA, and other stakeholders was central to the project's success. This is because overall communication among all project stakeholders was professional and effective. UN-Habitat reflected on its effective communication with the ILO by saying, "Our collaboration and communication with the ILO is magnificent." This is because we communicate on time, share the beneficiary lists to include them in our activities, suggest people to be invited for the events, conduct joint field visits, discuss activities and address challenges if we have.

The ILO and UN-Habitat communicated in person, via email, joint field visits and telephone. However, this communication was interrupted due to the frequent turnover of UN-Habitat's project manager, which affected the timely delivery of the project and delayed financial obligations.

Respect, a transparent decision-making process, organised coordination, and professionalism marred the communication between the ILO and DOLSA. Similarly, all stakeholders interviewed stated that communication was fast and friendly. Notably, the DOSLA and COS director noted that the relationship and communication with the ILO were smooth and efficient as ILO was always responsive, which they found to be a key driver for the project's success.

Physical meetings, phone calls, and emails informed those communications among the ILO, DOSLA, and CSOs. However, the evaluation process found that the ILO has institutionalised that communication through a steering committee established involving DOLSA, ILO, Mukhtars, Local authorities, and CSOs. Through this committee, decisions are made collectively to address challenges, events and activities are coordinated, and updates are shared.

Finally, the stakeholder collaboration was instantly available to answer questions, make quick decisions, and support one another, as the CSO asserted: “We trusted and supported each other and were available anytime, anywhere.”

4.4. Impact

How likely is the project intervention to produce long-term effects in terms of creating more and better employment opportunities?

The project is highly likely to produce long-term effects on job creation and employment opportunities in Basra in two ways. 1) ILO has directly trained job seekers, equipping youth with intensive employment experience, and vocational and business skills. 2) Indirectly, establishing a functional Employment Service Centre with skilled staff and clear career guidance and counselling service for job seekers.

First, the evaluation findings show that the youth's gaining new vocational skills will enable them to hold the skills and experiences required in the job market. This is because:

- 1- Training was designed and tailored based on the market's needs. For example, during an FGD discussion at Kubia, AL Ahrar, and Jerf Elmaleh, electrician trainees said that most of them had zero knowledge of electrical works and now do work for family, neighbours, and friends. When asked how the training they received is helping them earn income from using their skills, nearly all stated that the practical training not only helped them technically but also taught them how to treat the job or the vocation as a business endeavour.
- 2- The EIIP engineers stated that the practical training as engineers enabled them to answer questions confidently during job interviews. The confidence built during engagement in the project indicates that the trainees are on the right path towards permanent employment. For example, one female engineer outlined that I received several job offers after the training, but could not accept because of my sickness which I hope to recover soon and join the job market
- 3- They also learned their value thanks to the skills acquired from the training. The EIIP engineers acquired new knowledge in relation to methodologies and tools like Total Station, special issues, surveying, level equipment, repairing and rehabilitation, reading designs and implementing them. The most notable unintended outcome for the trainees was that “Trainer did not give us soft skills training, but we still learned how to communicate, discipline, manage and work better in a team”. One female said, “As an engineer, I really benefited. I did not know how to properly design maps, surveys, levelling, and building foundations, and I gained experience in doing them after the training...I gained soft skills and became confident.”

Second, the project enabled the project beneficiaries to extend their networks and to gain skills to search for a job opportunity, which was demonstrated through the survey in figure 7 below

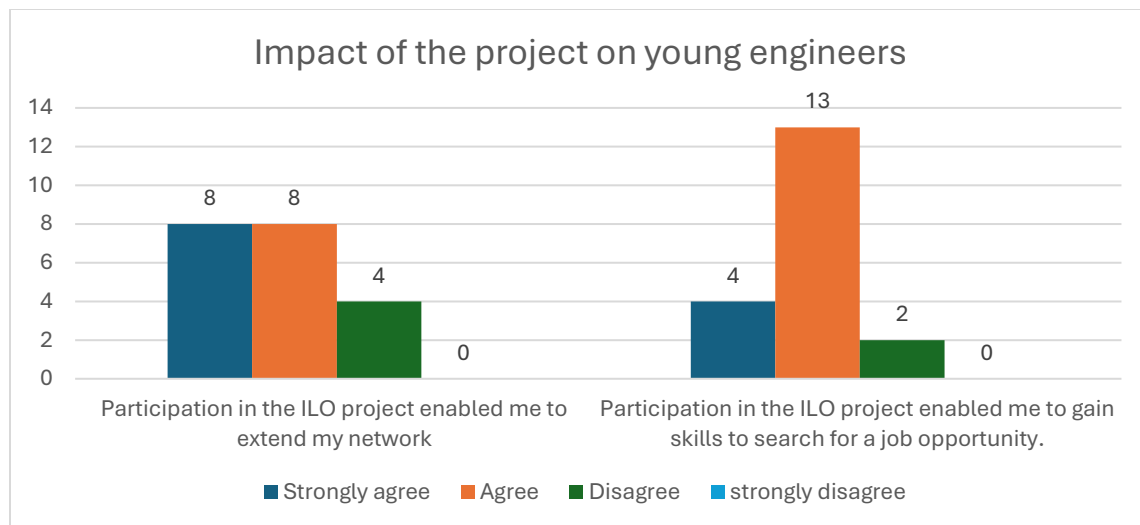


Figure 7- Impact of the training on young engineers

Third, it is evident that the project created employment opportunities for young engineers. The survey results showed that only four out of 19 do not have a job, including one sick female. For example, one EIIP graduate is a site engineer at Fayha Field, another is office-based in a consultancy firm, and another is a site engineer at a residential building site in Basra. One EIIP graduate outlined during the FGD that he decided to leave his job due to low pay compared to other engineers, believing that his performance and added value were more than what was offered.

The field research showed that VT graduates were able to find temporary jobs in construction sites, including rehabilitation of the AL Ahrar school and reconstruction work in targeted neighbourhoods.

Fourth, the project's impact on the waste collectors was in the form of enhancing performance and business endeavours. During the FGD with the waste collectors working at the Firas Company Recycling facility, the training helped them think strategically, separating waste at source in a healthy way, transporting the waste, and adhering to health and safety standards. All interviewees are now part of a supply chain for waste collection, where they support each other in recycling waste and making money. Those not working at the facility get help from the network they created to sort, collect and transport the plastic waste to the facility. Meanwhile, the facility owner stated that if the project had supported him in rehabilitating the neighbouring recycling site, he would have hired more people. The CSO Mayameen echoed this, which she thought was a missed opportunity. The group suggested small home recycling equipment so their families could support them with waste treatment at home and subsequently increase income for the family. Fifth, the social impact of the project on all trainees was significant. This is because the evaluation process found that trainees have made new friends and are connected via WhatsApp groups. They help each other by referring job vacancies to each other. The field research found that every training has its own group of graduates and communicates actively. In fact, the good trainee relations with

the CSO was so strengthened that ten (10) youth volunteered to work with Mayameen premises and support events.

Sixth, assessing the SIYB impact on the project beneficiaries needs more time. However, the field research shows that

- 1- All FGD participants were happy to recall some of the elements of the SYIB training that they use in their day-to-day work. “We learned to do good customer service such as treating people respectfully to gain their trust and get more business through referral” “We know how to market and account for our financial transactions”.
- 2- Field research found examples of businesses started up by the project beneficiaries: Eight female participants had a booming business of cooking both savoury and sweets and selling them through Instagram and TickTok. Another example is the beauty parlour service, which runs from home. The handicraft makers who sell their products online and during exhibitions, and the tailors who make clothing for the neighbourhood and potentially for companies and the government. Also, the Solar panel training is the most prominent of the training courses, and it is highly relevant to Iraq’s efforts to tackle climate change in light of water and energy shortages. This training is new and highly specialized, and as such, the project has created a cadre of skilled solar panel technicians who would be in demand.

Notably, the male VT trainees suggested that advanced training in electrical and heating and cooling, longer practice times, and access to loans and grants will enable them to startp their businesses.

Seventh, in terms of project impact in relation to gender equality and inclusion, the project had a significant impact on the women beneficiaries. During the FGDs, they asserted that “We had zero to little knowledge and experience in the profession of selling products, and after the training, gaining certificates and tools, we built the confidence to embark on practising our vocations.”

Eight, one significant impact of the project was the establishment of a new ESC at the DOLSA premisses, training ESC staff on career guidance and counselling, and development of the SOP of the ECS to sustain the operation. The evaluation survey results show that only 56% of surveyed ECS agreed that the ILO project enabled them to find jobs for people, and only 68% agreed that the ILO project helped them better guide people searching for a job, as shown in Figure 8 below.

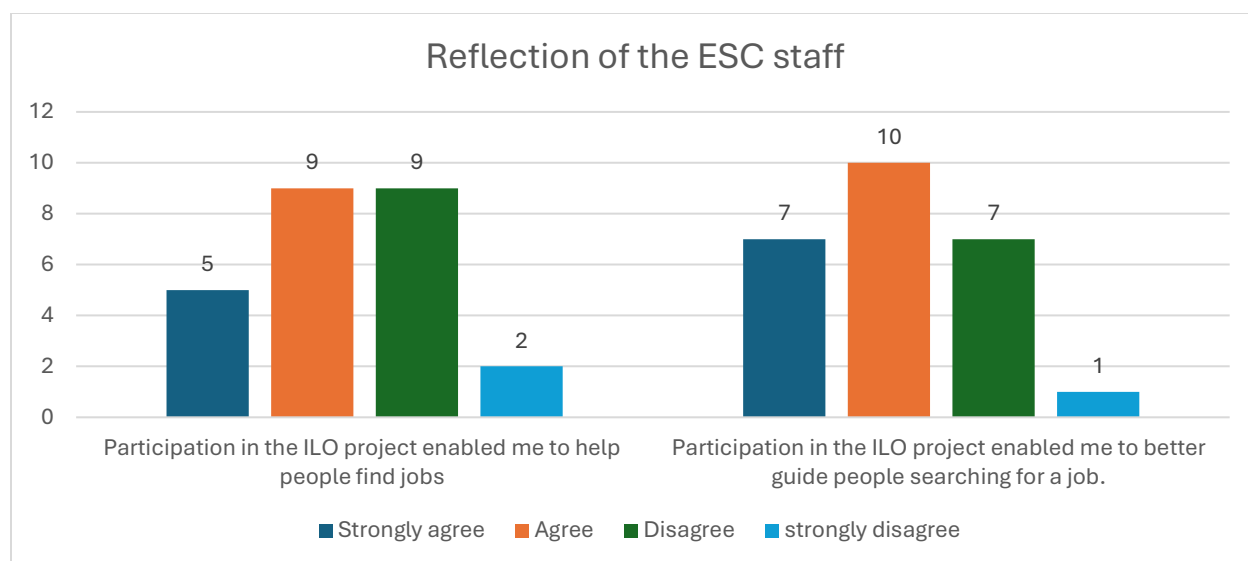


Figure 8- Impact of the training on staff of the ESC

The FGD participants have clearly explained they are not allowed at the ESC to approach contractors and employers searching for jobs. Also, they are not allowed to post jobs for the job seekers. These two issues negatively affected the ESC because they were enthusiastic towards approaching the private sector and building trust with employers, among them the contractor union. The contract Union also confirmed that they do not have any collaboration with the ESC. Further, the constructing mall owner and supervisor prised ILO for their coordination but not the ESC. During FGDs with the ESC staff, they explained that DOLSA does not allow them to contact the contractor union or the private sector companies to find jobs for their job seekers, which made them feel disappointed and even do not know the reasons. The FGD participants outlined that “we know there are vacancies in the private sector, and we can document those vacancies and post them on the website for our job seekers, but we are not allowed to do so”. Therefore, it would be better for the ILO to follow up with DOLSA and work on enhancing collaboration between the contractor Union and the DOLSA.

What is the likely contribution of the project initiatives to the National Development Plan (2024 2028) objectives?

The project initiatives significantly contributed to the Iraqi National Development Plan objectives in that it equipped 456 (189 female and 267 males) youth with employment skills they would otherwise not have received during the implementation period. Trainees are now in employment, whether by working for companies (e.g., EIIP engineers and waste collectors) or self-employment (e.g., VT and SYIB graduates). The 51 Waste Collectors contribute to waste reduction and treatment and improve the country's environmental conditions through the ILO Green Economy initiative. Additionally, the photovoltaic training contributes to the national energy plan because skilled trainees now work in the green sector, saving energy for companies and households and reducing pollution.

The 27 trained DOLSA staff have increased their capacity to manage the new ESC. Additionally, MOLSA will replicate the SOP training for all other DOLSA offices, improving their standard operating procedures.

4.5. Sustainability

What results achieved by the project are likely to be sustainable?

The evaluation process found that the project has at least three achievements which are sustainable to a high extent, explained as follows:

First: sustainability of attained knowledge and skills by the project beneficiaries, and it was in two forms:

- 1- Contribution to enhancing the performance of the young engineers, waste collectors, and the ESC staff through obtaining valuable new and practical training, in which theoretical and practical training were combined. For example, the youth has transformed their mindset from graduates with theoretical information to practical knowledge and experience within the Basra Mall where they will have the opportunity to work.
- 2- Building capacity and attaining new skills for the job seekers, both the SIYB and VT trainees received intensive training on new skills in a wide range of VT, such as cooking, welding, painting, AC and other electrical installation and repair courses, and solar panels installation and repairs. Notably, those trainings were followed by receiving tool kits, enabling them to perform new jobs.

Second: The ILO project has created a sustainable certain number of jobs for unemployed youth and vulnerable people, which evident by only 15 out of 19 surveyed engineers had jobs in private sector companies, more waste collectors in Basra who connected their collection endeavor with the staff and the recycling company in a value chain form and VT graduates who started their profession by working as service providers to their communities and starting up their micro to small business projects.

Third: Creating an institutional and well functional form of assisting youth and vulnerable to find jobs in Basra. This was one of the project achievements, through which updating the three satellite units of Employment service into an ESC in the premises of the DOLSA, training the staff and developing their operational manual.

What measures have been considered to ensure that the key components of the project are sustainable beyond the project's life?

Reviewing the project design, the ILO has developed a comprehensive set of interventions to optimize the sustainability of the results beyond the project, which could be summarized as following:

First, targeting youth and vulnerable people, seeking jobs and inspired to enhance their economic status, including male, female and disabled people, which was evidence form the age of the trainees in the project documents.

Second, the ILO's intervention in capacity building was based on the market's need, which means creating more people with the necessary professions.

Third, reviewing the ILO training shows that the ILO did not provide only intensive theoretical and practical training but also took kits and certificates that enable the beneficiaries to gain profession licenses and eventually start up their projects or provide services.

Fourth, connecting the job seekers and registering them on the Mihan platform to ensure that they can benefit from the MOLSA services.

Fifth, enabling the ECS to provide career guidance optimize the sustainability of job seekers who are referred to specific jobs based on skills, experience and desire.

Sixth, ILO designed the project in a way that enhance collaboration and coordination among the government, civil society and private sector campiness working in basic infrastructure. However, the collaboration between the private sector, represented by contractor Union and the government represented by DOLSA Basra is limited and need another phase of intervention.

5-LESSON LEARNED

- 1- In general, while UN-Habitat and ILO Delivered as One- a United Nation initiative as a reform agenda for efficient resources use, and a framework for a unified and coherent UN structure at the country level, the two agencies were complementing each other in terms of areas of expertise. However, it could have been better for both agencies to have mitigated risk of staff turnover and what implication that has had on the payment, timeline...etc.
- 2- Contractor Union: it would have been better to capacitate and involve them in the project through the steering committee to activate their contribution and improve their collaboration with directorate of Labour and Social affairs as the Union had limited capacity and role in the project.
- 3- Synchronizing and interlinking the project with other ILO country programs contributed well to its achievement, as demonstrated by the development of the Employment Service center and the Standard Operational Procedure manual.
- 4- Involving a CSO in the community mobilization in the project intervention showed that it could overcome cultural constraints on women participation as they were vulnerable and hard to involve initially
- 5- Combining theoretical training with practical training and awarding certificates and tool kits to graduates were factors in boosting their confidence and contributing to kick-starting graduate employment. However, the tool kits were not enough because access to finance is still an essential factor in starting their businesses. Graduates who tried to apply for loans were marred by conditions that they could not meet

For more details on the lessons learned, please see Annex 1

6-GOOD PRACTICES

Reviewing all those good practices during the project implementation shows that they are replicable and would enhance the project's intended results. This is because,

- 1- The ILO linked the young engineers with the private sector, an ongoing construction project, enabling trained young engineers to gain practical experience. This was an ILO initiative which showed creativity.
- 2- Connecting the project beneficiaries with the other country's program projects to access finance enables them to maintain their economic activities and start up their business.
- 3- Mobilizing the vocational training graduates to serve in their community by rehabilitating the school was another good practice that benefited the community and the graduates as they practiced their new professions.
- 4- A steering committee was important to ensure coordination among project stakeholders. The Committee met regularly to keep each other informed and find solutions to issues during the project implementation.
- 5- Establishing temporary satellite employment centers within the community ensured that the project reached to most vulnerable people, including female and disabled people.
- 6- Investing in the employment service centre ensures that more youth will benefit from counselling, career guidance, and job seekers' links with employers. Referral of these beneficiaries to vocational trainings means that they will gain experience and potentially employment.

For more details on the good practices, please see Annex 2

7-RECOMMENDATIONS

- 1- Project stakeholders unanimously request that the project be taken to the next level or extended to reach more expansive areas and youth. Therefore, it is recommended that the ILO design similar interventions in Basra.

Responsible	Priority	Time Implication	Level of resources required
MOLSA and ILO	Medium	Medium /Long term	High

- 2- Facilitate access to finance for the Start and Improve Your Business graduates, enabling them to start their businesses. Therefore, it is recommended that the ILO collaborate with DOLSA and find ways to allow trainees to benefit from government loans.

Responsible	Priority	Time Implication	Level of resources required
MOLSA	Medium	Medium /Long term	High

- 3- Enhance collaboration between the Employment Service Center, Directorate of Labour and Social Affairs' and the Contractor Union for the basic infrastructure project to activate the Mihan platform for employers and job seekers. This is a recommendation to be considered by the ILO in designing new designed initiatives.

Responsible	Priority	Time Implication	Level of resources required
MOLSA	High	Short, Medium /Long term	Low

- 4- Enhance the role of contractor unions by a) engaging them in project steering committees to assist in defining skills required in the market, duration of the training, and delivering the theoretical and practical sessions of the training. B) building capacity of contractor unions on decent work principles, ways of approaching male and female job seekers and connection with the Employment Service Center.

Responsible	Priority	Time Implication	Level of resources required
MOLSA and ILO	Medium	Medium /Long term	Medium

- 5- CSO's contribution was instrumental in community mobilization and coordination. Their expertise in designing new projects or enhancing existing ones would benefit future initiatives.

Responsible	Priority	Time Implication	Level of resources required
MOLSA and ILO	High	Short, Medium /Long term	Medium

- 6- The evaluation process found that the Employment-Intensive Investment Programme was effective in creating jobs. Therefore, it's recommended that the program be replicated and that

government organizations build their capacity on the Employment-Intensive Investment Programme.

Responsible	Priority	Time Implication	Level of resources required
MOLSA and ILO	Medium	Short, Medium /Long term	High

- 7- It is recommended to maintain the interlinkage of the ILO program in the country as it will maximize the project results. Therefore, sharing the collaboration development proposal among the ILO teams in the country before sending it to donors is highly recommended.

Responsible	Priority	Time Implication	Level of resources required
ILO	High	Short, Medium /Long term	Low

- 8- Working with waste collectors enhanced the project's impact, which was evident during the evaluation. However, the evaluation recommends that the ILO create a vision and a strategy for its intervention before continuing in this sector, as the country does not have a systematic and functional recycling system.

Responsible	Priority	Time Implication	Level of resources required
ILO, MoLSA and MoE	High	Short, Medium /Long term	Low

8-ANNEXES

8.1. Annex 1: LESSON LEARNED TEMPLATE



Increasing Access to Employment Opportunities for Vulnerable Urban Population in Basra City in Response to the COVID 19 Crisis

Project DC/SYMBOL: IRQ/22/01/HAB

Name of Evaluator: Nazar Jamil Abdulazeez and Galawezh Bayiz

Date: 30 January 2025

The following lesson learned has been identified during the course of the evaluation.

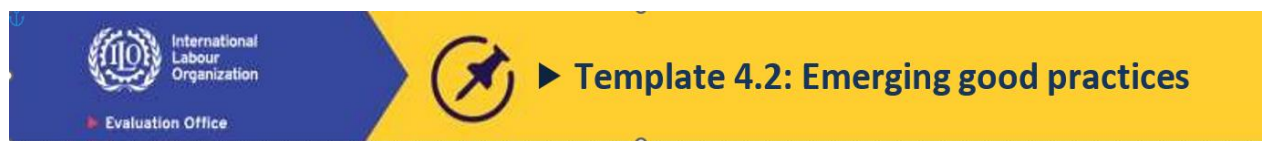
LESSON LEARNED ELEMENT	TEXT 1
Brief description of lessons learned <i>(link to specific action or task)</i>	Contractor Union: it would have been better to capacitate and involve them in the project through the steering committee to activate their contribution and improve their collaboration with Directorate of Labour and Social Affairs as the Union had limited capacity and role in the project.
Context and any related preconditions	na
Targeted users /Beneficiaries	Contractor's Union and the Directorate of Labour and Social Affairs
Challenges /negative lessons - Causal factors	No collaboration between private sector and Directorate of Labour and Social Affairs limits future endeavours of the Employment Service Center to avail/match jobs for job seekers.
Success / Positive Issues - Causal factors	The Contractor Union benefited from the Labor Standards and Local Resource Based workshop.

ILO Administrative Issues (staff, resources, design, implementation)	
LESSON LEARNED ELEMENT	TEXT 2
Brief description of lessons learned (link to specific action or task)	In general, while UN-Habitat and ILO Delivered as One- a United Nation initiative as a reform agenda for efficient resources use, and a framework for a unified and coherent UN structure at the country level, the two agencies were complementing each other in terms of areas of expertise. However, it could have been better for both agencies to have mitigated risk of staff turnover and what implication that has had on the payment, timeline...etc.
Context and any related preconditions	Na
Targeted users /Beneficiaries	UN-Habitat and the ILO
Challenges /negative lessons - Causal factors	Change in the project timeline and delay of payments to the service providers
Success / Positive Issues - Causal factors	ILO had to request multiple no-cost extensions and postponement of construction work.
ILO Administrative Issues (staff, resources, design, implementation)	
LESSON LEARNED ELEMENT	TEXT 3
Brief description of lessons learned (link to specific action or task)	Synchronizing and interlinking the project with other ILO country programs contributed well to its achievement, as demonstrated by the development of the Employment Service center and the Standard Operational Procedure manual.
Context and any related preconditions	N/A
Targeted users /Beneficiaries	ILO and the Directorate of Labour and Social Affairs.
Challenges /negative lessons - Causal factors	
Success / Positive Issues - Causal factors	Benefiting from other ILO country program projects to ensure sustainability of the Employment Service Center and access to finance for the ILO trainings to start up

	their businesses.
ILO Administrative Issues (staff, resources, design, implementation)	
LESSON LEARNED ELEMENT	TEXT 4
Brief description of lessons learned (link to specific action or task)	Involving a CSO in the community mobilization in the project intervention showed that it could overcome cultural constraints on women participation as they were vulnerable and hard to involve initially.
Context and any related preconditions	N/A
Targeted users /Beneficiaries	ILO and Civil Society Organization, and vulnerable community job seekers.
Challenges /negative lessons - Causal factors	
Success / Positive Issues - Causal factors	Involving CSOs in the project intervention enabled the overcoming of cultural barriers to women's participation in economic activities and the registration of youth on the Mihan platform.
ILO Administrative Issues (staff, resources, design, implementation)	
LESSON LEARNED ELEMENT	TEXT 5
Brief description of lessons learned (link to specific action or task)	An important lesson learned under outcome 3 was that combining theoretical training with practical training and awarding certificates and tool kits to graduates were factors in boosting their confidence and contributing to kick starting graduate employment. However, the tools kits were not enough because access to finance is still an important factor to start their businesses. Graduates tried to apply for loans were marred by conditions that graduates could not meet.
Context and any related preconditions	Na
Targeted users /Beneficiaries	ILO trainees, ILO and the Directorate of Labour and Social Affairs.
Challenges /negative lessons - Causal factors	Limited access to finance for the potential entrepreneurs.

Success / Positive Issues - Causal factors	ILO training resulted in increasing number of potential entrepreneurs who demand access to finance to start up their business.
ILO Administrative Issues (staff, resources, design, implementation)	

8.2. Annex 2: GOOD PRACTICES TEMPLATE



Project DC/SYMBOL: IRQ/22/01/HAB

Name of Evaluator: Nazar Jamil Abdulazeez and Galawezh Bayiz

Date: 30 January 2025

GOOD PRACTICE ELEMENT	TEXT 1
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The ILO linked the young engineers with the private sector, an ongoing construction project, enabling trained young engineers to gain practical experience. This was an ILO initiative of creativity.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Replicable and would enhance the project's intended results.
Establish a clear cause-effect relationship	Working with the private sector benefits graduate engineers because they gain practical experience, which helps them confidently find jobs.
Indicate measurable impact and targeted beneficiaries	The project's notable impact is creating jobs for unemployed youth and vulnerable people.
Potential for replication and by whom	There is a great potential in replicating the project into the wider community by both ILO and the Civil Society Organization to reach more youth.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Decent Work Framework, Decent Work Country Programme for Iraq 2019-2023, ILO's Programme & Budget (P&B) 2022-2023, United Nations Sustainable Development Framework (2020-2024)
Other documents or relevant comments	
GOOD PRACTICE ELEMENT	TEXT 2

Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Connecting the project beneficiaries with the other country's program projects to access finance enables them to maintain their economic activities and start-up their business.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Replicable and would enhance the project's intended results.
Establish a clear cause-effect relationship	Enabling the Vocational Training graduates to access finance and start up their businesses. Also, it allows the project beneficiaries to serve their communities (social good) and gain experience.
Indicate measurable impact and targeted beneficiaries	Creating jobs for unemployed youth and vulnerable people. This also enables vulnerable people to gain skills and experience in their vocations and generate income.
Potential for replication and by whom	There is great potential in replicating the project in the wider community by both ILO and Civil Society organisations to reach more youth.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Decent Work Framework, Decent Work Country Programme for Iraq 2019-2023, ILO's Programme & Budget (P&B) 2022-2023, United Nations Sustainable Development Framework (2020-2024)
Other documents or relevant comments	
GOOD PRACTICE ELEMENT	TEXT 3
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Mobilizing the vocational training graduates to serve in their community by rehabilitating the school and Directorate of Labour and Social Affairs premises were good practices that benefited the community and the graduates as they practiced their new profession and generated income and built their confidence. This referral strategy was used widely within the project, especially amongst the graduates themselves, exchanging professions and referring them to family and friends.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Replicable and would enhance the project's intended results.

Establish a clear cause-effect relationship	Enabling the project beneficiaries to serve their communities (social good) and gain experience and generate income.
Indicate measurable impact and targeted beneficiaries	The project's most notable impact is creating jobs for unemployed youth and vulnerable people. This also enabled vulnerable people to gain skills, experience in their vocations and generate income.
Potential for replication and by whom	There is a great potential in replicating the project into the wider community by both ILO, Directorate of Labour and Social Affairs and the Civil Society Organization to reach more youth.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Decent Work Framework, Decent Work Country Programme for Iraq 2019-2023, ILO's Programme & Budget (P&B) 2022-2023, United Nations Sustainable Development Framework (2020-2024)
Other documents or relevant comments	
GOOD PRACTICE ELEMENT	TEXT 4
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	A steering committee was important to ensure coordination among project stakeholders.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	It is replicable and would enhance the project's intended results and it would be better to include indirect stakeholders that may have an influence on the project results, such as the contractor Union.
Establish a clear cause-effect relationship	The Steering Committee enabled planning, addressing challenges and collectively making decisions.
Indicate measurable impact and targeted beneficiaries	The Committee's role was to coordinate the efforts to ensure maximum impact for the project beneficiaries. As a result of the coordination efforts, the project's impact was creating jobs for unemployed youth and vulnerable people.
Potential for replication and by whom	Its replicable

Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Decent Work Framework, Decent Work Country Programme for Iraq 2019-2023, ILO's Programme & Budget (P&B) 2022-2023, United Nations Sustainable Development Framework (2020-2024)
Other documents or relevant comments	
GOOD PRACTICE ELEMENT	TEXT 5
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Establishing temporary satellite employment centers within the community ensured that the project reached to most vulnerable people, including female and disabled people.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Its replicable and would enhance the project's intended results.
Establish a clear cause-effect relationship	Outreach to the most vulnerable people in the targeted communities in an inclusive manner ensured that the project targeted beneficiaries transparently with a focus on gender and disability lenses. These centres were a hub to register the beneficiaries and record their data.
Indicate measurable impact and targeted beneficiaries	Through the temporary satellite employment centers, the ILO was able to reach targeted communities in an inclusive manner and ensure the accessibility of male, female, and disabled people to the project activities.
Potential for replication and by whom	Yes, it's replicable in communities characterized by being socially closed, and there are limitations for women's participation
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Decent Work Framework, Decent Work Country Programme for Iraq 2019-2023, ILO's Programme & Budget (P&B) 2022-2023, United Nations Sustainable Development Framework (2020-2024)
Other documents or relevant comments	
GOOD PRACTICE ELEMENT	TEXT 6

Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Establishing an Employment Services Center (ESC) and an SOP and then train and guide Directorate of Labour and Social Affairs staff on running the center ensures that the employment services will continue beyond the project to serve potential youth.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Its replicable and would enhance the project's intended results.
Establish a clear cause-effect relationship	The establishment of the Employment Service Center ensures that more youth will benefit from the employment services such as counselling and guidance as well as linking job seekers with employers. Referral of these beneficiaries from the ESC to the Directorate of Labour and Social Affairs vocational trainings means that they will gain experience and potentially employment.
Indicate measurable impact and targeted beneficiaries	The new functional and established ESC provides sustainable employment services and advice to youth in Basra.
Potential for replication and by whom	The Ministry of Labour and Social Affairs informed ILO that the Employment Service Center and the Standard of Operational Procedures manual will be replicated in other parts of Iraq.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Decent Work Framework, Decent Work Country Programme for Iraq 2019-2023, ILO's Programme & Budget (P&B) 2022-2023, United Nations Sustainable Development Framework (2020-2024)
Other documents or relevant comments	

8.3. Annex 3 - Evaluation matrix

Key Evaluation Question and Criteria	Measure(s) or indicator(s)	Relevant Data Sources	Data Collection Methods.	Stakeholders /Informants
Evaluation Criteria: [Relevance]				
Is the project relevant to the needs of the country and the beneficiaries?	<p>Level of satisfaction of beneficiaries and key stakeholders with the project priorities in relation to their needs</p> <p>level of of project alignment with the priority need in Basra and Iraq?</p>	<p>Published reports online.</p> <p>Project proposal narrative reports</p> <p>M&E performance tracking</p>	<p>Desk and Literature Review</p> <p>KII</p> <p>FGDs</p>	<p>ILO team</p> <p>Un-Habitat</p> <p>DOLSA</p> <p>Employment service center</p> <p>Young engineers</p> <p>VTC and SIYB trainees</p> <p>Waste collectors</p>
How does the project design consider specific gender equality and non-discrimination concerns, including people with disabilities?	<p>Level of project design being gender-sensitive and inclusive, including for people with disabilities</p>	<p>Project proposal narrative reports</p> <p>M&E performance tracking</p> <p>Project stakeholders</p> <p>Project team</p>	<p>Desk and Literature Review</p> <p>KIIs</p> <p>FGDs</p>	<p>CSO</p> <p>ILO staff</p> <p>DOLSA</p> <p>Employment service center</p> <p>Young engineers</p> <p>VTC and SIYB trainees</p> <p>Waste collectors</p>

Evaluation Criteria: [coherence]				
How are the project strategies and structures coherent and logical?	extend of the project outputs contribution to meet project objective and outcomes	Project Proposal and narrative reports Project stakeholders	Desk Review KII	ILO staff
To what extent was the project coherent with similar ILO's Development Cooperation interventions and other development partners' initiatives?	Number and type of ILO's similar intervention Level of complementarity with UN-Habitat interventions	Project Proposal and narrative reports Project team Project partner	Desk review KII	ILO project team UN-Habitat project team
How does the project contribute to the ILO's Programme & Budget (P&B) 2022-2023, Country Programme Outcomes, Decent Work Country Programme for Iraq 2019-2023, United Nations Sustainable Development Framework (2020-2024)?	Ways of alignment between the ILO intervention with policies and programs	ILO website ILO documents	Desk Review KII	ILO project team
Evaluation Criteria: [Efficiency]				
How sufficiently are the resources (human resources and expertise) allocated to achieve the intended outcomes in the planned project lifetime?	Number of human resources ?	Project proposal Project team narrative reports	Desk review KII	ILO project team UN-Habitat project team
	Level of the ILO staff expertise?	Project proposal Project team narrative reports	Desk review KII	ILO project team UN-Habitat project team

What are the key constraints and challenges encountered during the project implementation, and how were they mitigated and solved?	Number and type of challenges: constraints? ways the project adopt to changes and challenges	Amendments and Project proposal Progress report	KII	ILO project team UN-Habitat project team
Evaluation Criteria: [Effectiveness]				
To what extent did the project achieve the overall objective, outcomes, and outputs?	Level of satisfaction project beneficiaries with the skills, knowledge and experiences	project stakeholders Project documents (M&E database and narrative reports)	Desk review Survey FGDs KIIs	Employment service staff VTC trainees, Waste management trainees. Young engineers DOLSA CSO
	Level of skills improvement employment service and career guidance enhance	Project stakeholders	Survey and FGDs	Employment service staff VTC trainees, Waste management trainees. CSO
	Level of attaining skills and capacity in VT , EIIP and SIYB	Project stakeholders	Survey and FGDs	Contractor union VTC trainees, Waste management trainees. Young engineers

How effective was communication among the ILO and development cooperation partners?	Effectiveness level of communication between ILO and the project partners effective?	Project partners	KII	ILO project team UN-Habitat DOLSA Contractor Union CSO
How effective was the monitoring and evaluation (M&E) system in tracking progress and informing adaptive management?	A number of types of How well did the (M&E) system tools track progress and results	M&E databases Narrative reports Project team	Desk review KII	ILO project team
Evaluation Criteria: [Impact]				
How likely is the project intervention to produce long-term effects in terms of creating more and better employment opportunities?	Extent the project has increased access to employment opportunities in basic services and waste management sectors for youth and vulnerable urban population in targeted locations number of evidence of the project's contribution towards improved employment of youth and vulnerable urban populations in targeted locations	Project narrative reports Tracer Study M&E data Project stakeholders Project team and partners	Desk review Survey FGDs KIIs	Project beneficiaries (informal waste management entrepreneurs, young engineers, VTC trainees) Employment Centre DOLSA ILO UN-Habitat CSO

What is the likely contribution of the project initiatives to the National Development Plan (2024-2028) objectives?	Number of evidences and way the project initiatives to contribute to the National Development Plan (2024-2028) objectives?	Online documents ILO	Desk review KII	ILO project team
What unexpected outcomes (positive or negative) emerged from the project activities?	Number and type of unexpected outcomes way did they contribute (positive or negative)?	Project documents Project stakeholders	Desk review Survey FGDs KIIs	Project beneficiaries (informal waste management entrepreneurs, young engineers, VTC trainees) Employment Centre - DOLSA ILO UN-Habitat CSO
Evaluation Criteria: [Sustainability]				
What results achieved by the project are likely to be sustainable?	Evidence for employment service and career guidance center to sustain their work	Project documents Narrative reports Monitoring databases documented films , case studies and stories	Desk review. Survey FGDs KIIs Tracer study	Staff of employment service Contractor Union Young engineers VT and SIYB beneficiaries ILO UN-Habitat CSO
	Evidence that young engineers, VT and SIYB beneficiaries will continue having/ finding jobs or business?		Survey FGDs KII Tracer study	Staff of employment service and career Young engineer VT and SIYB beneficiaries

				Contractor Union ILO UN-Habitat
What measures have been considered to ensure that the key components of the project are sustainable beyond the project's life?	number and type of project activities and components		Desk review KII	ILO UN-Habitat DOLSA Contract UNION CSO

8.4. Annex 4 – Data collection tools

Survey questions for young engineers.

Date:

Age:

Education:

Male / Female:

Job title:

1. How well are project beneficiaries equipped with the skills, knowledge and experiences (effectiveness)?

Please select the number in the right column that best reflects your opening to the questions in the left column. ((1) Strongly disagree (2)disagree (3) agree (4)strongly agree)		1	2	3	4
A	The trainer was knowledgeable about the topic.				
B	The delivery approach was very engaging and retentive.				
C	The training enabled me to learn new skills and knowledge.				
D	The training enabled me to gain experience.				
E	Overall, I am satisfied with the EIIP training.				

2. To what extent the project has increased access to employment opportunities in basic services (impact)

Please select the number in the right column that best reflects your opening to the questions in the left column. ((1) Strongly disagree (2)disagree (3) agree (4)strongly agree)		1	2	3	4
A	Participation in the ILO project enabled me to extend my network				
B	Participation in the ILO project enabled me to gain skills to search for a job opportunity.				
C	Participation in the ILO project enabled me to get a job				

3. Have you approached the employment service center of DOLSA?
Yes, No.

	if yes, then how useful were their services?	1	2	3	4
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4. Have you approached the Contractor Union / or Contractors/ companies?
Yes, No.
If yes, then whom and what happened?
5. Did you find a job (either temporary or permanent) after the ILO project?
No.
Yes, if yes, then where and what type of job?
6. If ILO to redesign this project, what do you suggest to change (think about the training)
7. What are your recommendations for the next phase of the project
 - ILO
 - DOLSA

Survey for Employment Service Centre

Date:

Age:

Male / Female:

Job title:

1. How well are project beneficiaries equipped with the skills, knowledge and experiences (effectiveness)?

Please select the number in the right column that best reflects your opening to the questions in the left column. ((1) Strongly disagree (2)disagree (3) agree (4)strongly agree)		1	2	3	4
A	The trainer was knowledgeable about the topic.				
B	The delivery approach was very engaging and retentive.				
C	The training enabled me to learn new skills and knowledge.				
D	The training enabled me to gain experience				
E	Overall, the employment and career guidance was sufficient.				

2. To what extent the project has increased access to employment opportunities in basic services (impact)

Please select the number in the right column that best reflects your opening to the questions in the left column. ((1) Strongly disagree (2)disagree (3) agree (4)strongly agree)		1	2	3	4

A	Participation in the ILO project enabled me to help people find jobs				
B	Participation in the ILO project enabled me to better guide people searching for a job.				
C	Participation in the ILO project enabled me to register job seekers in an online platform				

3. Are you still working on career guidance and employment?
No, why?
Yes,
4. Have you approached the Contractor Union / or Contractors?
Yes, No.
If yes, then whom and what happened?
5. If ILO plans to redesign this project, what do you suggest to change?
6. What are your recommendations for the next phase of the project
 - ILO
 - DOLSA

FGD Guiding questions.

Attendance list

Date:

Names	Age	Job title	Male / female

Effectiveness

- 1- How relevant were activities to your needs? To what extent does the project respond to your needs, and how?
- 2- How practical was the training you received?
 - EIIP young engineers (outcome 1)
 - Employment service (outcome 2)
 - Vocational training (outcome 3)
 - Waste management (outcome 3)
 - SIYB trainers (outcome 3)
- 3- In which way was the training useful? Please give specific. Examples.
 - EIIP young engineers (outcome 1)
 - Employment service (outcome 2)
 - Vocational training (outcome 3)
 - Waste management (outcome 3)

- SIYB trainers (outcome 3)
- 4- What are the skills you learned and experiences you gained in the ILO project? Please give specific example?

Impact:

- 5- To what extent the project has increased your employment opportunities? Please demonstrate by example
 - Young engineers (EIIP)
 - VT beneficiaries
 - Informal Waste collectors
 - SIYB trainees
- 6- To what extent the project has improved your business opportunities? Please demonstrate by example
 - Informal Waste collectors
 - VT beneficiaries
- 7- To what extent are you engaged in career guidance and employment service? (Employment service staff)
- 8- How are you helping youth to find jobs? Please demonstrate by example. (Employment service staff)
- 9- How did you benefit from the ILO project? Please give specific examples
- 10- In which ways did the ILO project contribute to your job carrier?
- 11- Have you approached the Contractor Union / or Contractors/ firms?
If yes, then whom, why and what happened? Please give specific examples
- 12- If ILO plans to redesign this project, what do you suggest changing?
- 13- What are your recommendations for the next phase of the project?

Guiding Key Informant Questions for project stakeholders

Date:

Male / Female:

Job title:

- 1- To what extent was the ILO project responding to the priority needs of vulnerable and young people in Basra and 3 neighbourhoods? And how
- 1- To what extent did the ILO project contribute to creating job opportunities for young people?
- 2- To what extent was the project design gender-sensitive and inclusive, including for people with disabilities?
- 3- Were there any challenges or constraints? How were they addressed?
- 4- To what extent do employment service and career guidance enhance the employment of youth and vulnerable people? What is the evidence that employment service and career guidance centers can sustain their work?
- 5- To what extent do VT and SIYB enhance employment services for youth and vulnerable people?
- 6- How effective was communication between ILO and the project partners?
- 7- Have you participated in the project steering committee meetings? How effective was the steering committee?
- 8- What is the evidence of the project's contribution towards improved employment of youth and vulnerable urban populations in targeted locations?
- 9- Were there any unexpected outcomes? In which way did they contribute (positive or negative)?
- 10- What is the evidence that young engineers, VT and SIYB beneficiaries will continue having/ finding jobs or businesses?
- 11- What are the key elements in the project design and implementation that are sustainable?

8.5. Annex 5 – list of interviewees

	List of the interviewees	Data collection	Male / Female	Job title
1.	Ali Karim Khayoun	FGD	Male	Contractor
2.	Firas Abdel Reda Muhammad	FGD	Male	Contractor
3.	Ali Salah Khazal	FGD	Male	Contractor
4.	Qasim Nasser Zaghir	FGD	Male	ESC/ DOLSA
5.	Fawaz Abdel Razzaq	FGD	Male	ESC/ DOLSA
6.	Asaad Karim Mohammed	FGD	Male	ESC/ DOLSA
7.	Muhammad Abdul Hussein Fahd	FGD	Male	ESC/ DOLSA
8.	Hanan Ramadan	FGD	Female	ESC/ DOLSA
9.	Nadia Abdel Karim Hariz	FGD	Female	ESC/ DOLSA
10	Rgaa Abdul Wahid	FGD	Female	ESC/ DOLSA
11	duea' eabd alkhalik muhamad	FGD	Female	ESC/ DOLSA
12	Faten Hadi Kazem	FGD	Female	ESC/ DOLSA
13	Saba Ihsan Kazem	FGD	Female	ESC/ DOLSA
14	Abdullah Ismail Mustafa	FGD	Male	Engineer
15	Abbas Qasim Makki	FGD	Male	Engineer
16	Alia Jassim Risan	FGD	Female	Job seekers
17	Benin Hazem Shadhar Tuman	FGD	Female	Job seekers
18	Zahraa Hazem Shadher	FGD	Female	Job seekers
19	Heba Mahdi Juma	FGD	Female	Job seekers
20	Duha Hadi Bahed	FGD	Female	Job seekers
21	Salma Hamid Khalaf	FGD	Female	Job seekers
22	Bahrria Hamid Khalaf	FGD	Female	Job seekers
23	Batoul Laith Kazim	FGD	Female	Job seekers

24	Mohammed Hekmat Mutasher	FGD	Male	Job seekers
25	Mahmoud Sahen Ghatji	FGD	Male	Job seekers
26	Barakat Hadi Bahed	FGD	Male	Job seekers
27	Mohammed Ali Hanzel	FGD	Male	Job seekers
28	Abbas Shazar Toman	FGD	Male	Job seekers
29	Saleh Ahmed Mohammed	FGD	Male	Job seekers
30	Mohammed Qais Awda	FGD	Male	Job seekers
31	Ali Hekmat Mutasher	FGD	Male	Job seekers
32	Karar Hazem Hamoud	FGD	Male	Job seekers
33	Nidaa Muhammad Talib	FGD	Female	Job seekers
34	Hoda Ali Hashem	FGD	Female	Job seekers
35	Fatima Ashour Hassan Hanash	FGD	Female	Job seekers
36	Atyaf Mohammed Kazim Shafi	FGD	Female	Job seekers
37	Manal Hassan Ali Majman	FGD	Female	Job seekers
38	Zahraa Falah Hassan Ali	FGD	Female	Job seekers
39	Shahd Faraj Meshter	FGD	Female	Job seekers
40	Noor Ali Hassan Ali	FGD	Female	Job seekers
41	Muqtada Ali Bahr AL- Shawi	FGD	Male	Job seekers
42	Ali Bahr Laibi	FGD	Male	Job seekers
43	Arkan Taleh Sarhan	FGD	Male	Job seekers
44	Abbas Mohan Ali	FGD	Male	Job seekers
45	Abdullah Ali Lafta	FGD	Male	Job seekers
46	Reda Mohammed Ghazi	FGD	Male	Job seekers
47	Ali Wahid Abbas	FGD	Male	Job seekers
48	Sajjad Ahmed Hassan	FGD	Male	Job seekers
49	Karrar Haider Mohammed	FGD	Male	Job seeker
50	Zaid Haider Marzooq	FGD	Male	Job seekers
51	Hassan Haider Marooq	FGD	Male	Job seekers

52	Abbas Abdulla Nasser	FGD	Male	Job seekers
53	Murtadha Nadhim Jawad	FGD	Male	Job seekers
54	Muntadher Moneem Abbas	FGD	Male	Job seekers
55	Farazdaq Udah Muslim	FGD	Male	Job seekers
56	Zainab Talib Enaya	FGD	Female	Job seeker
57	Shahad Mousa Talib	FGD	Female	Job seekers
58	Hawraa Faris Saif	FGD	Female	Job seekers
59	Zahraa Ghanim Saif	FGD	Female	Job seekers
60	Ruaa Abbas Samil	FGD	Female	Job seekers
61	Yaqeen Mwafaq Abbas	FGD	Female	Job seekers
62	Zahraa Muneem Abbas	FGD	Female	Job seekers
63	Najm Tawfiq Najm	FGD	Male	Waste recycling workshop
64	Malik Khamis Jaber	FGD	Male	Waste recycling workshop
65	Ahmed Shanan Abd	FGD	Male	Waste recycling workshop
66	Mohammed Hussein Maleh	FGD	Male	Waste recycling workshop
67	Juan Valle Robles	KII	Male	UN-Habitat PM
68	Mohameed Abdulameer	KII	Male	ILO – Project manager
69	Dr. Waleed Getan	KII	Male	CEO- Basra Mall
70	Khadeeja Nimir	KII	Female	School Principal
71	Ilham A. Najim	KII	Female	Deputy Principal
72	Manal A. Abdulkreem	KII	Female	Deputy Principal
73	Hana J. Kathum	KII	Female	School Teacher
74	Mayameen M. Salim	KII	Female	Executive Director of Mayamin CSO
75	Saad Shaddad Faris Al Jourani	KII	Male	Owner of Faris company
76	Thair T. Sarhan	KII	Male	Mukthar of Kubia
77	Ali Hamid Salman	KII	Male	Chief Technical Engineer- Basra Mall
78	Ms Ameera K. Abdulhussain	KII	Female	DOLSA - Head of Training and Employment

8.6. Annex 6 – Terms of Reference



Terms of Reference

Final Internal Project Evaluation for “Increasing Access to Employment Opportunities for Vulnerable Urban Population in Basra City in Response to the COVID 19 Crisis”

“Individual Consultant”

1. Key facts

Title of project being evaluated	Increasing Access to Employment Opportunities for Vulnerable Urban Population in Basra City in Response to the COVID 19 Crisis
Project DC Code	IRQ/22/01/HAB (502998)
Type of evaluation	Final Internal Evaluation
Timing of evaluation	Final
Donor	United Nations Human Settlements Programme (UN-Habitat)
Administrative Unit in the ILO responsible for administrating the project	RO-Arab States
Technical Unit(s) in the ILO responsible for backstopping the project	DWT-Beirut
P&B outcome (s) under evaluation	Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work
SDG(s) under evaluation	SDG 8 - Decent Work and Economic Growth
Budget	USD 872,496
Project Start Date	24 October 2022
Project End Date	31 January 2025

2. Background information

Basra governorate, despite being the major hub for oil exports in Iraq, has a high rate of unemployment, poverty, and a lack of basic services. According to the 2021 Labour Force Survey, Basra city with an estimated population of four million, unemployment reached to 21.8% way higher than the national average unemployment rate of 16.5%, which makes the governorate the 5th highest rate in unemployment rate in the country. Basra also has the 3rd highest NEET rate amongst young women in the country, and the 5th highest amongst young men (at 62.5% and 27.5% respectively).¹

Furthermore, during the designing phase of the project, COVID-19 pandemic was rampant in the region and has negatively affected the most vulnerable people, particularly those living in the informal settlements deprived of services. Many households depend on informal economy and minimal savings which led them to precarious economic situations. Besides, the city is renowned for its informal settlements which is densely populated with inadequate potable water and sanitation, little or no waste collection, and limited access to formal health care facilities.

Against these backdrops, UN-Habitat launched a project with the support of the European Union entitled “Increasing Access to Employment Opportunities for Vulnerable Urban Population in Basra City in Response to the COVID 19 Crisis” to curb the pervasive situation on the ground. The project envisaged to achieve two objectives, namely: a) improve water, electricity, waste management services and access in three underserved settlements in Basra (Al-Ahrar, Al-Kubiyah, and Jurf Al- Melah) which was led by UN-Habitat, and b) enhance job opportunities for unemployed young men and women, led by the International Labour Organization (ILO).

The ILO signed UN-to-UN agreement with UN-Habitat on 24 October 2022 to implement the second component of the project with the overarching objective of creating more and better employment opportunities in basic services and waste management sectors for unemployed youth and vulnerable urban population in the three neighbourhood of Basra city. Furthermore, the project was designed in such a way entrepreneurs to benefit from quality support services that allow them to start businesses or enhance the productivity of existing businesses. The project has the following three outcomes:

Outcome i: Mainstream the Employment Intensive Investment Programmes (EIIP) into the construction activities and application of decent work principles.

Outcome ii: Strengthen employment services through employment centres and digital employment platform for employed and unemployed young women and men in the three targeted neighbourhoods and support participants' access.

Outcome iii: Delivering vocational and business skills training through the Start and Improve Your Business (SIYB) approach to enhance the skills and

capacities of vulnerable urban populations and SMEs in Basra City and to increase employability and productivity.

The logical framework which depicts the underlying results chain, indicators, targets, sources of verification, and assumptions regarding each project objective can be found in Annex 1.

The overall UN-Habitat project aimed to reach 21,000 individuals from the three neighbourhoods with improved access to services, to which the ILO will contribute through the EIIP component. More directly, the ILO planned to reach 450 young men and women in technical skills programme with the EIIP methodology and 150 beneficiaries (including 50 informal waste collectors and SMEs engaged in waste collection) to receive training on the Start and Improve Your Business (SIYB) programme

¹ CSO, GOI and ILO (2022), *Labour Force Survey Iraq 2021*, available [here](#)

package. These project participants were planned to also access employment services as delivered by the employment centre, which will also target unemployed young men and women from the neighbourhoods more widely, with the objective of reaching a total of 600 individuals over the project period.

This project was designed to contribute towards the achievement of several objectives of the current Decent Work Country Programme (DWCP) for Iraq (2019-2023). In particular, it contributes to the achievement of Outcome 4, which is creating more and better employment opportunities ensuring that private sector development supports much-needed creation of new jobs.

Moreover, it also contributes to the accomplishment of some important objectives of the ILO Programme & Budget (P&B) 2022-2023, that set out the strategic objectives and expected outcomes for the organization's work, Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work. It is also expected that the implementation of the project might contribute to the achievement of the Country Programme Outcomes (CPO) IRQ 126 and IRQ 127.

Most importantly, the project contributes to the attainment of the Sustainable Development Goals (SDGs) under the UNSDCF (2020-2024) for Iraq under strategic priority 2: Growing the Economy for All, especially in what concerns the promotion of inclusive and sustainable economic growth, full and productive employment, and decent work for all (SDG 8), targets 8.5 “achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value”.

All proposed activities have been looked into through a gender and disability inclusion perspective and reinforce equal consideration of women and Persons with

Disabilities (PWDs) while implementing the activities.

Project management set-up and implementation arrangement: At local government level, the Directorate of Labour and Social Affairs have been the main counterpart of the project, especially as one of the key objectives of the project is to strengthen the capacity of the Directorate to deliver employment services through the established employment service centre. The ILO has also been extensively engaging with local employment service providers (including TVET centres, development partners and civil society organisations) to strengthen collaboration in the delivery of services through the centre.

The project is implemented under the overall guidance and supervision of the ILO Country Coordinator based in Baghdad with technical assistance team comprised of small team stationed in Basra with support from Erbil and Baghdad ILO offices:

1. Senior Project Officer/Project Manager stationed in Basra responsible for planning, implementation, coordination trainings, monitoring and reporting of programme in close coordination with Technical Officers of different project's components.
2. Operational Support Unit stationed at ILO Erbil to provide administrative and financial services to Project Team, and programme support unit at Regional Office for Arab States (ROAS) - Beirut.

The ILO Specialists from the Regional office for Arab States in Beirut and technical officers from Erbil and Baghdad offices, carried out specialized technical backstopping and provided oversight according to relevant components.

Short-term International/National experts services were also provided for preparing technical support, guidelines, training materials and supervision and other required assignments.

UN-HABITAT has also been providing the required logistical support including transportation and security services.

3. Purpose, objectives, and scope of the evaluation

ILO considers evaluation as an integral part of the implementation of development cooperation projects. Provision is made in the project that a final evaluation will be conducted in collaboration with UH-Habitat in accordance with the ILO evaluation policy and guidelines.

The project document states that the final evaluation will be the opportunity for an in-depth reflection on the Theory of Change, strategy and assumptions guiding the intervention, as well as the impact of the action in the lives of targeted beneficiaries of the project. The final evaluation will be used to assess the progress towards the results, identify the main difficulties/constraints, assess the impact of the project for the targeted populations, and formulate lessons learned and practical recommendations to improve future similar projects. Furthermore, the evaluation might be instrumental

to provide an opportunity for an in-depth reflection on the strategy and assumptions guiding the intervention.

This final evaluation will examine the relevance, coherence, effectiveness, efficiency, sustainability, and potential impact of the project. It will provide recommendations for future similar projects. This evaluation will also identify strengths and weaknesses in the project design, strategy, and implementation mechanisms as well as lessons learned and good practices.

Specifically, the evaluation will examine the following aspects:

- **Relevance and Coherence: Alignment with the country, constituents', and beneficiaries needs, changes in context and review of assumptions (relevance):** Is the project's design adequate to address the problems at hand? Were the project objective and outcomes relevant in relation to the context on the ground?
- **Effectiveness: Results in terms of outcomes and outputs achieved (effectiveness):** How has the project contributed towards project's goals? To what extent did it contribute to the ILO's Programme & Budget, Country Programme Outcomes, and more largely SDGs?
- **Efficiency: Use of resources in achievement of projected performance (efficiency):** How have the resources been used to fulfil the project performance in an efficient manner with respect to cost, time and staff?
- **Assessment of potential impact:** To what extent has the project contributed long-term intended and unintended impact?
- **Sustainability:** Will the project's effects remain over time?

The evaluation will comply with ILO policy guidelines for results-based evaluation², and the UNEG ethical guidelines³ will be followed.

The evaluation should cover the life span of the project which is from 24 October 2022 up until 31 January 2025. The evaluation will examine the project outcomes and outputs to date. As cross-cutting

²[ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations](#) 4th Edition

³ <http://www.unevaluation.org/document/detail/2866>

themes, the evaluation will also take specific note of integration of gender mainstreaming⁴, disability inclusion, International Labour Standard, social dialogue⁵, and environmental sustainability as well as contribution to SDGs and COVID-19 response⁶.

The evaluation will also provide due attention to how the project is relevant to the ILO's programme and policy frameworks, UN Sustainable Development Cooperation Framework and other relevant national development frameworks.

The evaluation should also highlight the areas of convergence between the UN-Habitat Iraq Programme and the ILO Iraq Programme, examining how this joint partnership can effectively reinforce both programmes and advance their respective mandates. The primary clients of this evaluation are Ministry of Labour and Social Affairs, Ministry of Youth and Sports, Ministry of Environment, the Basra Governorate and the Directorate of Labor and Social Affairs in Basra Governorate - Vocational Training Centre in Basra Governorate, Worker's representative organizations; Employer's representative organizations in Basra, Delegation of the European Union to Iraq, UN-Habitat, ILO DWT-Beirut, ILO ROAS, ILO-Iraq. Secondary users include project stakeholders and units within the ILO that may indirectly benefit from the knowledge generated by the evaluation.

⁴ https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746716.pdf

⁵ https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746717.pdf

⁶ https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_757541.pdf

4. Evaluation criteria and questions (including Cross-cutting issues/ issues of special interest to the ILO)

The evaluation utilizes the standard ILO evaluation framework and follows the OECD/DAC evaluation criteria:

Relevance

- Is the project relevant to the targeted beneficiaries needs?
- Are the project objectives aligned with national development framework in fulfilling its obligations?
- Are the project strategies and structures coherent and logical? To what extent was sustainability of impact taken into account during the design of the project?
- Does the project make a practical use of a monitoring and evaluation framework? How appropriate and useful are the indicators in assessing the project's progress? Are indicators gender sensitive? Are the assumptions for each objective and output realistic?
- To what extent did the project design take into account: Specific gender equality and non- discrimination concerns, including inclusion of people with disabilities?

Coherence

- How does the project contribute to the ILO's Programme & Budget (P&B) 2022-2023, Country Programme Outcomes, Decent Work Country Programme for Iraq 2019-2023, United Nations Sustainable Development Framework (2020-2024), and SDGs?
- To what extent was the project coherent with other similar ILO's Development Cooperation interventions and other development partners initiatives?

Effectiveness

- To what extent did the project achieve the overall objective, outcomes, and outputs?
- How has the project benefited direct and indirect beneficiaries?
- How did outputs and outcomes contribute to the DWCP (2019-2023) mainstreamed strategic priority areas?
- To what extent did the project respond to the emerging needs of targeted beneficiaries during the aftermath of the COVID-19 pandemic? To what extent the pandemic hindered or reversed the progresses that had been made in the governorate?

Efficiency

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

resources invested in the project?

- To what extent has the project been synergized with other ILO Development Cooperation Projects either at national or governorate level, in particular regarding to the establishment the new ILO Operation Support Unit arrangement to provide administrative support in cost sharing manner?
- How effective was communication among the project teams, the regional office RPU and the responsible technical department at ROAS? Has the project received adequate technical and administrative support/response from the ILO backstopping units?

Impact orientation

- What is the likely contribution of the project initiatives to the National Development Plan (2024- 2028) objectives?
- Is the project likely to produce long-term effects in terms of creating more and better employment opportunities through the established employment service centres for vulnerable young women and men in the governorate?

Sustainability

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

The evaluator may adapt the evaluation questions stated above, but any fundamental changes should be agreed with the evaluation manager and reflected in the inception report.

5. Methodology

This evaluation is summative, and it includes examining whether the intervention's Theory of Change (ToC) holds true with particular attention to the long and short term impact of the project intervention, identification of assumptions, risks, and mitigation strategies, and the logical connect between levels of results against the targeted indicators stipulated in the project logical framework (see Annex 1) 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.

The evaluation will use both primary and secondary data collection techniques and apply mixed method (quantitative and qualitative) data analysis approaches to respond to evaluation questions and fulfil the purpose of the evaluation to capture intervention's contributions to the achievement of intended and unintended outcomes. Data collection and analysis methodology includes:

- **Desk review of existing documents:** The evaluator 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 informant interviews:** Online/in-person individual interviews will be

conducted with a pre-agreed list of stakeholders, who have been engaged during the implementation of the project. Key informants should be identified based on their familiarity and understanding of the project. Interview guide(s) and data collection instruments will be developed during the inception phase to stimulate discussions in relation to the identified evaluation questions.

- **Focus group discussions:** Focus group discussions with direct and indirect beneficiary will be organized to collect their insights on the project relevance, effectiveness, efficiency, impact and sustainability.
- **Preliminary finding briefing:** Upon completion of primary data collection, the evaluator will present preliminary findings to ILO Senior Officer in Basra, ILO's DWT Technical Specialist based in Beirut and Project Steering Committee for validation. The evaluator will also collect further insight from the group to feed them into the final report.
- **Triangulation:** To enhance the data quality and analysis as well as overcome bias that comes from single information sources, and the use of single methods or single observations; the evaluator is expected to employ data triangulation technique to ensure accuracy, robustness, and reliability of the evaluation results.
- **Data disaggregation:** Data gathered and analysed during the evaluation process should be presented with appropriate gender disaggregation. The data collection, analysis and presentation should also be responsive to issues related to diversity and non-discrimination, including disability issues.

Limitation of the Evaluation: The evaluation manager foresees minor limitations that can be impediment to the evaluation process.

Access to primary and secondary data: Security issues and restriction of movements in the governorate may create limitations to obtain primary and secondary data as much as the evaluation requires. Hence, the evaluator is expected to find out a solution for the existing limitation and present in the inception report how the evaluation team intends to overcome such limitations.

Detailed evaluation approach and methodology, including the evaluation workplan should be part of the inception report. Any changes to the methodology should be discussed with the Evaluation Manager and approved by the Evaluation Manager during the inception phase.

The evaluator will make sure the involvement of key stakeholders in the evaluation process starting from the inception phase up until dissemination of the evaluation products.

Scope of Work and Detailed Assignment:

a) Kick-off meeting

The evaluator will have an initial consultation with the evaluation manager, the project manager and relevant project team members as needed. The objective of the consultation is to reach a common understanding regarding the status of the project, agree on the evaluation questions, available data sources and data collection

instruments and an outline of the final assessment report. The following topics will be covered during the kick-off meeting, including status of logistical arrangements, project background and materials, key evaluation questions and priorities, outline of the inception and final report.

A) Desk Review

The evaluator will review project background materials before conducting interviews. Documents to review include but are not limited to project document including results framework, project progress reports, and project monitoring tools and systems, UN-to-UN agreement, Decent Work Country Programme (DWCP) for Iraq (2019-2023), ILO Programme & Budget (P&B) (2022-2023) and (2024- 2025), and the United Nation Sustainable Development Cooperation Framework (UNSDCF) - (2020-2024).

B) Inception Report

The evaluator will draft an inception report, which should describe, provide reflection, 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 and data collection tools (FGD, KII guiding questions and instruments)
- Main deliverables
- Management arrangements and work plan

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

Following the inception report, the evaluator/international consultant will have remote interviews with stakeholders and targeted direct and indirect beneficiaries together with a national consultant supporting the process, if necessary. Individual or group interviews will be conducted with key stakeholders that include but not limited to Ministry of Labour and Social Affairs, Ministry of Youth and Sports, Ministry of Environment, Directorate of Labor and Social Affairs in Basra Governorate - Vocational Training Centre in Basra Governorate, local employment service providers, project steering committee members and the ILO project team and ROAS technical backstopping units.

Focus group discussions will also be conducted with direct beneficiaries of the project by the national consultant who will be contracted separately if the international consultant is not able to conduct the discussion by her/himself in person.

D) Preliminary finding presentation

Upon completion of data collection, the evaluator will provide a briefing of preliminary findings to the ILO project team and the evaluation manager.

6. Main deliverables

The main outputs of the evaluation consist of the following:

- Deliverable 1: Inception Report
- Deliverable 2: Draft evaluation report (to be prepared within two weeks upon completion of interviews)
- Deliverable 3: PowerPoint Presentation on preliminary findings
- Deliverable 4: Final evaluation report with separate template for executive summary and templates for lessons learned and good practices duly filled in as per ILO's standard procedure, the report will be considered final after quality review and endorsement of the ILO Evaluation Manager and Project Manager.

The final report will follow the format below and be in a range of **35-40 pages** in length, excluding the annexes:

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

The quality of the report will be assessed against the ILO Evaluation Office (EVAL) Checklists 4.2, 4.3,

4.4⁷. The deliverables will be submitted in the English language and structured according to the templates provided by the ILO.

7. Management arrangements and work plan (including timeframe)

The evaluator will report to the ILO's evaluation manager and should discuss any technical and methodological matters with him. The ILO project office in Basra will provide administrative and logistical support during the data collection. The evaluation manager will coordinate with the regional evaluation officer to endorse the final evaluation report.

The evaluator is responsible for conducting the evaluation according to the terms of reference (ToR). She/he will:

- Review the ToR and propose any refinements to evaluation questions and methodology during the inception phase.

⁷ Link to Checklists can be found here: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_761031.pdf

- Review project background materials (e.g., project document, UN-to-UN agreement, project technical progress and financial reports, technical vocational training tracer study report, employment impact assessment report, etc.,).
- Prepare an inception report (including Evaluation Questions Matrix (EQM), data collection instruments, prepare list of stakeholders to meet/interview, work plan and others).
- Develop and implement the evaluation methodology (i.e., conduct interviews, review documents) to answer the evaluation questions.
- Conduct preparatory consultations with the evaluation manager prior to the evaluation mission.
- Conduct key informant interviews and focus group discussions to collect information in relation to the predefined evaluation questions.
- Analyse findings from desk review, key informant interview and focus group discussions.
- Present preliminary findings.
- Prepare an initial draft of the evaluation report with input from ILO project staff members, evaluation manager, project steering committee and key stakeholders.
- Prepare final evaluation report incorporating all feedback from the ILO, donor and other stakeholders obtained from the draft report review.

The ILO Evaluation Manager in close consultation with the Regional Evaluation Officer (REO) is responsible for:

- Drafting the ToR.
- Finalizing the ToR with input from Project Manager and project steering committee.
- Review technical and financial proposal submitted by potential applicants and hire competent evaluator.
- Providing the evaluator with the project background materials and documents.
- Assisting the implementation of the evaluation methodology, as appropriate (i.e., participate in meetings, review deliverables submitted by the consultant).
- Reviewing the inception report, initial and final draft reports, circulating it for comments and providing consolidated feedback to the evaluator on the inception report, draft and final evaluation report.
- Reviewing the final report in relation to ILO evaluation policy guidelines.
- Coordinating with the ROAS REO and ILO Evaluation Office for the clearance of the final report and submitting the relevant documentation for final uploading on *i-eval Discovery*.
- Disseminating the final report to stakeholders.
- Coordinating follow-up as required.

The Project Manager/Senior Project Officer is responsible for:

- Reviewing the draft TOR and providing input.
- Providing project documents logframe, workplan, progress reports, studies, assessments, training materials/packages, training evaluation reports, pre- and post-training test results, coaching reports from Master trainers, technical vocational tracer study report, employment impact assessment report, publications produced, and any relevant background notes.
- Providing a proposed list of key stakeholders and list of project target beneficiaries.
- Participating in the preparatory briefing prior to the actual data collection sessions.
- Scheduling key informant interviews and focus group discussions.
- Ensuring necessary logistical arrangements for the missions to conduct primary data collection.
- Reviewing and providing comments on the initial draft report.
- Participating in the debriefing on the findings, conclusions, and recommendations.
- Facilitating translation for any required documents: ToR, PPT, final evaluation report, executive summary of the final evaluation report, summary of lessons learnt and emerging good practices, etc.
- Making sure appropriate follow-up action is taken including filling out the management response matrix.

Project steering committee and partners will be responsible to:

- Actively engage and participate in the evaluation process (data collection, reviewing and provide comments on the draft and final reports, participate in debriefing and dissemination sessions, etc.).

Evaluation Tentative Timeframe

The evaluation is to commence in last week of November 2024 and complete in January 2025. The following table describe the tentative timeline:

Responsible person	Tasks	Number of billable Working days	Indicative Date
Evaluator & Evaluation Manager	Kick-off meeting	1	27 th Nov 2024
Evaluator	Desk review of documents related to project, drafting inception report	6	28 th of Nov 2024– 5 th Dec 2024
Evaluator	Submit inception report		5 th Dec 2024
Evaluation Manager	Review of inception report		10 th Dec 2024
Evaluator	Revise and resubmit inception report	1	12 th Dec 2024

Evaluator with the logistical support of Project Manager and staffs on the ground	Interviews & focus group discussions	7	15 th Dec 2024 – 25 th Dec 2024
Evaluator	Data analysis and drafting evaluation report	7	20 th Dec 2024 – 31 st Dec 2024
Evaluator	Submission of the draft report to the Evaluation Manager		31 st Dec 2024
Evaluator	Presentation of the findings	1	7 th Jan 2025
Evaluation Manager	Circulating the draft report with key stakeholders for review and feedback		
Evaluation Manager	Send consolidated comments to evaluator		7 th Jan 2025
Evaluator	Revising draft final report	1	15 th Jan 2025
Evaluation Manager	Review of Second Draft		22 nd Jan 2025
Evaluator	Integration of comments and finalization of the report	1	24 th Jan 2025
Evaluation Manager and ROAS REO	Submit the final evaluation report to EVAL for publication on ieval.		31 st Jan 2025

Total estimated billable working days of consultant: 25 Days

Terms of Payment

- i. 10 per cent of the total fee against the submission of deliverable 1 upon endorsement by the evaluation manager and regional evaluation officer.
- ii. 30 per cent of the total fee against the submission of deliverable 2 and 3.
- iii. 60 per cent of the total fee against the submission of deliverable 4, following the endorsement of the final evaluation report.

8. Profile of the evaluation team

The evaluator is expected to have the following qualifications:

- Proven experience in evaluation related to private sector development, EIIP approaches, Employment Service Centres, Entrepreneurship, MSMEs development, Skills and employability enhancement projects.
- Prior experience in the region, particularly in Iraq, is asset.
- High professional standards and principles of integrity in accordance with ILO Evaluation Policy and United Nations Evaluation Group Norms and Standards.
- An advanced degree in Social Science or related fields.
- Proven expertise on evaluation methods.

- Understanding of the ILO Decent Work agenda and tripartite foundations.
- Very good command of English. Good command of Arabic is an advantage.
- Previous experience in evaluations for UN agencies is preferred, particularly ILO.

Given the current security restrictions, the consultant who conduct this evaluation may remotely work with a national interpreter, who will also provide the necessary support for data collection.

9. Legal and ethical matters

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

10. Submission

The bidding consultant is required to submit his/her proposals in two separate digital folders: one for the Technical Proposal and the other for the Financial Proposal. Each folder must be clearly labeled as “Technical Proposal” and “Financial Proposal,” ensuring that financial information remains confidential until after the technical evaluation.

*The subject of the submission email should be: " **Final Internal Project Evaluation for ILO- UNHABITAT Project in Basra** ”*

Bidding is opened for individual consultants (Both National and International)

Applications should be submitted via email iraq-procurement@ilo.org

The deadline for submitting the technical and financial proposals is 23 NOV 2024, by 12:00 midnight (Baghdad time).

Both the technical and financial proposals must remain valid for 30 days from the submission date.

Proposals will be evaluated based on the technical evaluation criteria outlined above (70%), in combination with the financial proposal (30%).

Monitor & Evaluation Logical Framework Matrix of the Project

Beneficiaries: 21,000 individuals with improved access to services and provide vocational training to a total of 600 individuals from three neighborhoods in Basra (Al-Ahrar, Al- Kubiyah, and Jurf Al-Melah).			
Project title: Increasing Access to Employment Opportunities for Vulnerable Urban Population in Basra City in Response to the COVID 19 Crisis			Project duration: 24 Months (15 June 2022 – 14 June 2024)
Results chain	Indicators	Means of verification	Assumptions
Outcome 1: Improved Employment Intensive Investment Programmes (EIIP) and Decent Work	Ind. 1.1: Number of worker days created as result of project activities adopting EIIP Approaches	Private sector contractors' employment records	Private sector contractors and key government stakeholders are supportive of the programme and are willing to use it to create better and more employment job opportunities.
	Ind. 1.2: Number of new employment opportunities created as a result of increased knowledge of the EIIP and LRB technologies		
	Ind. 1.1.1: Number of tools developed	Labor standard tool Contractual conditions Labor monitoring tool	Private sector contractors and key government stakeholders will be supportive of the initiate to develop labor standard conditions, contractual clauses and monitoring tools.

Output 1.1: Sets of labor standard conditions, contractual clauses and monitoring tools developed			
Output 1.2: Increased knowledge base of private sector contractors on LS and LRB technologies	Ind. 1.2.1: No. of trained people representing private sector contractors	Attendance sheet	Private sector contractors will show interest towards the trainings and will be committed during the course of the training as well as they will be willing to cascade it later in their workplaces.

	Ind. 1.2.2: % of trained people who managed to acquire basic knowledge on LS and LRB	Pre- and post-training test result assessment	
Output 1.3: Increased knowhow and skills of young engineers on EIIP methodologies	<p>Ind. 1.3.1: No. trained young engineers, disaggregated by gender and districts</p> <p>Ind. 1.3.2: % of trained young engineers who are able to cascade EIIP methodologies in their workplace</p>	<p>Attendance sheet</p> <p>Report from periodic observations, self- report by young engineers.</p>	Young engineers are enthusiastic to receive trainings and implement the knowledge acquired into their workplaces.
Output 1.4: Employment impact assessment measured	Ind. 1.4.1: Employment impact assessment report availed	Employment impact assessment report	Project stakeholders are collaborative and cooperative to materialize such assessments.
<p>Activity 1.1.1: Development of standard conditions, contractual clauses and monitoring tools to apply Decent Work principles and resource based (LRB) technologies at the construction activities, which focus on generating decent jobs for local communities.</p> <p>Activity 1.2.1: Provide capacity building and support for the private sector contractors engaged in the implementation of activities</p> <p>Activity 1.3.1: Implementing training programme for young engineers on EIIP methodologies include technical engagement during the implementation of construction activities</p> <p>Activity 1.4.1: Conducting Employment Impact Assessment for the generated jobs through the activities of the project</p>			
Outcome 2: Improved employment services through employment centers and digital employment platform for employed and unemployed	Ind. 2.1: No. of young men and women who benefit from the employment center services, disaggregated by gender and type of service received	<p>Employment service center</p> <p>records Digital employment platform records</p>	There is complementarity and coordination amongst employment service centers and digital employment platform.

	Ind. 2.2: No. of young men and women supported by the employment center who have accessed employment, training, internship or traineeship opportunities	Tracer studies	Opportunities are available for referrals and placements that match the skills, experience, and ambitions of participants
Output 2.1: Employment centers established and connected to the digital employment platform Output 2.2: Required employment support services needs for targeted youth assessed	Ind. 2.1.2: No. of employment centers (permanent and mobile) established and connected to the digital employment platform Ind. 2.1.3: Number of Directorate staff trained in delivery of career counselling and guidance, and in the use of the digital employment platform functions	Observation and pictures of the established employment center while services progress Training reports	The governorate is keen to establish and support the employment service center.
	Ind. 2.2.1: No. tracer study reports produced and utilized	Tracer study report	There are experienced external collaborators who will be willing to conduct the study.

Activity 2.1.1: Establish an employment center in Basra connected to the digital employment platform – ideally located in proximity to the target project implementation neighbourhoods - including strengthening capacity of MoLSA staff in employment services.

Activity 2.1.2: Register the 600 jobseekers to employment centers and allocate case managers or counsellors as required

Activity 2.1.3: Provide tailored employment services including potentially career guidance, support develop and tailor their CVs (highlighting their recently acquired skills), guidance on job searching, identify suitable employment opportunities, and make referrals to other institutions of service providers, or conduct job placements

Activity 2.2.1: Conduct assessment of needs to identify required employment support services for each participant to access decent work past the project duration

Annex 2: Essential Documents/Weblinks

- Code of Conduct Form: <http://www.ilo.org/legacy/english/edmas/eval/template-code-of-conduct.doc>
- Checklist preparing the evaluation report: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165967.pdf
- Guidance Note on Integrating gender equality in monitoring and evaluation of projects, and UNEG documents: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165986.pdf
- Guidance Note on Evaluation lessons learned and emerging good practices: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165981.pdf
- SDG related reference material at: <http://www.ilo.ch/eval/eval-and-sdgs/lang-en/index.htm>
- Template for title page of the evaluation report: <http://www.ilo.org/legacy/english/edmas/eval/template-titlepage-en.doc>
- Template for evaluation summary: <http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>
- Lessons Learned (submitted by Evaluator): <http://www.ilo.org/legacy/english/edmas/eval/template-lesson-learned.doc>
- Template: Emerging Good Practice (submitted by Evaluator): <http://www.ilo.org/legacy/english/edmas/eval/template-goodpractice.doc>
- Guidance note 7 Stakeholders participation in the ILO evaluation http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang-en/index.htm
- ILO EVAL [Guidance Note 3.2 on Integrating social dialogue and ILS in monitoring and evaluation of projects](#)
- Implications of COVID-19 on evaluations in the ILO: Practical tips on adapting to the situation https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_744068.pdf
- Protocol to collect evidence on ILO response to COVID-19 https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_757541.pdf



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