Employment Policies Formulated in Iraq Using Strengthened LMI Systems and LM Statistics

ILO DC/SYMBOL: IRQ/18/01/RBS

Type of Evaluation: RBSA

Evaluation timing: Final

Evaluation nature: Independent

Project countries: Iraq

P&B Outcome(s): Outcome 1 "More and better jobs for inclusive growth and improved youth employment policies & Outcome A "Effective knowledge management for the promotion of decent work"

SDG(s): SDG 8 "Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all"

Date when the evaluation was completed by the evaluator: 06 April 2022

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ILO Administrative Office: ILO ROAS

ILO Technical Office(s): ILO ROAS

Project duration: December 2018 – December 2021

Donor and budget: Regular Budget Supplementary Account (RBSA), $1,000,000

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Evaluation budget: $13,500

Key Words: Labor Statistics, COVID, Constituents, Employment

Contents

List of Tables and Figures

List of Abbreviations

ASCO	Arab Standard Classification of Occupations
CSO	Central Statistical Organization
CSPro	Census and Survey Processing System
DWCP	Decent Work Country Program
ICLS	International Conference of Labor Statisticians
ILO	International Labour Organization
ILS	International Labor Standards
ISCO	International Standard Classification of Occupations
IT	Information Technology
KRG	Kurdistan Regional Government
KRSO	Kurdistan Region Statistics Office
LFS	Labor Force Survey
LM	Labor Market
LMI	Labor Market Information
MoLSA	Ministry of Labor & Social Affairs
NA	Not Applicable
NEP	National Employment Policy
NSO	National Statistics Organizations
OECD DAC	The Organisation for Economic Cooperation and Development – Development Assistance Committee
P&B	Program and Budget
PSUs	Primary Sampling Units
PWDs	Persons with Disability
RBSA	Regular Budget Supplementary Account
RFP	Request for Proposal
ROAS	Regional Office for Arab States
SDG	Sustainable Development Goal
ToR	Terms of Reference
TOT	Training of Trainers

Executive Summary

BACKGROUND & CONTEXT	
Summary of the project purpose, logic and structure	The project "Employment Policies Formulated in Iraq Using Strengthened LMI Systems and LM Statistics" is a result of a partnership between the ILO and the Central Statistical Organization (CSO) and Kurdistan Statistical Organization (KRSO) in Iraq, to implement the first national labor force survey (LFS) in a decade and contribute to a better formulation and implementation of appropriate employment policies. The main goal of the project is (i) to support the implementation of a labor force survey (LFS) that provides reliable and regular flow of data on the labor market produced in line with the 19th ICLS resolutions and SDG indicators where ILO is custodian, and (ii) to support the Iraqi government and social partners in developing an employment policy and action plan. The project was structured around seven milestones along with their associated outputs, to reach the intended main goal of the project. The project was implemented in the whole of Iraq and was managed by a team composed of full time ILO staff and ILO consultants.
Present situation of the project	The project has ended as of the end of December 2021
Purpose, scope and clients of the evaluation	The purpose of this final evaluation is to assess the overall achievements of the project against its planned outcomes/objectives and outputs to generate lessons learned, best practices and recommendations. The evaluation investigated the relevance, design, efficiency, effectiveness, potential impact, sustainability, and management arrangements of the project, reflecting findings on the extent to which the project has achieved its stated objectives, produced the desired outputs, and realized proposed outcomes/objectives. The evaluation also identified strengths and weaknesses in the project design, strategy and implementation as well as lessons learned with recommendations. Furthermore, the evaluation touched upon cross cutting issues including gender equality, disability, social dialogue, environmental sustainability, and COVID 19. The evaluation covered the entire timeframe of the project, from December 2018 to December 2021. It looked at the project achievement at the level of each milestone, and took into consideration the project duration, existing resources and political, security, and environmental constraints.
Methodology of evaluation	This evaluation followed a mixed methods approach, relying on available information collected through the desk review and primary qualitative data collected through remote interviews with project

	stakeholders. Gender was mainstreamed throughout the methodology from inception to data collection to data analysis.

MAIN FINDINGS & CONCLUSIONS	Given the absence of an updated employment policy in Iraq, and the fact that the last LFS was conducted more than 10 years ago, the project and its objectives were found to be highly relevant to the context of Iraq and were based on the identified needs of the country. The project was also found to be in line with the ILO DWCP 2019-2023, and with the ILO P&B 2018-19 and 2020-21. The project was also directly aligned with SDG 8 and was relevant to SDG 1 and SDG 5. With regards to the COVID-19 response, the project was able to introduce various design readjustments to enable a continuation of work under a remote-work methodology implemented during the COVID 19 crisis and associated lockdowns.
	The design of the project was found to be coherent and logical, and was based on a sequential logic whereby the development of an employment policy came after the implementation of the LFS, in order to formulate an evidence-based policy. The evaluation found that a good degree of analysis of the situation was carried out to inform the design, and a well-prepared risk analysis was included in the design. Having said that, the design had overestimated the capacities of the NSOs, with which most work on the LFS was implemented, which contributed to the delays faced in the project. The project design was found to have taken into account the issues of gender equality, people with disabilities, ILS, and social dialogue.
	A unique and serious set of challenges faced during implementation, which were mostly outside the control of the project team, affected the efficiency and effectiveness of the project and its timeliness. Challenges stemmed from the COVID-19 crisis and associated lockdowns, the tragic passing away of the project manager, and the overestimated capacities of NSOs and turnover in their human resources. The delays caused by these challenges left little time to implement the policy component of the project. Having said that, the project was able to repurpose its existing financial resources in light of the COVID crisis, but ultimately, a significant share of project funds was unspent by the end of the project.
	In spite of the unique set of challenges faced by the project and the associated delays, the project was able to complete the LFS exercise and conduct capacity building activities with NSOs. It managed also to conduct a capacity building session for higher level stakeholders towards the end of the project, to kick start the policy development process. Milestones 2 through 5 were mostly achieved along with their outputs, but there was no time left in the project to implement all activities related to milestones 6 and 7. Milestone 1 was implemented, but very late into the project whereas originally it should have been implemented at the very

beginning. Coordination with the different stakeholders suffered numerous setbacks during project implementation due to exogenous factors affecting the implementation of the project. Having said that, the project could have done more to involve ILO's tripartite constituents and encourage social dialogue throughout the implementation period. Nevertheless, the project contributed significantly to the other ILO mainstreamed strategies of gender equality and labor standards. While there was no time left in the project to implement the policy component of the project, the project, along with its achievements in producing a comprehensive and high quality LFS report, is expected to have a significant positive impact of the future policy development process in Iraq.

Furthermore, two positive unintended outcomes were uncovered by this evaluation. The first was the project's significant contribution in bringing both NSOs in Iraq closer together and strengthening their relationship. The ILO made sure that both NSOs cooperated on using the same methodology, collecting the data at the same time, and attending meetings together. The second was the mentoring and capacity building provided to the CSO and KRSO in terms of meeting the reporting requirements of the ILO.

The project had focused on conducting capacity building activities as a means to ensure the sustainability of results. But given the set of challenges faced by the project, much of the capacity building work was conducted remotely, and was not fully implemented according to plan. This means that while the NSO staff are more equipped to carry out future rounds of the LFS, they are not yet ready to do so without ILO's technical support and continued capacity building. A high level of ownership of this project was displayed by the NSOs. On the policy side, the sustainability of results in terms of drafting policies is minimal and stakeholders indicated a low level of national ownership by constituents, except for MoLSA given its strategic role. The low level of sustainability on the policy side was due to the project having conducted only one introductory capacity building session with this regard despite the project design calling for a series of workshops. Nevertheless, this policy-making capacity building session contributed to raising the level of national ownership among the various concerned stakeholders. In order to carry on with the momentum gained in this project, and in order not to waste spent resources and efforts, the project team is in the process of mobilizing donor funds from another project to continue with the provision of assistance to the policy development process, through utilizing another ongoing ILO project.

With regards to the management arrangements of the project, the structure of the team and its human resources underwent a number of changes during implementation, especially following the passing away of the project manager. While more could have been done to utilize local skills in this project, the project team's

	communication and coordination with the ILO HQ office were effective in overcoming some of the obstacles faced by the project.

RECOMMENDATIONS, LESSONS LEARNED AND GOOD PRACTICES

Recommendations	• Support Iraqi policy makers in the development of the NEP. • Continue providing technical support for the periodic production of LFS data based on latest 19th and 20th ICLS resolutions. • Undertake proper institutional capacity assessments for project partners prior to project design. • Develop proper guidance in case of force majeure, including a cloud depository for project progress documents, notes and other information. • Utilize the ILO Iraq office in any future work in Iraq • Enhance engagement with constituents throughout the project timeframe. • Undertake a mid-term review whenever severe delays or challenges are encountered during implementation, to guide any design readjustments and provide the way forward for a project. • Enhance the use of local skills and local language, especially during times when physical presence is not possible.
Main lessons learned and good practices	Lessons Learned: • The absence of a proper institutional assessment of beneficiary institutions (i.e. NSOs) led to various obstacles during implementation as a result of an overestimation of the capacities of national counterpart institutions during the design phase. This was identified as a main challenge and led to considerable delays. • A low level of communication and cooperation with the ILO coordination office in Iraq prevented the project from leveraging ILO resources to overcome obstacles faced during implementation, especially following the COVID-19 crisis, and contributed to the minimal involvement of tripartite constituents in Iraq • The absence of force majeure guidelines led to substantial challenges and delays following the passing away of the project manager, leaving a gap in the management and administration of the project which took significant time to fill. • The weak level of engagement with ILO constituents early on in the project, as well as the significant delays coming from an exogenous set of challenges, meant that ILO constituents in Iraq were not involved in most of this project's activities, which ultimately translated into a weak implementation of the policy component of the project and led to a weaker-than-expected level of national ownership from higher level policy makers and constituents Emerging Good Practices:

Final Evaluation of ILO's project "Employment Policies Formulated in Iraq Using Strengthened LMI systems and LM statistics"

8 | P a g e

	• The project has strongly contributed to bringing both NSOs in Iraq (CSO & KRSO) closer together, despite their political differences, through its adoption of a unified LFS methodology for both NSOs, and through its provision of capacity building activities for both entities together. The project resulted in a higher level of cooperation and coordination between these two entities and ensured that no one area is left behind in the project, thereby adhering to the principle and commitment of 'leaving no one behind'. • Given that there was no time left in the project to implement the policy component (i.e. development of the NEP), the project team is in the process of mobilizing other donor funds from another ILO project to continue with the provision of assistance to the policy development process, ensuring that efforts and resources spent on this project are built upon and continued, and ensuring that the NEP is based on updated LM data.

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.

Project Background

The project "Employment Policies Formulated in Iraq Using Strengthened LMI Systems and LM Statistics" is a result of a partnership between the ILO and the Central Statistical Organization (CSO) and Kurdistan Statistical Organization (KRSO) in Iraq, to implement the first national labor force survey (LFS) in a decade, and contribute to a better formulation and implementation of appropriate employment policies. This project came at a critical time for Iraq, where labor market conditions have worsened over the past decade as a result of the destruction of infrastructure, mass internal displacement, reduced investments and job losses. A weak private sector has also hindered job creation in the country.

Therefore, this project, through the Regular Budget Supplementary Account (RBSA) Fund, aimed to establish a much-needed baseline of current labor market data to analyze for policy development. The design included providing support to the CSO and KRSO to implement a new LFS in early 2019 adopting a methodology aligned with the latest statistical standards established by the International Conference of Labor Statisticians (ICLS) at its 19th Session and bearing in mind the recommendations provided at its 20th Session. Another component was providing capacity building to the CSO & KRSO staff to ensure future sustainability of this endeavor, equipping them with the newest tools for data collection and data processing developed by the ILO, and the know-how to be able to conduct regular labor force surveys in the future for subsequent policy monitoring and evaluation. The regular production of labor market indicators is the cornerstone of a healthy dialogue among Iraqi constituents in promoting social cohesion and contributing to the reconstruction and development of Iraq.

The project also aimed to incorporate survey results into the design and development of a new Iraqi National Employment Policy (NEP), involving a participatory approach in its development by a wide range of stakeholders involved directly or indirectly in employment creation, including relevant Ministries, social partners, academia and other civil society groups. A central component of ILO support to the policy development process is the provided training and capacity building for the tripartite constituents, namely the Ministry of Labor and Social Affairs (and other key government partners), workers' organizations and the Iraqi Federation of Industries (IFI) at key stages of the process from the analysis of the new LFS data to the development of policy proposals. The new policy is intended to complement and support the implementation of the NEP Action Plan developed with ILO's assistance for the Kurdistan Region. This Action Plan effectively updates the original KRG NEP in view of the current economic and social context of the region, and provides a framework for implementation, prioritizing a set of emergency interventions. An updated NEP for Iraq as a whole would integrate these efforts and then extend to cover all regions of the country to support employment creation and labor market development

The main goal of the project is (i) to support the implementation of a labor force survey (LFS) that provides reliable and regular flow of data on the labor market produced in line with the 19th ICLS resolutions and SDG indicators where ILO is custodian, and (ii) to support the Iraqi government and social partners in developing an employment policy and action plan.

Final Evaluation of ILO's project "Employment Policies Formulated in Iraq Using Strengthened LMI systems and LM statistics"

10 | P a g e

The project was structured around seven milestones, to be achieved through the realization of outputs under each of the milestones. These are presented below[1].

Milestone 1: A tripartite, inter-ministerial structure incorporating MOLSA, IFI, workers' organizations, amongst others, to develop the LFS and subsequent employment policy established.

Output 1.1 Inter-Ministerial Structure established. (January 2019– December 2020)

Milestone 2: Survey preparations completed.

Output 2.1. Occupational classifications completed according to ISCO-08.   (January- April 2019).

Output 2.2. Sampling design and weights adjusted to Iraqi situation. (January – October 2019)

Output 2.3 Questionnaire designed. (January – end of April 2019)

Output 2.4 Questionnaire programmed and tested in CsPro. (May 2019 – June 2019).

Output 2.5 Primary Sampling Units (PSUs) selected and updated. (February- April 2019)

Output 2.6 Survey planning and executions plan documented. (January 2019 –February 2019)

Milestone 3: Interviewers' training and data collection completed

Output 3.1: Training of interviewers and field work completed (April - June 2021)

Output 3.2: Pilot Survey completed. (May 2021)

Output 3.3. Collection of LFS data from the field completed. (July- August 2021)

Output 3.4 Quality Control Reports produced (September-November 2021)

Milestone 4: Data Processing completed.

Output 4.1: Data processing, quality and tabulation completed. (August- November 2021)

Milestone 5: Data reporting completed and disseminated.

Output 5.1 Survey report published. (December 2021)

Output 5.2   CSO staff trained on ILO data compilation and reporting tools. (May 2019 – June 2019)

Output 5.3 Survey results launched in a National event. (January-February 2022)

Output 5.4 Sensitization of constituents (G, E, W) on use of survey results in labour policy and social dialogue processes in Iraq. (April 2019-February 2020)

Milestone 6: Planning and monitoring LFS undertaken.

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[1] The milestones and outputs presented in this inception report have been taken as is from the ToR of this evaluation.

Output 6.1 Institutional capacities of CSO on International best practices in measuring labour force indicators and SDGs where ILO is custodian, strengthened and upgraded. (January 2019-December 2021)

Milestone 7: NEP drafted and submitted to the Parliament.

Output 7.1 Employment Diagnostic exercise initiated to generate policy options and interventions. (August 2019-May 2020)

Output 7.2 LFS findings disseminated, employment policy recommendations discussed, and NEP draft agreed upon to submit to Cabinet and Parliament for discussion and adoption. January – December 2020

Evaluation Background

Evaluation purpose

The purpose of this final evaluation is to assess the overall achievements of the project against its planned outcomes/objectives and outputs to generate lessons learned, best practices and recommendations. The evaluation investigated the OECD criteria of relevance, efficiency, effectiveness, potential impact, and sustainability, as well as other criteria including design and management arrangements, reflecting findings on the extent to which the project has achieved its stated objectives, produced the desired outputs, and realized proposed outcomes/objectives. The evaluation has also identified strengths and weaknesses in the project design, strategy and implementation as well as lessons learned with recommendations. Furthermore, the evaluation touched upon cross cutting issues including gender equality, disability, social dialogue, environmental sustainability, and COVID 19. The evaluation has complied with the ILO evaluation policy including the protocols and guidelines set forth by the EVAL/ILO, which is based on the OECD DAC and United Nations Evaluation Norms and Standards and the UNEG guidelines.

The ultimate purpose of this evaluation is to provide a learning exercise and to improve future projects of a similar nature. The evaluation also serves to provide an accountability function.

The evaluation assessed the project duration covering a 3-year period from December 2018 to December 2021. It looked at the project achievement at the level of each milestone, and took into consideration the project duration, existing resources and political, security, and environmental constraints. The evaluation has also looked into the link between the project's objectives, and the ILO's P&B strategy, and the DWCP in Iraq. Issues of gender equality, inclusion of people with disabilities, environmental sustainability, ILS and social dialogue, and COVID 19 have been incorporated into this evaluation as crosscutting concerns.

The primary clients of this evaluation are ILO project team, ILO ROAS, ILO Iraq Office, ILO constituents in Iraq: Ministry of Labor and Social Affairs (MOLSA), Iraqi Federation of Industries (IFI), workers' organizations, and the Iraqi Central Statistical Organization (CSO),and the Kurdistan Region Statistics Office (KRSO). Secondary users include other project stakeholders and units that may indirectly benefit from the knowledge generated by the evaluation.

Evaluation Criteria & Questions

The evaluation aimed at answering the evaluation questions as presented in the ToR for this evaluation. The evaluator has refrained from introducing significant changes to the evaluation questions and sub questions, given that these have been formulated and validated by relevant stakeholders. The main evaluation questions are presented below

Table I Evaluation Criteria and Questions

Evaluation Criteria	Main Evaluation Questions
Relevance and strategic fit	To what extent are the project's objectives aligned with sub-regional, national and local priorities and needs, the constituents' priorities and needs, and the ILO's priorities for the country and the ILO P&B?
Validity of design	To what extent are the project design, logic, strategy and elements valid and have remained valid vis-a-vis problems and needs?

Efficiency	To what extent have outputs been achieved from an efficient use of financial, material, and human resources, including re-purposing in the mitigation of COVID-19 impacts?
Effectiveness	To what extent has the project contributed to the project objectives and more concretely whether the stated outputs have been produced satisfactorily with regards to gender equality, including in the Covid-19 context; in addition to building synergies with national initiatives and with other donor-supported project?
Impact orientation	What have been the positive and negative potential changes and effects caused by the project at the national level, I.e. the impact with social partners, government entities, and beneficiaries?
Sustainability	To what extent has the project provided adequate capacity building to social partners to ensure mechanisms are in place to sustain activities and whether the existing results are likely to be maintained beyond project completion?
	To what extent can the knowledge developed throughout the project (research papers, progress reports, manuals, and other tools) still be utilized after the end of the of the project to inform policies and practitioners
Management arrangements	To what extent have efficient operational arrangements supported the timely, efficient, and effective delivery of the project?
Challenges, lessons learned, and specific recommendations	What challenges, lessons learned, and specific recommendations can be derived from the project's experience?

Detailed sub questions under each of the main evaluation questions are presented in the evaluation question matrix available in annex 1. The evaluation sub questions were used to answer the respective main evaluation question under each criteria. It is important here to note that the detailed evaluation sub-questions specifically address how gender equality was integrated into the design, planning, and implementation of the project. Moreover, the sub questions also cover cross cutting issues of social dialogue, environmental sustainability and COVID

Evaluation Timeline

The evaluation took around 11 weeks from its inception until the submission of this final evaluation report. The evaluation process followed the below timeline

Table II Evaluation Timeline

Activities & Deliverables	January	February				March			
	W1	W2	W3	W5	W6	W7	W8	W9	W10
Inception phase									
Inception Report (Deliverable)									
Field Work phase									
Analysis & reporting									
Draft evaluation report (Deliverable)									
ILO Feedback on draft									

report									
Preparation of comments log (Deliverable)									
Presentation (Deliverable)									
Finalization of evaluation report (Deliverable)									

Final Evaluation of ILO's project "Employment Policies Formulated in Iraq Using Strengthened LMI systems and LM statistics"

15 | P a g e

1. Methodology

This evaluation followed a mixed methods approach, relying on available information collected through the desk review and primary qualitative data collected through remote interviews with the main project stakeholders. Such a mixed methods approach drew on both subjective and objective sources of data, which has contributed to providing a balanced and insightful evaluation report. Gender was mainstreamed throughout the methodology from inception to data collection to data analysis. The methodology for this evaluation is illustrated in the diagram below.

Figure A Evaluation Methodology
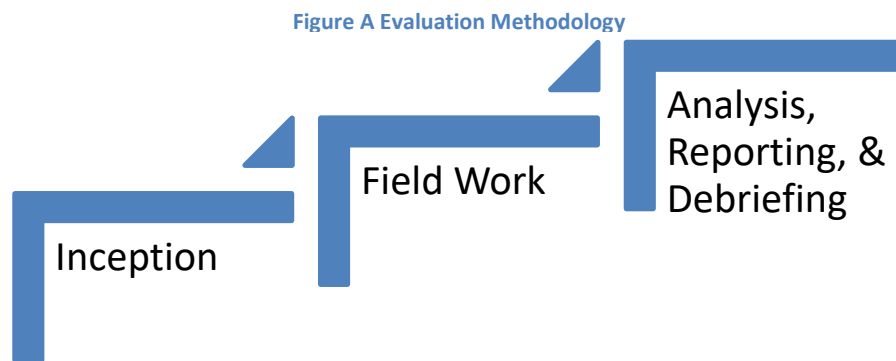
a) Inception

Following the kick off meeting conducted with the project team and with the evaluation manager at ILO ROAS, a desk review process was initiated to prepare for this inception report. The project team provided the evaluator with some key project documents on which the desk review process was based. Unfortunately, the documents received, which are listed in annex 2, are not the full project documents. This is because some documents could not be located and retrieved by the project team, given the high rate of turnover in the human resources of the project and the passing away of the project manager.

The evaluator communicated with the project team in the inception phase, prior to drafting this inception report. The communications revolved around clarifications on the project as well as on the methodology proposed for this evaluation. In specific, the project team provided guidance on which stakeholders to meet during the field work of this evaluation.

b) Field Work Phase

Following the finalization and approval of the inception report, the evaluator began with the field work phase for this evaluation. As mentioned, the field work will consist of remote interviews carried out with key stakeholders.

In-depth semi-structured interviews were used to collect information from key project stakeholders. The choice of utilizing semi-structured interviews for this evaluation is that they allow for an in-depth discussion around the evaluation questions. The instrument was used to collect qualitative information about the overall performance of the project, and specifically investigated the relevance and strategic fit, validity of design, efficiency, effectiveness, impact orientation, management arrangements, and sustainability. In addition, the interviews gathered information on cross cutting issues of gender equality, disability, social dialogue, environmental sustainability, international

standards, and COVID-19. Depending on the stakeholder group, different dimensions were discussed and data collected.

According to discussions held with the project team who confirmed the limited involvement of social partners in the project, the following table presents a list of stakeholders met with during the field work of this evaluation.

Table III Stakeholders Met with During Fieldwork

Stakeholders Met with During Fieldwork	
Stakeholder Categories	Stakeholders
ILO Staff and consultants	Project Team: Grace Eid, Mustapha Hakki Ozel, Michel Hankach, Aya Jaaffar, and Jad Yassin
	Relevant personnel from ILO ROAS (including Tony Ayrouth, Tariq Haq)
	ILO Coordination Office – Maha Kattaa
Beneficiary institutions (CSO & KRSO)	Qusai Raouf – Director General of Technical Affairs, CSO
	Boushra Al Rubei – Head of Population and Labor Force Statistics, CSO
	Gohdar Mohammad - Head of Population and Labor Force Statistics, KRSO
	Raqeeb Bahddin – Data Analysis Manager, KRSO

There was no sampling process for the stakeholders to be interviewed. Instead, the evaluator met with all main identified stakeholders to gather information and data on all aspects of the project. Despite that the project documents mention other institutions, the evaluation found that these other institutions were involved in a limited capacity in the project, and hence, they were not included in the list of stakeholders interviewed for this project.

Throughout the evaluation process, and especially the field work, the evaluator was committed towards the ILO and towards the stakeholders and beneficiaries of this project in adhering to the highest level of ethical standards. In specific, the evaluator adhered strictly to the ILO code of conduct[2] throughout all stages of the evaluation, from inception to completion.

c) Analysis, Reporting, and Debriefing

Following the field work, the evaluator began with the analysis of collected data. During the analysis, a reasoned assessment of facts and findings was conducted to provide answers to the evaluation questions, which were articulated according to cause-and-effect statements based on facts, data, interpretations and analysis. An overall assessment of the project is presented in this final report, after having ensured that findings and conclusions were fully grounded in facts and triangulated from more than one data source. It was ensured that both conclusions and recommendations of this evaluation are not systematically biased towards positive or negative views.

The evaluation questions matrix, available in annex 1, presents the overall framework for analysis. Under the matrix, each main evaluation question is divided into a number of sub questions, and for each sub question, specific data sources and data collection methods were identified. In addition, measures or indicators for the formation of judgements, as well as the methods of analysis and assessment have been formulated for each of the evaluation sub questions.

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[2] as presented in ILO (2021) "Template 3.1: ILO Code of Conduct: Agreement for Evaluators"

It is important here to highlight that all data analysis in this evaluation was based on triangulation in order to enable the evaluator to make sound judgements based on multiple channels of evidence. Generally, triangulation refers to the use of multiple approaches, methods and sources of data and analysis to verify and substantiate data and information. For this evaluation, triangulation was achieved by combining three main sources of data (document review, interviews with ILO, and interviews with beneficiary institutions and other stakeholders). Through this triangulation process, the evaluator aimed at developing high quality analysis to formulate verified findings, from which challenges, lessons learned and recommendations could be derived.

Following this analysis process, the evaluator began the process of drafting the final evaluation report. The drafting of the final report followed the ILO's guidance[3] which lays out specific requirements for each formal element of the report, in addition to providing specific details on how to present the conclusions, recommendations, lessons learned, and emerging good practices. The guidance document provided the required templates to be completed, especially with regards to lessons learned and good practices[4].

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[3] ILO (2021) "Checklist 4.2: Preparing the Evaluation Report"
[4] Available in ILO (2020) "Guidance note 5.5: Dissemination of Lessons Learned and Emerging Good Practices"

Main Findings

This section will present the triangulated evidence-based findings of this evaluation in a concise and clear manner. The findings are presented according to each evaluation criteria and directly answer each of the evaluation sub questions, presented at the top of each subsection. Therefore, this section is sub divided into the evaluation criteria, and the relevant sub questions are presented under each evaluation criterion, followed by a presentation of findings that directly answer these questions.

Relevance

How well did the project approach fit in the context of the protracted crisis in Iraq? Were the problems and needs adequately analysed? Was gender prioritized?
How well were the project's objectives aligned with the framework of the ILO Decent Work Country Project of Iraq, the ILO's Project and budget (P&B) 2018-19 and 2020-21, and the SDGs?
To what extent did the ILO project provide a timely and relevant response to constituents' needs and priorities in the COVID-19 context?

The project was found to be highly relevant to the context of Iraq. The protracted crisis of the country and its adverse impact on its labor market, have led Iraqi authorities to acknowledge the importance and urgency in developing and implementing employment policies. Such policies would enable them to address both the immediate needs to create livelihoods and emergency employment and the medium to longer term requirements to address the structural labour market challenges and decent work deficits in the country. Based on this need, Iraqi authorities requested ILO's support in this regard.

However, at the time of the request, no national Labor Force Survey (LFS) had been conducted in Iraq in over a decade, and Iraqi authorities had since then relied on a few ad-hoc surveys to produce a limited number of labor market indicators. And in order to produce a high quality National Employment Policy (NEP) according to best practices, the policy development process should be based on a comprehensive set of data and evidence.

Therefore, this project and its objectives are highly in line with the context of Iraq and are based on identified needs of national policy makers. The above information on how the project was conceived provides evidence that the project was based on an analysis of the problems facing the Iraqi labor market and the urgent need to develop sound evidence-based policy with this regard.

The ILO Decent Work Country Program in Iraq (2019-2023) was developed and launched in December 2019, almost one year after launching the RBSA project. It was intended for the LFS results coming out of the project to inform the development of the DWCP in Iraq, but due to delays experienced in the project, this was not possible.

Having said that, the project's objectives are strongly aligned with the ILO DCWP across all its priorities and outcomes. This is because LFS data as well as a national employment policy would greatly facilitate the implementation of the DCWP across its different priorities of job creation and private sector development (DWCP Priority 1), protection (DWCP Priority 1), and governance (DWCP Priority 3), especially given the comprehensiveness of the LFS data and NEP. But in specific, the project is directly aligned with, and directly contributes to outcome 1.3: "Functioning labor market information systems enable evidence-based policy-making on employment", and its associated

outputs, given that this project aims at supporting formulation of employment policies using strengthened labor market information systems and labor market indicators.

The case is similar with regard to the project's alignment with the P&B 2018-19 and 2020-21, where a comprehensive LFS data set and NEP would contribute to the achievement of all outcomes under ILOs P&Bs. In fact, the means of verifying a number of indicators stated in ILO's P&B include data coming from the labor force survey.

Having said that, the project directly contributes to Outcome 1 of the P&B 2018-19: "More and better jobs for inclusive growth and improved youth employment policies" and Outcome A of the P&B 2018-19 "Effective knowledge management for the promotion of decent work" and its associated Indicator A2:"Member States strengthen labor market statistics and information system using international statistical standards and report on SDG Global Indicator Framework". The project also contributes to ILO's P&B 2020-21 as it is directly aligned with outcome 3: Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all", specifically relating to output 3.1: "Increased capacity of Member States to formulate and implement a new generation of gender-responsive national employment policies, including for youth". In addition, the project is also directly aligned with Outcome A: "Authoritative knowledge and high-impact partnerships for promoting decent work" and its associated Indicator A.1.1: "Number of Member States that strengthen their labor market statistics, standards, and information systems through improved statistical surveys and the use of other statistical sources".

With regards to the SDGs, the project is directly aligned with SDG 8 "Decent Work and Economic Growth" especially given that LFS data provides important information on the status of decent work in the country, and the job creation across different sectors driven by economic growth. In addition, a NEP would directly tackle these issues through enhancing decent work and job creation in the country. In specific, the project contributes towards Iraq's efforts to attain SDG targets 8.3, 8.5 and 8.6. Moreover, the project was also found to be relevant to SDG 1 (no poverty) and SDG 5 (gender equality) given the potential impact that LFS and an NEP would have on poverty levels and gender equality in Iraq.

According to an ILO Guidebook on SDG labor market indicators[5], the list of SDG labor market indicators[6] involves the production of statistics primarily from labor force surveys, along with some other sources. And this list of SDG labor market indicators has a clear impact on achieving SDGs goals and targets that are not strictly related to the labor market since decent work underlies many aspects of human life, growth and development. Therefore, the project is also aligned with most other SDGs, albeit indirectly.

With regards to the project's COVID-19 response, the project was able to introduce various design readjustments to enable a continuation of the work. Given that the project involved the face-to-face collection of data, the COVID-19 crisis and its response by the project was particularly challenging. Nevertheless, the project was able to continue with the project implementation under a remote-work methodology, devised during implementation following the outbreak of the COVID 19 virus.

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[5] ILO (2018) "Decent Work and the Sustainable Development Goals: A Guidebook on SDG Labor Market Indicators"
[6] The list of SDG labor market indicators covers a wide range of indicators pertaining to employment, decent work, and the economy.

While this came with its set of challenges for the project, it was the only way to carry on implementation.

Finally, the project was found to have prioritized gender in its activities and outcomes. In spite of the costs involved, the project successfully focused on collecting gender-disaggregated data and producing gender-disaggregated results and indicators, in order to eventually formulate gender responsive policy. In addition, gender issues were mainstreamed across most project activities, including the capacity building component of the project.

Design

Were the project's strategies and structures coherent and logical (the extent of logical correlations between the objective, outcomes, and outputs)?
Were project's assumptions and targets realistic, and did the project undergo risk analyses and design readjustments when necessary?
To what extent did the project designs take into account: Specific gender equality and non-discrimination concerns relevant to the project context? As well as concerns relating to inclusion of people with disabilities, environmental sustainability, ILS and social dialogue?

The project's strategies and structures were found to be coherent and logical. Initially, the purpose of the project was to support Iraqi authorities in formulating a national employment policy. But in order to support this mission, it was deemed necessary to support the national statistical organizations (NSOs) in Iraq to develop and implement a labor force survey. Therefore, the project was designed with this logic in mind: that in order to support the formulation of a national employment policy, the ILO opted to first support the LFS development and implementation such that the policy development process can then be informed and shaped by recent labor market data and indicators, according to good practices. Therefore, the seven milestones of the project design and their associated outputs were based on this sequential logic, with each set of outputs contributing logically to their associated milestone.

Such a rationale was especially important given that the last national employment policies of both the federal government and the Kurdistan Regional Government (KRG) were developed back in 2011 when the situation in Iraq was very different than what it is like today. Since then and until 2018, the date on which the project was designed and launched, much has changed on the ground in Iraq, including the instability and insecurity caused by the resurgence of militant groups on the ground, as well as the fall in oil prices between 2014 and 2018. These circumstances have undoubtedly changed the landscape of the labor market and introduced new structural labor market issues. Therefore, the evaluation has found that a good degree of analysis of the situation was carried out to inform the design.

The design process also included a good risk analysis of the overall situation. In specific, the project document laid out two sets of risks; the first set of risks was formulated on the overall project while the second was more specific, tailored to each of the seven milestones. Both sets of risks were accompanied by mitigation measures in case any of the risks materialized. Most risks were related to the Iraqi security situation and potential instability taking place in the country.

Having said that, the design had overestimated the capacities of the NSOs, with which most work on the LFS took place. While not explicitly mentioned as an assumption, the design of the project assumed that the NSOs have a certain basic level of proficiency and technical capacity to carry out

the intended work. This implicit assumption was based on an ILO mission to CSO in Iraq in 2018 that aimed at assessing the operational risks of conducting the labor force survey. The visit concluded that CSO staff had been trained and have successfully conducted similar surveys with other international organizations. But as the evaluation found, existing capacities at NSOs were considered to be one of the main challenges faced in this project during implementation[7]. This, coupled with the COVID 19 crisis, necessitated a number of readjustments to the design that were made continuously throughout the implementation process. Otherwise, the design's other assumptions and targets were found to be realistic.

The design of the project was found to have taken into account the issues of gender equality and non-discrimination concerns. A main feature of the project design was its focus on collecting gender-disaggregated data and producing gender-disaggregated results and indicators. In specific, gender mainstreaming was part of the capacity building component designed for this project, for both the LFS implementation and the policy development process. Moreover, given that the development of the LFS on the ICLS 19, and that the ICLS addresses the issues of gender and establishes the base for more gender relevant analysis[8], the project design was found to have fully taken into account the issue of gender and non-discrimination in the project design.

Furthermore, the project design also took into account cross cutting issues including the inclusion of people with disabilities, ILS and social dialogue. Both the LFS and policy components of the project integrated people with disabilities, such that indicators specific to PWDs may be produced by the survey results, and PWDs are included explicitly in the NEP with specific policy actions directed towards PWDs. Issues of ILS and social dialogue are inherently part of the project design given that the LFS and the subsequent development of NEP directly tackle these issues.

With regards to social dialogue in specific, the project design aimed to guarantee that social dialogue among constituents take place throughout the implementation of the project through the formation of an inter-ministerial committee at the very start of the project to guide the whole process. Moreover, the regular production of labor market indicators, which is an expected result of the project design, is considered to be the cornerstone of healthy dialogue among Iraq constituents, and is considered essential to enhancing the adherence to international labor standards in Iraq. In addition, a central component of ILO support to the policy development process as envisaged in the project design, is the provision of training and capacity building to the tripartite constituents from the analysis of the new LFS data to the development of policy proposals.

Efficiency

Were all resources utilized efficiently to reach the project's objectives?
How efficient were the coordination efforts with the CSO, MOLSA, and other constituents?
To what extent has the project been on track in terms of timely achieving the assigned milestones? If not, what factors contributed to the delays?
To what extent has the project leveraged new or repurposed existing financial resources to mitigate

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[7] Low capacity of NSOs was evidenced by a number of factors including their limited understanding of modern definitions of labor market indicators, limited IT capacity, staff turnover, and overall limited administrative and managerial capacity. Further information on these issue is presented in the relevant sections in this report.
[8] For more information on how the 19th ICLS is more gender relevant than earlier standards, please see: ILO (2020) "Gender Relevance of the 19th ICLS Statistical Standards"

| COVID-19 effects in a balanced manner? Does the leveraging of resources take into account the sustainability of results? |
| What were the intervention benefits and related costs of integrating gender equality? |

A number of serious challenges faced by the project during implementation considerably affected the efficiency of the project and its timeliness. While the main challenges are outlined later in this report, it is worthwhile in this section to explain how such challenges adversely affected the efficiency of the project.

The project experienced a large number of significant delays stemming from a number of challenges that were mostly outside the control of the project team. This began with the overestimation of the capacity of the beneficiary stakeholders or the NSOs during the design of the project and the significant efforts put early on in the project in aligning both NSOs: CSO and KRSO to work on the same page for this project. These issues led to a slow start of the project where the actual data collection for the LFS was initially planned to be conducted in the fall of 2019. But after beginning the preparations for the work, the project team discovered that the capacity of NSOs were less than estimated, and more work had to be done early on in the planning phases of the LFS. Moreover, the project had to take into account the political sensitivities inside of Iraq, specifically between CSO and KRSO. It took more time than anticipated to bring these two entities closer together and make them agree on the project's unified approach. These factors led to initial delays in the project, which pushed the timeline for the field work towards the beginning of 2020.

But before data collection could begin, the COVID-19 pandemic was announced in march of 2020, and resulted in an immediate nation-wide lockdown in Iraq. This greatly disrupted the project's plans and flow of work, as the data collection could not be implemented during this time. Even in the months following the crisis, continuous intermittent lockdowns further disrupted plans, and the confusing situation contributed to a great difficulty in planning for the fieldwork.

This also meant that the COVID crisis negatively affected the efficiency of communication with stakeholders. Not only did the COVID-19 crisis disrupt field work plans, but it also caused a major hurdle in communication between the project team and the beneficiary institutions. While the project team continued to work from home during this period, most staff in NSOs did not work during this period. And for the most part of 2020, the project made little progress in implementation.

Another host of challenges impacted the project in 2021. In the beginning of the year, project implementation was progressing slowly due to the insufficient capacity at NSOs. But even later in 2021, the project suffered greatly from the tragic loss of Mr. Nader Keyrouz, who was managing the project, and running its day-to-day operations. Not only did this disrupt the work and paused it for while, but both the project team and stakeholders were sentimentally affected by this loss. The passing away of the project manager induced a set of difficulties for the project, including in administrative issues and project management, as his passing left a temporary gap in the management of the project, and it took some while until qualified replacements were recruited to the project.

Another source of delay in the implementation of the project was the turnover in CSO staff involved in this project, and the lack of proper handing over at the institution. This caused serious delays as the project team had to re-communicate everything again to the new team handling the project, and a partial restart to the project took place. Even earlier in the project, there was a turnover of the

person responsible for preparing the researcher guidebook, which had contributed to delays as the project team were not informed of these changes, and there was no proper handing over at the beneficiary side. This has also negatively affected the efficiency of coordinating with the CSO.

And given the multitude of challenges faced by the project, which caused extensive delays, the policy component of the project could not move forward at the intended pace. This ultimately affected the coordination efforts with higher level stakeholders and constituents, including the Ministry of Labor and Social Affairs, and employers' and workers' representatives, who were ultimately sidelined by the continuous delays faced by the project.

Having said that, the project was able to repurpose its existing financial resources in light of the COVID crisis, but ultimately, significant project funds were unspent by the end of the project. The project team was able to repurpose existing financial resources that were allocated for project missions to Iraq towards the provision of hygiene supplies and face masks for researchers to mitigate the impact of the COVID-19 crisis. This was deemed crucial as researchers conducted household visits for the collection of LFS data, and the provision of these supplies is considered to have safeguarded the health of researchers involved in this project.

Finally, it is worth highlighting that the benefits of integrating gender equality into this project far outweighed the associated costs involved. This is because gender disaggregated data and indicators provide an invaluable resource for policy makers and decision makers to formulate gender-sensitive employment policies moving forward. This benefit is thought to be greater than the costs involved in integrating gender quality, in terms of designing a gender-sensitive LFS and building the capacities of national counterparts in gender issues and gender statistics.

Effectiveness

Were all set targets, outputs, and outcomes achieved according to plan?
How effective was the coordination with the different stakeholders in supporting the project's objectives?
How have stakeholders, particularly women, been involved in project's implementation, including selection of locations and activities?
How did the outputs and outcomes contribute to ILO's mainstreamed strategies including gender equality, social dialogue, and labour standards?
What positive or negative unintended outcomes can be identified?
Has the project fostered ILO constituents' active involvement through social dialogue in articulating, implementing and sustaining coherent response strategies to mitigate the effects of the pandemic on the world of work? To what extent has the project engaged with stakeholders other than ILO constituents for sustainable results?

In spite of the unique set of challenges faced by the project and the associated delays, the project was able to complete the LFS exercise and conduct capacity building activities with NSOs, and managed also to conduct a capacity building session for higher level stakeholders towards the end of the project, to kick start the policy development process. Milestones 2 through 5 were all mostly completed along with their outputs. These included survey preparations where the designed survey was made to be fully compatible with the 19th International Conference of Labor Statisticians (ICLS 19) resolution and the Iraqi context, and was programmed on a dedicated software: the Census and Survey Processing System (CsPro) software. While most survey preparations were implemented

according to plan, some minor deviations had to be made to move the project forward. One example of such minor deviation was the use of the Arab Standard Classification of Occupations (ASCO-08) instead of the originally planned International Standard Classification of Occupations (ISCO-08). Such minor modifications were deemed needed to move project implementation forward at the time.

Both NSOs (CSO & KRSO) were highly appreciative of the support they received. It was a learning by doing experience for their staff members involved in this project. According to the NSOs, they received capacity building on a wide array of matters regarding the survey implementation, including on the design of the questionnaire and its programming on the specialized software. Technical support was also extended to researchers on properly administering the survey. The technical support provided to the NSOs was especially important given that the LFS was conducted according to a new methodology that was not implement before in Iraq. Moreover, it was their first experience using tablets in a large, nation-wide survey. Overall, both institutions confirmed that their experience and knowledge greatly improved through this project. Nevertheless, both institutions expressed their preference to have face-to-face capacity building instead of remote technical support, but acknowledged that this could not materialize due to the COVID 19 crisis. In specific, NSOs indicated that it was difficult to receive training on the survey remotely, and it would have been more productive to have a hands-on ToT session for both institutions.

Moreover, the NSOs indicated that they would have much benefitted from a training on labor market definitions and on how to analyze the data and prepare the required indicators. But ultimately, most of the analysis and report drafting was carried out remotely by ILO consultants, and the final report was then presented to the NSOs. Following this presentation, the NSOs requested technical support from the ILO to explain to them the various indicators and results, such that they are able to communicate results effectively to higher-level policy makers.

Having said that, the project was not able to achieve a few milestones of the project as intended, including the milestone related to the development of a national employment policy (i.e. milestone 7) which could not be fully implemented due to severe delays encountered in working on achieving preceding milestones. Furthermore, the milestone related to the establishment of a tripartite inter-ministerial structure for the development of the LFS and subsequent policy (i.e. milestone 1) was not achieved as planned. While this milestone was intended to be the first achievement of the project in its early stages, the committee was eventually formed late into the project due to the difficulties encountered in forming this committee earlier as a result of internal political issues on the Iraqi side. This ultimately limited the involvement of ILO's constituents in the project. Moreover, milestones 4 and 5 and 6 were not fully achieved as intended, since the actual data analysis was conducted by the ILO and not by the NSOs (milestone 4) and the final LFS report has not yet been disseminated as of the end of the project (milestone 5). Furthermore, there was little time in the project to fully implement milestone 6, regarding the building of NSO capacities on international best practices in measuring labor force indicators and SDGs.

As mentioned earlier, coordination with the different stakeholders suffered numerous setbacks during project implementation due to exogenous factors affecting the implementation of the project. Here, two different groups can be identified: beneficiary NSOs (i.e. CSO & KRSO) and higher level stakeholders including MoLSA and employers' and workers' representatives. Coordination with both groups of stakeholders was not very effective, strongly affected by the COVID crisis and its associated lockdowns which made communication and coordination difficult, especially that most human resources concerned with the project from the Iraqi side were not working for continuous

periods of time during the pandemic or were not responsive. The difficulty in coordination was exacerbated by a turnover in the team at CSO assigned for this project, with no proper handing over conducted. And the overestimated level of capacity of NSOs led to further coordination challenges. Moreover, the COVID crisis prevented conducting actual physical missions to Iraq, which further hindered effective communication with counterparts. But even before the beginning of the pandemic, coordination efforts struggled from internal political sensitivities inside of Iraq, including between both NSOs, and also between the various Ministries involved.

Having said that, the project could have done more to involve ILO's tripartite constituents throughout the implementation period as was originally planned, to keep them involved and engaged with the project, and to provide oversight to the LFS process, which ultimately contributes to a higher level of national ownership. This meant that the project was not very effective in fostering ILO constituent's active involvement through social dialogue throughout the implementation of the project, as was originally intended. Some of the constituents were involved only near the end of the project, through their participation in a capacity building session that introduced them to the concept of national employment policies and the various stages involved in designing such a plan. But since the LFS data was not yet finalized at that time, the session was considered to be an introductory session, introducing the various ministerial stakeholders to the concept of NEP and preparing them for the drafting process to follow.

Given the above, the project contributed little to social dialogue during implementation, but contributed significantly to other ILO mainstreamed strategies including gender equality and labor standards. The preparation of a gender-sensitive LFS along with the incorporation of gender equality in the analysis to produce gender-disaggregated results contributed strongly to gender equality. This is because the gender-disaggregated result will enable the development of specific gender sensitive policies during the preparation of the overall NEP, thereby contributing to advancing gender equality in the labor market of Iraq. Similarly, the production of labor market indicators, in a regular fashion, is considered essential to enhancing international labor standards in Iraq, especially when such labor market indicators are being produced from an LFS based on the ICLS 19 resolution.

Finally, one positive unintended outcome uncovered by this evaluation has been the project's contribution to bringing both NSOs in Iraq closer together and strengthening their relationship. Such an outcome is considered crucial, as including the Kurdistan region was instrumental for the production of complete national data for Iraq. The ILO made sure that both NSOs cooperated on using the same methodology, collecting the data in the same time, and attending meetings together. One of example of how the project brought the two entities closer together was that at the beginning, meetings were conducted with each of the NSOs separately, but eventually, most meetings took place with both NSOs together. Another example is the use of the server in Kurdistan in the LFS by both NSOs, given that the server available at the CSO was in need of an update and due to intermittent energy cuts which would have risked the loss of data.

Another unintended positive outcome resulting from the this project was the capacity building provided by the team to the CSO & KRSO in terms of meeting the reporting requirements of the ILO. While this was unplanned for in the design, the project provided mentoring to the relevant staff at CSO on how to prepare the required narrative and financial reports to the ILO, as required by all ILO projects.

Impact Orientation

How were the survey results incorporated into the policy development?
What are the expected impacts of the policy on the world of work in Iraq?

As a result of the various challenges faced by the project that severely delayed implementation, there was no time left in the project to implement the policy component of the project which was concerned with the development of a NEP for Iraq. As mentioned earlier, only one capacity building workshop was held for stakeholders of the policy component in Amman in November, just one month before the close of the project. The capacity building session brought together the various Ministries involved in policy making, and introduced ministerial representatives to the process of drafting a NEP, and provided them with an overview of the various modules expected to come out of the policy, including a special module on gender. This meant that by the end of the project, i.e. end of 2021, the results of the LFS survey had not yet been incorporated into the development of relevant policy.

This sequential logic (i.e. the development of policy only after the finalization of LFS indicators) was based on a decision made by the ILO team during implementation to halt activities related to the policy component until after the LFS is completed and its indicators finalized. The rationale behind this approach is that the development of policy should be based on updated data and indicators in order to be grounded in evidence, resulting in evidence-based policy making. Nevertheless, this approach came at a cost, which was the limited time left in the project to carry out activities related to the policy component. The evaluation found that more work could have been done on the policy component of the project, in spite of the delays faced in implementing the LFS.

Having said that, the project is expected to have a significant positive impact on the policy development process in Iraq. Despite that the policy component of the project could not be implemented within the project timeframe, the high quality LFS data and indicators produced by the project, will be indispensable for the future development of policy, since any meaningful policy development must be based on analysis of concrete data. In other words, the project resulted in much-needed baseline of labor market data which will be utilized for policy development. Once developed, the policy is expected to positively impact the world of work in Iraq, given that the policy will be based on updated LFS data that has been collected and analyzed

Sustainability

Are the results achieved by the project so far likely to be sustainable- in terms of conducting surveys and drafting policies?
What measures have been taken to ensure that the key components of the project are sustainable beyond the life of the project? Are they sufficient?
How effectively has the project built national ownership? Is the CSO equipped to continue with the implementation beyond the project's lifespan?

The project had focused on conducting capacity building activities as a means to ensure the sustainability of results. The design of the project placed a special focus on capacity building measures to be implemented throughout the various outputs and milestones, and in both the LFS and policy components of the project. The idea was to provide a thorough set of capacity building activities to NSOs' staff, including equipping them with latest ILO tools for data collection and data

processing and with the know how to be able to conduct regular surveys in the future. In addition to capacity building for the NSOs, another round of capacity building activities was planned to be conducted for other stakeholders concerned with policy development (i.e. including tripartite constituents). A series of capacity building workshops were planned to be conducted under Milestone 7, on the analysis of labor market indicators and on designing and implementing effective employment policy. The plan was for the project to technically support stakeholders to run an employment diagnostic exercise to generate policy options and interventions. Through this focus on capacity building measures, the project design aimed to enhance the sustainability of the project in terms of both conducting LFS surveys and drafting of employment policies.

Having said that, and given the challenges described earlier in the report, these measures could not be fully implemented as intended. On the LFS capacity building component, the COVID 19 crisis prohibited the implementation of face-to-face capacity building workshops for the NSOs which adversely affected the number and usefulness of these workshops. Ultimately, much of the intended capacity work was implemented remotely and thus, did not go as planned. Another issue was the passing away of Mr. Nader. The various replacements that filled in the various roles played by the late Nader did not speak Arabic, which led one of the team members to act as an interpreter, resulting in a communication gap during a number of workshops and affected the overall communication and coordination of the project. This means that while the NSO staff are more equipped to carry out future rounds of the LFS, they are not yet ready to do so without ILO's technical support and continued capacity building, including on LM statistics (new concepts and definitions), on computation of indicators, on IT, and on statistical analysis. Having said that, conversations held with the NSOs show that the project and its results enjoy a high level of ownership from their side. For example, the NSOs expressed a clear desire and interest to conduct the LFS on an annual basis.

On the policy development side, only one introductory workshop was implemented despite the design of the project calling for a series of workshops. This was mainly due to the severe delays faced in the LFS component of the project, which left little time to work on the policy component. Given this situation, the sustainability of the results in terms of drafting policies is minimal, and relevant stakeholders met with during the fieldwork of this evaluation indicated a low level of national ownership by constituents, except for MoLSA given its strategic role; other constituents were not aware of the project.. Nevertheless, this policy-making capacity building session contributed to raising the level of national ownerships among the various concerned stakeholders as the session focused on illustrating the importance of policy for the effective functioning of the labor market. Stakeholders became more aware that the preparation of the NEP is a participatory process that involves a number of various ministries and public departments in addition to the tripartite constituents.

But in order to carry on with the momentum achieved in this project, and in order not to waste efforts and resources spent on the project, the project team is in the process of securing the provision of assistance to the policy development process through utilizing another ongoing ILO project: PROSPECTS. This mobilization of other donor resources to carry out the project's activities and support the policy development process is considered a good practice and will ensure the sustainability of project results moving forward.

Effectiveness of Management Arrangements

> What was the division of work tasks within the project's teams? Has the use of local skills been effective?

> How effective was communication between the project's teams, the regional office and the responsible technical department at headquarters? Has the project received adequate technical and administrative support/response from the ILO backstopping units?

When the project kicked off back in December 2018, the ILO did not have an office inside of Iraq, and this project was implemented mainly by the ILO ROAS. Given this situation, the project team tasked with the implementation of this project was initially limited to the regional statistical expert responsible for managing the overall operations of the project including its day to day activities, and a program assistant responsible to provide program and administrative work to carry out the processes required for implementation of activities inside of Iraq. In addition to this core team, a number of external consultants were envisaged to be hired on the project to support the implementation of its various components.

However, the structure of the team underwent a number of changes during implementation. Following the passing away of the project manager – statistician, the project instated a temporary replacement from ILO HQ in Geneva. Within a few months, another consultant was hired on the project to replace the temporary replacement. The senior employment specialist at ILO ROAS, and a few other staff from ILO ROAS, responsible mainly for the policy component of the project, started to get involved late in the project around the middle of 2021. The passing away of the project manager caused a heavy blow to the implementation of the project, as it took some time to reorganize the team in such a way to fill in the role played by the late Mr. Nader. And during this time, the project team, management and administration had obscured reporting lines.

Having said that, the use of local skills has not been very effective in the project, specially following the passing away of Mr. Nader. The capacity building conducted after the COVID crisis was implemented remotely due to the lack of presence of any team members inside of Iraq. Moreover, much of the remote capacity building activities was conducted by non-Arabic speakers, while the beneficiaries of capacity building activities were Arabic speakers who did not understand much English. This was mostly due to time constraints and the difficulty of locating the required technical expertise locally. This led to one of the team members to act as an interpreter throughout the remaining of project activities. The use of Iraqi local skills could have been more effective throughout the project.

Having said that, the project team's communication and coordination with the HQ ILO office was effective in overcoming some of the obstacles faced by the project. On at least three different occasions, the project team requested and ultimately received technical support from ILO technical staff at HQ, including supporting the NSOs in the designing of the survey on CSpro, training the NSOs in the ISCO 08, and technical support in IT for data synchronization from the statistical knowledge management at HQ. Nevertheless, while the communication between the project team and HQ was effective and was based on a clear need, the language barrier made the support from HQ to be not very effective in meeting the objectives of such support. Due to this language barrier, the project ultimately hired a consultant from KRSO to program the survey on CSPro, and CSO ultimately followed the local classification used in Iraq, the ASCO-08 instead of the intended ISCO-08.

Challenges, Lessons Learned, and Specific Recommendations for Formulation of New Phases

What good practices can be learned from the different phases of the project that can be applied to similar future projects?
What were the main challenges identified? How were these different from the risk assumptions? What were the mitigation steps taken?
What are the recommendations for future similar projects?
What are the challenges, lessons learned and the recommendations regarding the cross-cutting issues of gender equality, social dialogue, and environmental sustainability?

In order to properly organize this report, questions under this section that relate to recommendations, good practices, and lessons learned are presented later in this report, following this section. This section will mainly highlight the main challenges identified

Challenges

A number of challenges to the project have been identified during this evaluation. Some of these challenges have already been described in the preceding sections, and therefore, this section will synthesize these challenges, and add other identified challenges not included in preceding sections. The challenges presented here reflect the challenges faced by the project team, project stakeholders, beneficiaries, and the project itself. It should be highlighted here that the project faced a significant set of unique challenges, most of which have been outside the control of the project team.

1. COVID crisis

The COVID-19 crisis had a major negative impact on the performance of the project and the speed of implementation. The crisis hit at a time when the project was just about to conduct the fieldwork for the LFS, and therefore, the crisis ultimately put the project on hold for many months. The pandemic significantly disrupted the project's plans, and it was difficult at the beginning to adjust to remote communication and online capacity building sessions, as the crisis prohibited the project team from going on physical missions to Iraq. This was especially challenging given that both Iraq and Lebanon suffer from connectivity problems. The crisis led to a change in the project's plan and a redesign away from face-to-face capacity building sessions towards remote capacity building. Even after the initial period of the crisis, lockdowns were instated intermittently in the following 12 to 18 months, which continued disrupting the project's activities, especially since during most the lockdowns, staff at beneficiary institutions (i.e. NSOs) were not working for weeks at a time. Had it not been for the crisis, the project would have progressed much faster and completed all of its deliverables within the intended timeframe.

Having said that, the project team mitigated this challenge through responding effectively to the COVID-19 crisis. The project was able to introduce various design readjustments to enable a continuation of the work. Given that the project involved the face-to-face collection of data, the COVID-19 crisis and its response by the project was particularly challenging. Nevertheless, the project was able to continue with the project implementation under a remote-work methodology,

devised during implementation following the outbreak of the COVID 19 virus. While this came with its set of challenges for the project, it was the only way to carry on implementation.

2. Overestimated capacity of NSOs

During project implementation, the level of capacity of NSOs was found to be much lower than anticipated during the design phase. At the beginning of the project, staff at CSO assigned on the project were not always available for meetings, and it often took weeks to schedule a meeting with the person in charge of the project at the CSO side. Then in the middle of the project, the whole CSO team assigned for this project was changed, and there was no proper handing over of the work conducted thus far. It therefore took significant time and effort to re-explain the process to the new team, and bring the team up to speed with the project's progress and plans.

Other than the above issues concerning the institutional capacity of CSO, its technical capacity was also found to have been overestimated. Staff at the CSO were not very aware of basic labor market definitions and indicators, and did not understand English, which made the tasks assigned to them difficult to handle. In most cases, the CSO did not meet the deadlines set forth by the project, and both NSOs were often very late in preparing and submitting their narrative and financial reports to the project. Even on the infrastructure side, things did not go as planned. Despite trainings being provided for the IT department at CSO, IT staff were at a lower capacity than originally believed, and they were not able to handle the tasks assigned to them in this project. In addition to this, NSOs lacked the financial capacity to implement this project, which required the project to seek approvals for the provision of advance payments.

To as much as possible, the project provided additional capacity building to mitigate this challenge, while working around other capacity constraints through devising alternative measures to carry on with the intended work.

3. Passing away of the project manager

The tragic passing away of Mr Nader, the project manager, dealt another heavy blow to the project's progress, as it left a gap in the management and administration of the project for a significant period of time and led to a numerous changes in the human resources of the team, in order to fill in the key roles played by the late Mr. Nader. In specific, this tragic event obscured reporting lines among team members and added significant administration efforts in dealing with national counterparts in Iraq. Moreover, a main result of this event was a decline in the level of communication between the project team and Iraqi counterparts, especially that subsequent replacements were non-Arabic speakers. Furthermore, a number of various documents and meeting minutes and other documentation related with the progress of work could not be retrieved following the event, as is evidenced by the difficulty in collecting the project's implementation documents for this evaluation. But even undocumented progress was lost along with the passing away of Mr. Nader, which created a major hurdle for the project to continue with its activities.

In response to the passing away of Mr. Nader, the project identified and made a number of replacements throughout the remaining duration of implementation in an effort to mitigate this challenge. Moreover, some team members put in extra efforts to this project to compensate for the loss of Mr. Nader.

4. Little Involvement from ILO CONSTITUENTS

Up until the last couple of months of the project's timeline, there was minimal involvement by ILO's constituents in Iraq in the project. Two major obstacles stood in the way of a larger involvement of tripartite stakeholders in Iraq. The first obstacle was related to inter ministerial sensitivities and tensions that made the establishment of a inter ministerial committee early in the project too difficult. In other words, the first milestone of the project, which was concerned with the establishment of this committee, could not be achieved in the beginning of the project due to the internal politics at the time between the various concerned ministries. The second obstacle was related to the severe delays that the project faced in implementing the LFS component of the survey, due to a large set of challenges as explained in this report. Therefore, the project focused on the implementation of the survey during most of the project's duration, with little focus given to the policy component. Overall, this led to a suboptimal involvement of the Ministry of Labor and Social Affairs during the entire timeframe of the project, in addition to a lack of involvement of the other tripartite constituents, namely employers' and workers' representatives or organizations. It was only until the last few months of the project that communication channels were opened with the Ministry to kick start the policy component of the project, in an effort to mitigate this challenge. The formation of the inter ministerial committee was implemented late in the project rather than being the first step in the process. This led to a lack of direct relationships with constituents throughout most of the project implementation period.

Conclusions

This section aims at synthesizing the main findings of this evaluation into summary judgments of merit and worth through the use of evaluative reasoning and critical thinking. This section will present the conclusions per each of the main evaluation criteria, in addition to conclusions on ILO's cross cutting issues.

Relevance

The project was found to be highly relevant to the Iraqi context and is based on an urgent need by Iraqi policy makers. The project directly fits into the protracted crisis context of Iraq in terms of the scant availability of labor data as well as the absence of a national employment policy in the country. The project was found to be aligned with the Decent Work Country program of Iraq (2019-2023) and with the ILO's program & budget 2018-19 and 2020-21. Moreover, the project was found to be directly aligned with SDG 8 and relevant to SDGs 1 and 5. The project was able to introduce various design readjustments in response to the COVID 19 crisis, enabling implementation to continue under a remote-work methodology.

Design

The project's structures and strategies were found to be coherent and logical. The formulation of project milestones and outputs during the design of the project was based on a sequential logic whereby the development of a NEP came after the implementation of the LFS, in order to formulate an evidence-based policy. The evaluation found that a good degree of analysis of the situation was carried out to inform the design. The design also included a good risk analysis of the overall situation, with the project document laying out two sets of risks along with associated mitigation measures. Most identified risks were related to the Iraqi security situation and potential instability. Having said that, the design had overestimated the capacities of the NSOs, with which most work on the LFS was implemented, but other assumptions and targets were found to be realistic. The project design was found to have taken into account the issues of gender equality and non discrimination concerns, as well as concerns of people with disabilities, ILS, and social dialogue.

Efficiency

A number of serious challenges faced by the project during implementation considerably affected the efficiency of the project and its timeliness. Challenges were mostly outside the control of the project team and stemmed from the COVID-19 crisis and associated lockdowns, the passing away of the project manager, and the overestimated capacities of NSOs and turnover in their human resources. The significant delays caused by these challenges did not leave enough time for the implementation of the policy component of the project. Having said that, the project was able to repurpose its existing financial resources in light of the COVID crisis, but ultimately, significant project funds were unspent by the end of the project. It is worth noting here that the benefits of integrating gender equality into this project far outweighed the associated costs involved.

Effectiveness

In spite of the unique set of challenges faced by the project and the associated delays, the project was able to complete the LFS exercise and conduct capacity building activities with NSOs, and managed also to conduct a capacity building session for higher level stakeholders towards the end of the project, to kick start the policy development process. Milestones 2 through 5 were all mostly

Final Evaluation of ILO's project "Employment Policies Formulated in Iraq Using Strengthened LMI systems and LM statistics"

33 | P a g e

achieved along with their outputs, which included a wide array of capacity building activities that were implemented remotely, and were greatly appreciated by the NSOs. Having said that, the project was not able to achieve a few milestones of the project as intended, including very little progress on the milestone related to the development of a national employment policy (i.e. milestone 7) which could not be fully implemented due to severe delays encountered in working on achieving the preceding milestones. Furthermore, milestones 1, 4, 5, and 6 were not fully achieved according to plan, as the tripartite inter ministerial committee intended to be established early on in the project (i.e. milestone 1) was formed late into the project, and the actual data analysis and report drafting was conducted remotely by the ILO and not by NSOs as originally intended (output 4), in addition to the fact that the final LFS report has not yet been officially disseminated (milestone 5). Also, there was little time left in the project to fully implement and achieve milestone 6 regarding building the capacities of NSOs in measuring labor force indicators and SDGs.

Coordination with the different stakeholders suffered numerous setbacks during project implementation due to exogenous factors affecting the implementation of the project. Having said that, the project could have done more to involve ILO's tripartite constituents throughout the implementation period. Nevertheless, the project contributed significantly to the other ILO mainstreamed strategies of gender equality and labor standards.

Furthermore, two positive unintended outcomes was uncovered by this evaluation. The first was the project's significant contribution in bringing both NSOs in Iraq closer together and strengthening their relationship. The ILO made sure that both NSOs cooperated on using the same methodology, collecting the data in the same time, and attending meetings together. The second was the mentoring and capacity building provided to the CSO in terms of meeting the reporting requirements of the ILO.

Impact Orientation

As a result of the various challenges faced by the project that severely delayed implementation, there was no time left in the project to implement the policy component of the project which was concerned with the development a NEP for Iraq. Only one introductory capacity building workshop was held for stakeholders of the policy component in Amman in November, just one month before the close of the project. The sequential logic of the project (i.e. the development of policy only after the finalization of LFS indicators) was based on a decision made by the ILO team during implementation to halt activities related to the policy component until after the LFS is completed and its indicators finalized. This approach, while being based on good practices, came at a cost, which was the limited time left in the project to carry out activities related to the policy component. Having said that, the project, along with its achievements, is expected to have a significant positive impact on the future policy development process in Iraq, as it had set up the evidence-based groundwork for the coming development of policy.

Sustainability

The project had focused on conducting capacity building activities as a means to ensure the sustainability of results. But given the set of challenges faced by the project, this focus on capacity building could not be implemented according to plan and ultimately, some of the intended capacity building work was implemented remotely, and some of this work could not be implemented overall. This means that while the NSO staff are more equipped to carry out future rounds of the LFS, they are not yet ready to do so without ILO's technical support and continued capacity building. Having

said that, conversations held with the NSOs show that the project and its results enjoy a high level of ownership from their side. On the policy development side, only one introductory workshop was implemented despite the design of the project calling for a series of workshops. This was mainly due to the severe delays faced in the LFS component of the project. Given this situation, the sustainability of the results in terms of drafting policies is minimal, and relevant stakeholders indicated a low level of national ownership by constituents, who were not fully aware of the project, with the exception of the MoLSA, given its strategic role.. Nevertheless, this policy-making capacity building session contributed to raising the level of national ownership among the various concerned stakeholders as the session focused on illustrating the importance of policy for the effective functioning of the labor market. In order to carry on with the momentum achieved in this project, and in order not to waste efforts and resources spent on the project, the project team is in the process of securing the provision of assistance to the policy development process through utilizing another ongoing ILO project

Effectiveness of management arrangements

When the project kicked off back in December 2018, the ILO did not have an office inside of Iraq, and this project was implemented mainly by the ILO ROAS with the assistance of ILO HQ. Given this situation, the project team tasked with the implementation of this project was initially limited to the regional statistical expert responsible for managing the overall operations of the project, and a program assistant responsible to provide program and administrative work, along with external consultants. However, the structure of the team and its human resources underwent a number of changes during implementation, especially following the passing away of the regional statistician who was responsible for the overall operations of the project. Ultimately, the evaluation found that the use of local skills in the project has not been very effective. Having said that, the project team's communication and coordination with the HQ ILO office was effective in overcoming some of the obstacles faced by the project. On at least three different occasions, the project team requested and ultimately received technical support from ILO technical staff at HQ.

Challenges

A large and unique set of challenges were identified in this evaluation reflecting challenges faced by the project team, project stakeholders, beneficiaries and by the project itself. Identified challenges include the COVID crisis, an overestimation of the capacity of the beneficiary institutions (i.e. NSOs), the passing away of the project manager, and the weak involvement of ILO constituents in project activities.

Lessons Learned

<table>
<tr>
<td colspan="2" align="center">

ILO Lesson Learned Template

Project Title: Employment Policies Formulated in Iraq Using Strengthened LMI Systems and LM Statistics
Project TC/SYMBOL: IRQ/18/01/RBS

Name of Evaluator: Rani Khoury   Date: March 2022

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

</td>
</tr>
<tr>
<th>LL Element</th>
<th>Text</th>
</tr>
<tr>
<td>Brief description of lesson learned (link to specific action or task)</td>
<td>The absence of a proper institutional assessment for beneficiary institutions led to various obstacles during implementation as a result of an overestimation of the capacities of national counterpart institutions during the design phase. This was identified as a main challenge of proper implementation and led to considerable delays.</td>
</tr>
<tr>
<td>Context and any related preconditions</td>
<td>No specific context or related preconditions. The lesson applies to all ILO projects globally.</td>
</tr>
<tr>
<td>Targeted users / Beneficiaries</td>
<td>Project Management</td>
</tr>
<tr>
<td>Challenges /negative lessons - Causal factors</td>
<td>The overestimation of the capacity of beneficiary institutions translated into considerable delays throughout the survey implementation process, as the existing capacity at these institutions did not allow them to effectively handle the tasks assigned to them by the project.</td>
</tr>
<tr>
<td>Success / Positive Issues - Causal factors</td>
<td>NA</td>
</tr>
<tr>
<td>ILO Administrative Issues (staff, resources, design, implementation)</td>
<td>The design phase of the project was based on a meeting with the beneficiary institutions, but not on a proper institutional assessments.</td>
</tr>
</table>

Final Evaluation of ILO's project "Employment Policies Formulated in Iraq Using Strengthened LMI systems and LM statistics"

36 | P a g e

ILO Lesson Learned Template

Project Title: Employment Policies Formulated in Iraq Using Strengthened LMI Systems and LM Statistics
Project TC/SYMBOL: IRQ/18/01/RBS

Name of Evaluator: Rani Khoury **Date: March 2022**

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	A low level of communication and cooperation with the ILO coordination office in Iraq prevented the project from leveraging ILO resources to overcome obstacles faced during implementation, and contributed to the minimal involvement of tripartite constituents in Iraq
Context and any related preconditions	An ILO coordination office was established recently in Iraq, and began operations in March of 2020. Since then, the ILO office in Iraq has built strong relationships with the tripartite constituents in Iraq, and prepared a number of studies on the labor market. The office is now leading the implementation of the Iraqi DWCP (2019-2023)
Targeted users / Beneficiaries	Project Management
Challenges /negative lessons - Causal factors	The lack of coordination and cooperation with the ILO Iraq office in this project limited available options to tackle the challenges faced by the project, especially challenges associated with the COVID 19 crisis, which prevent physical missions to the country, and challenges associated with bringing together stakeholders for the policy development component of the project.
Success / Positive Issues - Causal factors	NA
ILO Administrative Issues (staff, resources, design, implementation)	ILO Iraq office is an ILO coordination office and not an ILO country office.

Final Evaluation of ILO's project "Employment Policies Formulated in Iraq Using Strengthened LMI systems and LM statistics"

37 | P a g e

ILO Lesson Learned Template

Project Title: Employment Policies Formulated in Iraq Using Strengthened LMI Systems and LM Statistics
Project TC/SYMBOL: IRQ/18/01/RBS

Name of Evaluator: Rani Khoury   **Date: March 2022**

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	The absence of force majeure guidelines led to substantial challenges and delays following the passing away of the project manager, leaving a gap in the management and administration of the project which took significant time to fill.
Context and any related preconditions	After being diagnosed with illness at the start of the project, the project manager passed away in 2021
Targeted users / Beneficiaries	Project Management
Challenges /negative lessons - Causal factors	The passing away of the project manager, in the absence of any force majeure guidelines, led to extensive delays and problems in the implementation of the project, which ultimately affected the achievement of other subsequent deliverables. It took significant time for the project to get back on its feet and for replacements to be recruited, which added to the already existing challenges of the project.
Success / Positive Issues - Causal factors	NA
ILO Administrative Issues (staff, resources, design, implementation)	NA

Final Evaluation of ILO's project "Employment Policies Formulated in Iraq Using Strengthened LMI systems and LM statistics"

38 | P a g e

ILO Lesson Learned Template

Project Title: Employment Policies Formulated in Iraq Using Strengthened LMI Systems and LM Statistics
Project TC/SYMBOL: IRQ/18/01/RBS

Name of Evaluator: Rani Khoury   **Date: March 2022**

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	The weak level of engagement with ILO constituents early on in the project, as well as the significant delays coming from an exogenous set of challenges, meant that ILO constituents and policy makers were not involved in most of this project's activities, which ultimately translated into a weak implementation of the policy component of the project and led to a weaker-than-expected level of national ownership from higher level policy makers and constituents.
Context and any related preconditions	While the delays faced by the project are a main factor behind weak implementation of the policy component of the project, engaging constituents early on in the process would have better involved constituents and higher-level policy makers, and led a better rate of implementation in the policy component of the project.
Targeted users / Beneficiaries	Project Management
Challenges /negative lessons - Causal factors	The first milestone of the project was to form an inter ministerial committee (including constituents) to oversee the implementation of the LFS and prepare for the policy development process. Nevertheless, the committee was not formed until very late into the project, due to internal political issues at the Iraqi side.
Success / Positive Issues - Causal factors	NA
ILO Administrative Issues (staff, resources, design, implementation)	NA

Emerging Good Practices

<table>
<tr>
<td colspan="2" align="center">ILO Emerging Good Practice Template
Project Title: Employment Policies Formulated in Iraq Using Strengthened LMI Systems and LM Statistics
Project TC/SYMBOL: IRQ/18/01/RBS

Name of Evaluator: Rani Khoury Date: March 2022
The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.</td>
</tr>
<tr>
<td>GP Element</td>
<td>Text</td>
</tr>
<tr>
<td>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</td>
<td>The project has strongly contributed to bringing both NSOs in Iraq (CSO & KRSO) closer together, despite their political differences, through its adoption of a unified LFS methodology for both NSOs, and through its provision of capacity building activities for both entities together. The project resulted in a higher level of cooperation and coordination between these two entities, and ensured that no one area is left behind in the project, thereby adhering to the principle and commitment of 'leaving no one behind'</td>
</tr>
<tr>
<td>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</td>
<td>The project operated in a sensitive political context that included an autonomous region in addition to the central authority. Rather than taking the easy way of working with only one of the authorities, the project strived to work with both along the same methodology, despite the associated challenges in doing so. This good practice should be applied and replicated in other politically sensitive contexts that suffer from fragmentation, to ensure 'leaving no one behind'.</td>
</tr>
<tr>
<td>Establish a clear cause-effect relationship</td>
<td>Through working with both NSOs together and aligning their methodologies for the implementation of the LFS survey, their relationship has been strengthened to produce national-level data for the whole of Iraq.</td>
</tr>
<tr>
<td>Indicate measurable impact and targeted beneficiaries</td>
<td>A stronger relationship and level of cooperation between NSOs in Iraq as a result of aligning their work in the implementation of the LFS.</td>
</tr>
<tr>
<td>Potential for replication and by whom</td>
<td>This good practice may be applied and replicated in other politically sensitive contexts that suffer from fragmentation, to ensure 'leaving no one behind'.</td>
</tr>
<tr>
<td>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)</td>
<td>Good practice is linked with outcome 1.3 of the DWCP for Iraq: "Functioning labor market information systems enable evidence-based policymaking on employment" and its associated outputs</td>
</tr>
<tr>
<td>Other documents or relevant comments</td>
<td>NA</td>
</tr>
</table>

Final Evaluation of ILO's project "Employment Policies Formulated in Iraq Using Strengthened LMI systems and LM statistics"

40 | P a g e

ILO Emerging Good Practice Template

Project Title: Employment Policies Formulated in Iraq Using Strengthened LMI Systems and LM Statistics

Project TC/SYMBOL: IRQ/18/01/RBS

Name of Evaluator: Rani Khoury   **Date: March 2022**

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

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Given that there was no time left in the project to implement the policy component (i.e. development of the NEP), the project team is in the process of mobilizing donor funds from another ILO project to continue with the provision of assistance to the policy development process, ensuring that efforts and resources spent on this project are built upon, and continued, and ensuring that the NEP is based on updated LM data
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Due to the severe delays encountered in the implementation of the statistics component of the project, there was no time to carry on with the policy component. But in order to continue with the development of the NEP, the ILO ensured that technical support is continued through mobilizing other donor funds for this purpose. This good practice may be replicated in cases where there is a need to continue with technical support to reach an intended objective, across the span of different projects.
Establish a clear cause-effect relationship	Through the mobilization of other donor funds, the ILO is able to continue the momentum gained in this project, and build on resources and efforts already spent on this project, to reach the ultimate objective.
Indicate measurable impact and targeted beneficiaries	The development of an NEP for Iraq that is based on updated LM data
Potential for replication and by whom	This good practice may be replicated in cases where there is a need to continue with technical support to reach an intended objective, across the span of different projects.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Good practice is linked with outcome 1.3 of the DWCP for Iraq: "Functioning labor market information systems enable evidence-based policymaking on employment" and its associated outputs
Other documents or relevant comments	NA

Final Evaluation of ILO's project "Employment Policies Formulated in Iraq Using Strengthened LMI systems and LM statistics"

41 | P a g e

Recommendations

1. **Support Iraqi policy makers in the development of the NEP**

The ILO is strongly recommended to continue implementing the policy component of the project, which could not be achieved under the project timeline. This is very important in order to build on the LFS achievements made in the project and produce the much-needed policy for Iraq. The ILO should work on mobilizing other resources to support Iraqi authorities in this important exercise. Given that this is a national document, it is strongly recommended to produce an Arabic version of the NEP.

Addressed to	Priority	Resource	Timing
ILO ROAS & ILO Iraq office	High	High	Short-term

2. **Continue providing technical support for the periodic production of LFS data based on latest 19th and 20th ICLS**

In order not to lose the momentum gained from this project, the ILO is recommended to continue providing technical support for the NSOs to enable them to periodically collect and disseminate LFS data. Moreover, the ILO is encouraged to build the technical capacity of senior staff at NSOs on new labor market definition and analysis according to the 19th ICLS, such that they are enabled to communicate the data effectively to policy makers. The ILO should strive for basing future rounds of the LFS on the new ICLS 20 resolutions, which are aligned with the national context of Iraq. Future support should also involve constituents in the process and support them to ratify the Labor Statistics Convention 160, which would ensure regularity in the collection, analysis, and publication of labor statistics in the future. Since this will be led by national efforts, it is strongly recommended for future LFS reports to be produced in an Arabic version.

Addressed to	Priority	Resource	Timing
ILO ROAS & ILO Iraq office	High	High	Short-term

3. **Undertake proper institutional capacity assessments for project partners prior to project design**

It is recommended that an institutional capacity assessment is conducted with potential project partners prior to the actual design of a project, in order to inform the design process. The assessment should not be limited to a meeting, but rather, it should be conducted professionally such that a deep analysis of the capacity of potential project partners is conducted. The assessment should span an organization's technical, financial, managerial, and administrative capacity to implement a certain project. The design of the project would then take into account the results of such an assessment, so that no surprises regarding capacities come up during the implementation of the project.

Addressed to	Priority	Resource	Timing
ILO ROAS	High	medium	Short-term

4. **Develop proper guidance in case of force majeure, including a cloud depository for project progress documents, notes and other information**

It is recommended for the ILO to develop force majeure guidance for its projects in case that an unanticipated force majeure event materializes, such as what happened with this project in terms of the passing away of the project manager. The guidance should outline measures and actions to be taken especially in the set up of the project team of the project, but also in terms of reporting lines and administration issues. In other words, force majeure guidelines should outline measures regarding the transition of work or of managerial tasks among ILO personnel. Moreover, a cloud depository for various project documents and communications should be set up for each ILO project, so that information is not lost in case of force majeure events

Addressed to	Priority	Resource	Timing
ILO ROAS	Medium	Medium	Long-term

5. **Utilize the ILO Iraq office in any future work in Iraq**

It is recommended for ILO ROAS to find ways to utilize ILO's coordination office in Iraq, in overcoming obstacles arising during implementation of projects inside of Iraq. For this project in specific, certain implementation challenges could have been more effectively tackled had the project sought support from the ILO coordination office in Iraq. Such support may be technical (if available) or more importantly, logistical and coordinative.

Addressed to	Priority	Resource	Timing
ILO ROAS	Medium	Low	medium-term

6. **Enhance engagement with constituents throughout project timeframe**

It is strongly recommended to involve and engage with ILO's constituents across all ILO projects, and throughout the timeframe of projects' implementation. In specific, special attention should always be paid to enhancing social dialogue in the different contexts in which ILO projects operate. According to the various project design and project management ILO guidance documents, social partners should be involved throughout the project period, from design to implementation, regardless of the area of focus of the project.

Addressed to	Priority	Resource	Timing
ILO ROAS	High	Low	Short-term

7. **Undertake a mid-term review whenever severe delays or challenges are encountered during implementation, to guide any design readjustments and provide the way forward for a project**

Whenever severe delays or challenges are encountered during the implementation of a project, project management is highly encouraged to conduct a mid-term review of the project in line with ILO guidance for results-based evaluations. The mid-term reviews should take place during the implementation of projects, and aim to assess the continued relevance of an intervention and progress made towards achieving its planned objectives. Therefore, mid-term reviews offer an opportunity to make evidence-based modifications to the project to ensure that objectives are achieved.[9]

Addressed to	Priority	Resource	Timing

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[9] ILO (2020) "ILO Policy Guidelines for Results-Based Evaluation: Principles, Rationale, Planning and Managing for Evaluations, 4th edition"

ILO ROAS & ILO Iraq Office	High	Medium	Short-term

8. **Enhance the use of local skills and local language, especially during times when physical presence is not possible**

Project management should work to ensure the use of local skills in the projects it implements across various locations. Such use of local skills is especially critical during times when it is not possible for team members to be present in the project's targeted locations. Moreover, the use of local skills should not be limited to any domain, but rather, be based on need. For example, local skills may be used to support the project technically, administratively, logistically, or even politically. Along with the enhanced use of local skills, project management should strive to use local languages with stakeholders who are not comfortable with the English language. The use of the local language greatly minimizes miscommunications or communication gaps, and leads to a better overall coordination with national stakeholders and a more effective and efficient implementation process.

Addressed to	Priority	Resource	Timing
ILO ROAS	Medium	Medium	Short-term

Annex 1 –Evaluation Matrix

Evaluation Criteria	Evaluation Question	Measure(s) or indicator(s)	Data Sources	Data Collection Method	Stakeholders/ Informants	Analysis & Assessment
1. Relevance & Strategic Fit						
To what extent are the project's objectives aligned with sub-regional, national and local priorities and needs, the constituents' priorities and needs, and the donor's priorities for the country?	A. How well did the project approach fit in the context of the protracted crisis in Iraq? Were the problems and needs adequately analysed? Was gender prioritized?	- Objectives and strategy of the project support national priorities in context of the ongoing crisis. -Evidence of adequate analysis of problems and needs - Evidence of prioritizing gender	- Project documents - Relevant national Policy & documents - Beneficiary institutions	- Desk review - Interviews	- Project team - Beneficiary institutions	- Assessment of alignment of project with protracted crisis - Assessment of gender prioritization and needs analysis.
	B. How well were the project's objectives aligned with the framework of the ILO Decent Work Country Project of Iraq, the ILO's Project and budget (P&B) 2018-19 and 2020-21, and the SDGs?	- Alignment of project objectives with priorities in the ILO DWCP of Iraq, ILO's project and budget and the SDGs	- Project documents - Project team - DCWP of Iraq - ILO's Project and Budget 2018-19, and 2020-21 - SDGs	- Desk review - Interviews	- Project team	- Assess alignment between project's activities and ILO DWCP of Iraq, ILO's Project & Budget 2018-19, 2020-21, and the SDGs

	C. To what extent did the ILO project provide a timely and relevant response to constituents' needs and priorities in the COVID-19 context?	- Time of response during COVID 19 crisis - Response based on constituents' needs and priorities	- Project team - Beneficiary institutions	- Desk Review - Interviews	- Project team - Beneficiary institutions	Assess project's response during COVID in terms of relevance and timeliness
2. Validity of Design						
To what extent are the project design, logic, strategy, and elements valid and have remained valid vis-a-vis problems and needs?	D. Were the project's strategies and structures coherent and logical (the extent of logical correlations between the objective, outcomes, and outputs)?	- Project's outputs contribute strongly to achieving project outcomes, which in turn contribute to the main project goal	- Project documents - ILO RBM guidance documents	- Desk Review	/	Analyze the logic of the project's results chain
	E. Were project's assumptions and targets realistic, and did the project undergo risk analyses and design readjustments when necessary?	- Risk analysis conducted - Design readjustments carried out - Assumptions and targets were based on data and analysis	- Project documents - Project team - Beneficiary institutions	- Desk review - Interviews	- Project team - Beneficiary institutions	Assess the risk analysis, assumptions, targets, and design readjustments of the project
	F. To what extent did the project designs take into account: Specific gender equality and non-discrimination concerns relevant to the project context? As well as concerns relating to inclusion of people with	-Evidence of design incorporating cross cutting issues including gender equality, inclusion of people with disabilities, environmental sustainability, ILS,	- Project documents - Project team - Beneficiary institutions	-Desk review - Interviews	- Project team - Beneficiary institutions	Identification of design elements that incorporated cross cutting issues of gender equality, inclusion of people with disabilities, environmental sustainability, ILS,

	disabilities, environmental sustainability, ILS and social dialogue?	and social dialogue				and social dialogue
3. Efficiency						
To what extent have outputs been achieved from an efficient use of financial, material, and human resources, including re-purposing in the mitigation of COVID-19 impacts?	G. Were all resources utilized efficiently to reach the project's objectives?	- Minimum waste in utilizing resources in the project	- Project documents - Project team - Beneficiary institutions	- Desk review - Interviews	- Project team - Beneficiary institutions	Analyze the efficiency of project spending
	H. How efficient were the coordination efforts with the CSO, MOLSA, and other constituents?	Extent of coordination between project and constituents	- Project documents - Beneficiary institutions	- Desk Review - Interviews	- Project team - Beneficiary institutions	Assess coordination between project and constituents
	I. To what extent has the project been on track in terms of timely achieving the assigned milestones? If not, what factors contributed to the delays?	- Number and scope of delays - Factors behind delays	- Project team - Beneficiary institutions	- Interviews	- Project team - Beneficiary institutions	Assess the scope of delays and reasons behind the delays
	J. To what extent has the project leveraged new or repurposed existing financial resources to mitigate COVID-19 effects in a balanced manner? Does the leveraging of resources take into account the sustainability of results?	- New financial allocations or reallocations made in response to the COVID crisis - New financial allocations or reallocations took into account the sustainability of results	- Project team - Beneficiary institutions	- Interviews	- Project Team - Beneficiary institutions	Analyze how the project leveraged new or repurposed existing financial resources
	K. What were the intervention benefits and	Cost benefit analysis of	- Project team - Beneficiary institutions	- Interviews	- Project Team - Beneficiary	Cost benefit analysis of

	related costs of integrating gender equality?	integrating gender equality			institutions	integrating gender equality

4. Effectiveness						
To what extent has the project contributed to the project objectives and more concretely whether the stated outputs have been produced satisfactorily with regards to gender equality, including in the Covid-19 context; in addition to building synergies with national initiatives and with other donor-supported project?	L. Were all set targets, outputs, and outcomes achieved according to plan?	- Achievement of project outputs and outcomes	- Project documents - Project team - Beneficiary institutions	- Desk review - Interviews	- Project team - Beneficiary institutions	Assess the achievement of project outputs and outcomes
	M. How effective was the coordination with the different stakeholders in supporting the project's objectives?	- Clear coordination guidelines set with different stakeholders - Coordination issues are not the source of project delays	- Project documents - Project team - Beneficiary institutions	-Desk review - Interviews	- Project team - Beneficiary institutions	Assess coordination mechanisms utilized by the project
	N. How have stakeholders, particularly women, been involved in project's implementation, including selection of locations and activities?	- Stakeholders, particularly women, had a role in the implementing of the project	- Project documents - Project team - Beneficiary institutions	- Desk review - Interviews	-Project team - Beneficiary institutions	Assess how stakeholders, particularly women, were involved, in the implementation of the project
	O. How did the outputs and outcomes contribute to ILO's mainstreamed strategies including gender equality, social dialogue, and labour standards?	- Project outputs and outcomes contribute to gender equality, social dialogue and labour standards	- Project documents - Project team - Beneficiary institutions	- Desk review - Interviews	- Project team - Beneficiary institutions	Analyse how project outputs and outcomes contribute to gender equality, social dialogue, and labour standards
	P. What positive or negative unintended outcomes can be identified?	- Positive or negative outcomes identified	- Project team - Beneficiary institutions	- Interviews	- Project team - Beneficiary institutions	Analysis of positive or negative unintended

						outcomes
	Q. Has the project fostered ILO constituents' active involvement through social dialogue in articulating, implementing and sustaining coherent response strategies to mitigate the effects of the pandemic on the world of work? To what extent has the project engaged with stakeholders other than ILO constituents for sustainable results?	- Project involved ILO constituents in coming up with COVID mitigation strategy on the world of work - Number of stakeholders engaged other than ILO constituents	- Project documents - Project team - Beneficiary institutions	- Desk review - Interviews	- Project team - Beneficiary institutions	Assess the involvement of ILO constituents in project
5. Impact Orientation						
What have been the positive and negative potential changes and effects caused by the project at the national level, i.e. the impact with social partners, government entities, and beneficiaries?	R. How were the survey results incorporated into the policy development?	Extent to which survey results were incorporated into policy development	- Project team - Beneficiary institutions	- Interviews	- Project team - Beneficiary institutions	Assess how survey results were used in the development of policy
	S. What are the expected impacts of the policy on the world of work in Iraq?	- Various ways that policy will impact the world of work in Iraq	- Project team - Beneficiary institutions	- Interviews	- Project team - Beneficiary institutions	Analyse how the policy will impact the world of work in Iraq
6. Sustainability						
To what extent has	T. Are the results achieved by	- Beneficiary	- Project team	- Interviews	- Project team	Analyze the

the project provided adequate capacity building to social partners to ensure mechanisms are in place to sustain activities and whether the existing results are likely to maintained beyond project completion To what extend can the knowledge developed throughout the project (research papers, progress reports, manuals, and other tools) still be utilized after the end of the of the project to inform policies and practitioners?	the project so far likely to be sustainable- in terms of conducting surveys and drafting policies?	institutions are able to conduct future rounds of the survey and develop policies	- Beneficiary institutions		- Beneficiary institutions	extent to which beneficiary institutions are able to implement future rounds of the survey and draft policies.
	U. What measures have been taken to ensure that the key components of the project are sustainable beyond the life of the project? Are they sufficient?	- Clear sustainability measures implemented in project	- Project documents - Project team - Beneficiary institutions	- Desk review - Interviews	- Project team - Beneficiary institutions	Analyze key sustainability measures introduced in the design and taken during the implementation of the project
	V. How effectively has the project built national ownership? Is the CSO equipped to continue with the implementation beyond the project's lifespan?	- Beneficiary institutions exhibit ownership of project outputs and outcomes	- Project team - Beneficiary institutions	- Interviews	- Project team - Beneficiary institutions	Assess the degree of ownership by beneficiary institutions
7. Effectiveness of Management Arrangements						
To what extent have efficient operational arrangements supported the timely, efficient,	W. What was the division of work tasks within the project's teams? Has the use of local skills been effective?	- Integration of local skills in the project team has contributed to a more effective project	- Project document - Project team - Beneficiary institutions	- Desk review - Interviews	- Project team - Beneficiary institutions	Assess how effective was the division of work among team members and the integration of local skills

and effective delivery of the project?	X. How effective was communication between the project's teams, the regional office and the responsible technical department at headquarters? Has the project received adequate technical and administrative support/response from the ILO backstopping units?	- Adequate technical and administrative support was provided to the project by various ILO departments at the regional and global level.	- Project documents - Project team - ILO staff (at ROAS)	- Desk review - Interviews	-Project team - ILO staff (at ROAS)	Analyse the adequacy of support provided by various ILO departments to the project
8. Challenges, Lessons Learned, and Specific Recommendations for Formulation of New Phases						
What challenges, lessons learned, and specific recommendations can be derived from the project's experience?	Y. What good practices can be learned from the different phases of the project that can be applied to similar future projects?	- Good practices identified to be applied to future projects	- Progress reports - Project team - Beneficiary institutions	-Desk review - Interviews	- Project team - Beneficiary institutions	Identify good practices emerging from the project
	Z. What were the main challenges identified? How were these different from the risk assumptions? What were the mitigation steps taken?	- Risk analysis and challenges identified in project design - Mitigation steps taken during implementation to overcome challenges	- Project documents - Project team - Beneficiary institutions	-Desk review - Interviews	- Project team - Beneficiary institutions	Identify and differentiate between challenges and risks, as well as mitigation steps taken during implementation
	AA. What are the recommendations for future similar projects?	- Recommendations identified	- Project documents - Project team - Beneficiary institutions	-Desk review - Interviews	- Project team - Beneficiary institutions	Identify recommendations for future

						similar projects
	BB. What are the challenges, lessons learned and the recommendations regarding the cross-cutting issues of gender equality, social dialogue, and environmental sustainability?	- Challenges, lessons learned, and recommendations identified regarding gender equality, social dialogue, and environmental sustainability	- Project documents - Project team - Beneficiary institutions	-Desk review - Interviews	- Project team - Beneficiary institutions	Identify challengers, lessons learned and recommendations on gender equality, social dialogue, and environmental sustainability

Annex 2: List of Persons Interviewed

#	Name	Organization	Title
		List of Persons Interviewed	
1	Aya Jaaffar	ILO ROAS	Research Economist
2	Bushra Al Rubei	CSO	Head of Population and Labor Force Statistics
3	Gohdar Mohammad	KRSO	Head of Population and Labor Force Statistics
4	Grace Eid	ILO ROAS	National Project Officer
5	Jad Yassin	ILO ROAS	Economist
6	Maha Qataa	ILO Coordination Office in Iraq	Iraq Country Coordinator
7	Michel Hankach	ILO ROAS	Project Assistant
8	Mustapfa Hakki Ozel	ILO ROAS	Senior Statistician
9	Raqeeb Bahdinn	KRSO	Data Analysis Manager
10	Tariq Haq	ILO ROAS	Senior Employment Policy Specialist
11	Tony Ayrouth	ILO ROAS	Program Officer
12	Qusai Raouf	CSO	Director General of Technical Affairs

Annex 3 – ILO Lesson Learned Template

<table>
<tr><td colspan="2"><h2>ILO Lesson Learned Template</h2></td></tr>
<tr><td>Project Title:</td><td>Project TC/SYMBOL:</td></tr>
<tr><td>Name of Evaluator:</td><td>Date:</td></tr>
<tr><td colspan="2">The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.</td></tr>
</table>

LL Element	Text
Brief description of lesson learned (link to specific action or task)	
Context and any related preconditions	
Targeted users / Beneficiaries	
Challenges /negative lessons - Causal factors	
Success / Positive Issues - Causal factors	
ILO Administrative Issues (staff, resources, design, implementation)	

Final Evaluation of ILO's project "Employment Policies Formulated in Iraq Using Strengthened LMI systems and LM statistics"

54 | P a g e

Annex 4 – ILO Emerging Good Practice Template

ILO Emerging Good Practice Template	
Project Title:	**Project TC/SYMBOL:**
Name of Evaluator:	**Date:**
The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.	

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	
Establish a clear cause-effect relationship	
Indicate measurable impact and targeted beneficiaries	
Potential for replication and by whom	
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	
Other documents or relevant comments	

Final Evaluation of ILO's project "Employment Policies Formulated in Iraq Using Strengthened LMI systems and LM statistics"

55 | P a g e

Annex 5 – Terms of Reference

Terms of Reference (ToR) for Final Independent Project Evaluation of "Employment policies formulated in Iraq using strengthened LMI systems and LM statistics"

I. Key Facts

DC Symbol:	IRQ/18/01/RBS
Country:	Iraq
Project titles:	Employment policies formulated in Iraq using strengthened LMI systems and LM statistics
Duration:	36 months (with the extensions)
Start Date:	December 01, 2018
End Date:	December 31, 2021
Administrative unit:	DWT
Technical Backstopping Unit:	STATISTICS
Collaborating ILO Units:	STATISTICS
Evaluation requirements:	Independent Final Evaluation
Donor:	RBSA
Budget:	$ 1,000,000
Evaluation Manager	Hiba Al Rifai

II. Background

1. Iraq remains in deep crisis in its post-war environment. Pressing economic challenges persist following the end of military operations against ISIS and the liberation of Iraqi territory from the control of insurgent groups. These challenges are driven not only by the war and resulting

widespread reconstruction needs, but also by the fiscal squeeze that accompanied lower oil prices between 2014 and 2018. The labour market situation in the country has also worsened as a result of the destruction of infrastructure, mass internal displacement, reduced investments and job losses. Job creation has been a priority for policy makers, but has been hindered by an underdeveloped and lethargic private sector. Local and international efforts has been firmly focusing on private sector development to provide jobs for Iraq's growing labour force. Nonetheless, despite the stated priorities, while poverty, unemployment and vulnerability have been on the rise, precise data and statistics pertaining to the labour market are scant, impeding the prospects for much needed evidence-based policy making to tackle the mounting challenges.

2. In 2011 and 2012, the ILO supported the development of National Employment Policies of both the federal government and the Kurdistan Regional Government (KRG) of Iraq. However, much has changed on the ground since then and the recent developments make it necessary to develop an updated Iraqi employment policy, which would also serve as a policy tool to help stabilization and recovery. The Iraqi Government, which ratified the ILO's Employment Policy Convention (C122) in 1970, and the social partners have fully acknowledged the urgency of developing and implementing employment policies. These policies would enable them to address both the immediate needs to create livelihoods and emergency employment and the medium to longer term requirements to address the structural labour market challenges and decent work deficits in the country, which they have requested the ILO's support in this regard.

3. However, meaningful policy development must be based on analysis of concrete data. While Iraq had a long and diversified experience in producing labour statistics from various sources, including labour and other household surveys and periodical population censuses, no national Labour Force Survey (LFS) has been conducted for a decade, while the last scheduled population census in 2007 did not take place. Over this period, the Iraqi Central Statistical Organization (CSO) has relied on a few ad-hoc "Iraq-Household Socio-Economic Surveys (IHSES)" financed and assisted by the World Bank under its Living Standards Measurement Study (LSMS) project, to produce a far more limited number of labour market indicators.

4. Therefore, this project, through the RBSA Fund, aimed to establish a much-needed baseline of current labour market data to analyze for policy development. The design included providing support to the CSO to implement a new LFS in early 2019 adopting a methodology aligned with the latest statistical standards established by the International Conference of Labour Statisticians (ICLS) at its 19th Session and bearing in mind the recommendations provided at its 20th Session. Another component was providing capacity building to the CSO staff to ensure future sustainability of this endeavor, equipping them with the newest tools for data collection and data processing developed by the ILO, and the know-how to be able to conduct regular surveys in the future for subsequent policy monitoring and evaluation. The regular production of labour market indicators is the cornerstone of a healthy dialogue among Iraqi constituents in promoting social cohesion and contributing to the reconstruction and development of Iraq. In this regard, the LFS constitutes a key component of the forthcoming Iraq Decent Work Country Programme (DWCP), and informs future policy and operational interventions under the other DWCP pillars. The DWCP will guide the resource mobilization strategy, including further support to maintain the reliability and availability of labour market information system in the country.

5. The project aimed at assisting the CSO to develop capacities and design survey to produce disaggregated data by sex and geographical location. Production and utilization of this labour market information is also in line with the requirements of the 2030 Agenda and its 17 Sustainable Development Goals (SDGs). Of particular relevance here are SDG 8 on (Inclusive growth and decent work), as well as relevant targets and indicators under SDG 1 (poverty), SDG 5 (gender equality). The project has also planned to support the constituents towards ratification of "Labour Statistics Convention160" which ensures the regularity of collection, compilation and publication of labour statistics in the future.

6. Another focus of the project was to support the development of a new Iraqi National Employment Policy referenced in CPO IRQ 101. The process plan was aligned to ILO guidelines and methodologies, and covered seven steps, namely: 1- Preparation; 2- Issue identification; 3- Formulation; 4- Validation, adoption and communication; 5- Programming and budgeting; 6- Implementation, steering and monitoring; and 7- Evaluation.

7. The plan for this new policy was to complement and support the implementation of the existing NEP Action Plan developed with ILO's assistance for the Kurdistan Region. The latter Action Plan effectively updates the original KRG NEP in view of the current economic and social context of the region, and provides a framework for implementation, prioritizing a set of emergency interventions. An updated NEP for Iraq as a whole would integrate these efforts and then extend to cover all regions of the country to support employment creation and labour market development. In this regard, the work contributes to the delivery of outputs under IRQ 101.

8. It should be noted that the National Development Plan emphasized the need to improve the operation of the LM and to provide a decent work environment for all. The project therefore contributed to UNDAF Priority A: Improving the performance and responsiveness of targeted national and sub-national institutions Outcome A: 2 Government capacity at national and sub-national levels enhanced for evidence-based decision making. The project continued to be aligned to the new UNDAF for the period 2020-2024, which development was underway.

9. The ILO, assisted by external consultants, set the plans in coordination with CSO and other stakeholders to deliver outputs on time. A more detailed work plan with TORs was set to monitor each activity month by month. The ILO contacted CSO weekly through Skype/Zoom meeting and emails and conducted few missions to IRAQ to follow-up the project on site. The ILO also allocated time to fill any technical gap and to train CSO staff to ensure outputs delivery on time.

10. The ILO is a non-resident agency in Iraq. A programme assistant (G6) was hired and based in Beirut to provide programme and administrative work to carry out all the processes required for the implementation of activities inside Iraq.

11. The project consisted of 7 milestones as below:

12. **Milestone 1: A tripartite, inter-ministerial structure incorporating MOLSA, IFI, workers' organizations, amongst others, to develop the LFS and subsequent employment policy established.**

    Output 1.1 Inter-Ministerial Structure established. (January 2019– December 2020)

Budget: In-kind contribution from Government of Iraq (GOI)

13. **Milestone 2: Survey preparations completed**.

Ten years had passed since the execution of the last specialized labour force survey by the CSO. Consequently, the entire labour survey infrastructure should be built up again taking into account conceptual and technological gaps that the CSO missed to use during these years. At this level, ILO will adapt its tools for data collection and data processing for the Iraq context. Mainly, ILO will adapt its newly generic questionnaire programmed in CsPro, that is fully compatible with the 19th ICLS resolution[10], to the Iraqi context; and will train and share with CSO statistical routines to produce labour indicators compatible with ILO and international standards. On the technological side, the ILO will equip CSO with modern tablets and a server to speed up the data collection and data processing resulting in a shorter time for disseminating survey results.

The post-conflict demographic and lodging changes in Iraq resulted in further hindered access to labour market among vulnerable groups especially women and/or lower skilled persons. Combined with the absence of recent population census data, it is a compelling argument for updating selected geographical zones participating in the survey using the most recent maps. This action constitutes the corner stone for selecting households participating in the survey and for accurately estimating indicators inferred from the survey and being able to disaggregate them by sex and disabilities where possible.

The ILO envisages, under this outcome, to provide technical assistance to Central Statistical Organization (CSO), and to the Ministry of Labour and Social Affairs (MOLSA), on setting the survey targets and assess survey needs.

ILO will provide assistance in assessing the current Occupational Classification used in Iraq, which is based on the Arab Occupation Classification. The contribution of ILO will be in aligning the existing classification with the International Standard Classification of Occupations (ISCO-08) produced and managed by ILO by drawing transition tables (bridges) between the two classifications.   ISCO-08 will be used to ensure international comparability of survey results.

Workers' organizations and IFI will be consulted in some planned activities under this milestone through capacity building for their members who will be invited to participate to survey workshops and who will be involved in the questionnaire design phase.

Output 2.1. Occupational classifications completed according to ISCO-08.   (January- April 2019).

Output 2.2. Sampling design and weights adjusted to Iraqi situation. (January – October 2019)

Output 2.3 Questionnaire designed. (January – end of April 2019)

Output 2.4 Questionnaire programmed and tested in CsPro. (May 2019 – June 2019).

Output 2.5 Primary Sampling Units (PSUs) selected and updated. (February- April 2019)

Output 2.6.   Survey planning and executions plan documented. (January 2019 –February 2019)

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[10] https://www.ilo.org/global/statistics-and-databases/meetings-and-events/international-conference-of-labour-statisticians/19/WCMS_234124/lang--en/index.htm

14. **Milestone 3: Interviewers' training and data collection completed**

This survey phase consists of training the field staff on the LFS survey questionnaire and tools. It includes also the presentation of international classification used in data collection as well as best international practices in dealing with data collection problems and data reporting using CsPro software.

Output 3.1: Training of interviewers and field work completed (April - June 2021)

Output 3.2: Pilot Survey completed. (May 2021)

Output 3.3. Collection of LFS data from the field completed. (July- August 2021)

Output 3.4 Quality Control Reports produced (September-November 2021)

15. **Milestone 4: Data Processing completed.**

ILO will, under this outcome, assist CSO in processing data collected from the field using standard statistical routines to detect outliers, identify and treat non-sampling errors, correct item non-responses by revisiting the field or applying best international statistical practices in dealing with non-response**.**

Output 4.1: Data processing, quality and tabulation completed. (August- November 2021)

16. **Milestone 5: Data reporting completed and disseminated.**

ILO will, under this outcome, assist CSO through training and workshops on publishing survey results using ILO tools and best international practices in this field. Workshops will contribute to train CSO, MOL, workers' and employers' representatives on best practices in producing, disseminating, and using labour indicators for formulating employment policies.

Output 5.1 Survey report published. (December 2021)

Output 5.2 CSO staff trained on ILO data compilation and reporting tools. (May 2019 – June 2019)

Output 5.3 Survey results launched in a National event. (January-February 2022)

Output 5.4 Sensitization of constituents (G, E, W) on use of survey results in labour policy and social dialogue processes in Iraq. (April 2019-February 2020)

17. **Milestone 6: Planning and monitoring LFS undertaken.**

This outcome will focus on training of CSO staff on using international best practices in measuring labour force indicators, Gender mainstreaming, and using the Generic Statistical

Business Process Model (GSBPM) to modernise CSO statistical production processes. The ILO Regional Statistician will carry out a number of missions to the field.

Output 6.1 Institutional capacities of CSO on International best practices in measuring labour force indicators and SDGs where ILO is custodian, strengthened and upgraded. (January 2019-December 2021)

18. **Milestone 7 NEP drafted and submitted to the Parliament.**

The LFS results will be analysed and will contribute to the formulation of employment policies, which the ILO will technically support. The below outputs will be achieved through a number of activities including capacity building activities for Iraqi tripartite constituents G (MOLSA), E (IFI), W (Iraqi trade unions), analysis of the new LFS data and specific sectoral studies, and the development of policy proposals.

Output 7.1 Employment Diagnostic exercise initiated to generate policy options and interventions. (August 2019-May 2020)

Output 7.2 LFS findings disseminated, employment policy recommendations discussed, and NEP draft agreed upon to submit to Cabinet and Parliament for discussion and adoption. January – December 2020

III. Purpose and Scope of the Evaluation

Evaluation Background

19. ILO considers evaluation as an integral part of the implementation of development cooperation projects. Provisions are made in all projects in accordance with ILO evaluation policy and based on the nature of the project and the specific requirements agreed upon at the time of the project design and during the project as per established procedures. The Regional Evaluation Officer (REO) at the ILO ROAS supports the evaluation function for all ILO projects.

20. According to the project documents, a final independent evaluation will be conducted. It will be used to assess the achievements of results, identify the main difficulties/constraints, assess the impact of the project for the targeted populations, sustainability of project interventions and formulate lessons learned and practical recommendations to improve future similar project. This evaluation will also look at the effect of COVID-19 on the project's timeline and its impact on project implementation. The findings of the evaluation will be used in in the design of new or potential future similar projects in the region.

Purpose

21. The purpose of the final evaluation is to assess the overall achievements of the project against its planned outcomes and outputs to generate lessons learned, best practices and recommendations.

22. It will provide analysis according to OECD criteria at country level and will examine the efficiency, effectiveness, relevance, potential impact and sustainability of the projects. The evaluation report shall reflect findings from this evaluation on the extent to which the different components have achieved their stated objectives, produced the desired outputs, and realized the proposed outcomes. This evaluation will also identify strengths and weaknesses in the project design, strategy, and implementation as well as lessons learned with recommendations. Furthermore, it will touch upon cross cutting issues such as gender equality, disability, social dialogue, environmental sustainability, and international standards, and covid-19 in terms of challenges and opportunities for tackling the most vulnerable segments in line with guidelines and protocols set by EVAL/ILO.

23. The evaluation will comply with the ILO evaluation policy[11] including the protocols and guidelines set by EVAL/ILO, which is based on the OECD DAC and United Nations Evaluation Norms and Standards and the UNEG ethical guidelines[12].

Scope

24. The evaluation will assess the project duration covering December 2018- December 2021. It will look at the project achievement at the level of each milestone. The evaluation will take into consideration the project duration, existing resources and political, security and environmental constraints. It will also look into the link between the project's objectives and the ILO's P&B strategy, DWCP in Iraq, and the UNSDCF in Iraq.

25. The evaluation will take place from end of November until February 2022 through online/field work to collect information from different stakeholders. The consultancy shall start with initial briefing with the project team and the Regional Office for Arab States (ROAS).

26. The evaluation will integrate gender equality[13], inclusion of people with disabilities, environmental sustainability, ILS and social dialogue, and Covid-19 as crosscutting concerns throughout its methodology and deliverables, including the final report. This is based on EVAL's protocols on crosscutting issues including the one on covid-19[14].

Clients of Evaluation

27. The primary clients of this evaluation are ILO, ILO ROAS, ILO EVAL, ILO constituents in Iraq: Ministry of Labour and Social Affairs (MOLSA), Iraqi Federation of Industries (IFI), workers' organizations, the Iraqi Central Statistical Organization (CSO), other UN agencies, and the World Bank. Secondary users include other project stakeholders and units that may indirectly benefit from the knowledge generated by the evaluation.

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[11] https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/policy/wcms_603265.pdf

[12] http://www.unevaluation.org/document/detail/2866

[13] Guidance Note 3.1: Integrating gender equality in monitoring and evaluation:
https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746716.pdf

[14] Protocol on collecting evaluative evidence on covid-19 https://www.ilo.org/eval/WCMS_757541/lang--en/index.htm

IV. Evaluation Criteria and Questions

28. The evaluation utilises the standard ILO framework and follows its major criteria while integrating gender equality as a cross cutting issue throughout the evaluation questions:

- ✓ **Relevance and strategic fit** – the extent to which the objectives are aligned with sub-regional, national and local priorities and needs, the constituents' priorities and needs, and the donor's priorities for the country;

- ✓ **Validity of design** – the extent to which the project design, logic, strategy and elements are/remain valid vis-à-vis problems and needs;

- ✓ **Efficiency** - the productivity of the project implementation process taken as a measure of the extent to which the outputs achieved are derived from an efficient use of financial, material and human resources, including re-purposing in the mitigation of Covid-19 impacts;

- ✓ **Effectiveness** - the extent to which the project can be said to have contributed to the project objectives and more concretely whether the stated outputs have been produced satisfactorily with gender equality, including in the Covid-19 context; in addition to building synergies with national initiatives and with other donor-supported project;

- ✓ **Impact** - positive and negative changes and effects caused by the project at the national level, i.e. the impact with social partners, government entities, beneficiaries, etc.; special attention should be given to secondary job effects, which are expected to occur in economic infrastructure like agricultural roads, markets or irrigation.

- ✓ **Effectiveness of management arrangements** - the extent of efficient operational arrangements that supported the timely, efficient, and effective delivery of the project

- ✓ **Sustainability** – the extent to which adequate capacity building of social partners has taken place to ensure mechanisms are in place to sustain activities and whether the existing results are likely to be maintained beyond project completion, in the case of infrastructure this refers concretely to whether operation and maintenance agreements are actually being implemented; the extent to which the knowledge developed throughout the project (research papers, progress reports, manuals and other tools) can still be utilised after the end of the project to inform policies and practitioners,

29. **Relevance and strategic fit:**

- How well did the project approach fit in context of the protracted crisis in Iraq? Were the problems and needs adequately analysed? Was gender prioritized?

- How well were the project's objectives aligned with the framework of the ILO Decent Work Country Project of Iraq, the ILO's Project and Budget (P&B) 2018-19 and 2020-21, and the SDGs?

- To what extent did the ILO project provide a timely and relevant response to constituents' needs and priorities in the COVID-19 context?

30. **Validity of design:**

- Were the project's strategies and structures coherent and logical (the extent of logical correlations between the objective, outcomes, and outputs)?

- Were project's assumptions and targets realistic, and did the project undergo risk analyses and design readjustments when necessary?

- To what extent did the project designs take into account: Specific gender equality and non-discrimination concerns relevant to the project context? As well as concerns relating to inclusion of people with disabilities, environmental sustainability, ILS and social dialogue?

31. **Efficiency:**

- Were all resources utilized efficiently to reach the project's objectives?

- How efficient were the coordination efforts with the CSO, MOLSA, and other constituents?

- To what extent has the project been on track in terms of timely achieving the assigned milestones? If not, what factors contributed to the delays?

- To what extent has the project leveraged new or repurposed existing financial resources to mitigate COVID-19 effects in a balanced manner? Does the leveraging of resources take into account the sustainability of results?

- What were the intervention benefits and related costs of integrating gender equality?

32. **Effectiveness:**

- Were all set targets, outputs, and outcomes achieved according to plan?

- How effective was the coordination with the different stakeholders in supporting the project's objectives?

- How have stakeholders, particularly women, been involved in project's implementation?

- How did the outputs and outcomes contribute to ILO's mainstreamed strategies including gender equality, social dialogue, and labour standards?

- What positive or negative unintended outcomes can be identified?

- Has the project fostered ILO constituents' active involvement through social dialogue in articulating, implementing and sustaining coherent response strategies to mitigate the effects of the pandemic on the world of work?

33. **Impact orientation:**
- How were the survey results incorporated into the policy development?
- What are the expected impacts of the policy on the world of work in Iraq?

34. **Sustainability:**
- Are the results achieved by the project so far likely to be sustainable- in terms of conducting surveys and drafting policies?
- What measures have been taken to ensure that the key components of the project are sustainable beyond the life of the project? Are they sufficient?
- How effectively has the project built national ownership? Is the CSO equipped to continue with the implementation beyond the project's lifespan?

35. **Effectiveness of management arrangements:**

- What was the division of work tasks within the project's teams? Has the use of local skills been effective?

- How effective was communication between the project's teams, the regional office and the responsible technical department at headquarters? Has the project received adequate technical and administrative support/response from the ILO backstopping units?

36. <u>**Challenges, Lessons learned and Specific Recommendations for the formulation of new Phases:**</u>

- What good practices can be learned from the different phases of the project that can be applied to similar future projects?

- What were the main challenges identified? How were these different from the risk assumptions? What were the mitigation steps taken?

- What are the recommendations for future similar projects?

- What are the challenges, lessons learned and the recommendations regarding the cross-cutting issues of gender equality and inclusion, social dialogue, ILS, COVID-19 and environmental sustainability?

V. Methodology

37. The following is the proposed evaluation methodology. Any changes to the methodology should be discussed with and approved by the evaluation manager.

38. This evaluation will follow a mixed method approach relying on available quantitative data and primary qualitative data collected through interviews.

39. This evaluation will utilize all available quantitative and qualitative data from progress reports to research studies and database. The information will be analysed in light of the main thematic questions and results will be integrated with the data from the primary collection.

40. The primary data collection will mainly focus on a qualitative approach investigating the perceptions and inputs of the different stakeholders that had some form of interface with the project. Triangulation of data will also be done using both the secondary and the primary data collected. **The analysis** will follow a thematic examination of the main evaluation areas as guided by the evaluation questions. Considering the nature of the project and its stakeholders KIIs will be conducted. Gender will be mainstreamed throughout the methodology from data collection to data analysis. Where appropriate, the methodology will ensure equal representation of women and men throughout data collection. The evaluation will follow the ILO EVAL Guidelines on integrating gender equality13. The specific evaluation methodology will be provided in the inception report prepared by the evaluation team and approved by the Evaluation Manager. **Tool:** The interview guide will be developed in light of the evaluation themes and main questions as well as the type of stakeholders. **Sample:** The study sample should be reflective of all relevant stakeholders taking into consideration the scope of the project and its evaluation as well as data saturation. All analysed data should be disaggregated by sex. The results shall address the crosscutting issues described above (including Covid-19).

VI. Work Assignments and Main Deliverables

Work Assignments:

41. Internal briefing by the project team(s):

The evaluator will have an initial consultation with the REO, relevant ILO specialists and support staff in ROAS. The objective of the consultation is to reach a common understanding regarding the status of the project, the priority assessment questions, available data sources and data collection instruments and an outline of the final assessment report. The following topics will be covered: status of logistical arrangements, project's backgrounds and materials, key evaluation questions and priorities, outline of the inception and final report.

- ➢ Preparation of the inception report
- ➢ Report to be shared with Evaluation manager for comments
- ➢ Report to be shared with key stakeholders for comments
- ➢ Inception report revised and interviews to begin

42. Desk Review:

The evaluator will review project's background materials before conducting any interviews.

These include:

- ➢ Project documents (Logic Framework, Theory of change,…)
- ➢ Baseline reports and related data (if available)
- ➢ Monitoring reports conducted during the project
- ➢ Progress and status reports, extensions and budget revisions
- ➢ Previous phase or related evaluation reports of the project (if available)
- ➢ Other studies and research undertaken by the project
- ➢ Project beneficiary documentation

43. Individual Interviews:

Following the initial briefing, the desk review and the inception report, the evaluator will have meetings with constituents/stakeholders together with interpreters supporting the process if needed.

Individual interviews will be conducted with the following:

a) Project staff/consultants that have been active in ILO (including Chief Technical Advisor, technical, administrative, and finance staff);

b) ILO ROAS DWT Director and DWT Specialists, RPU, Employers' and Workers' Organisations;

c) ILO Headquarters technical departments;

d) Interviews with constituents and national counterparts

44. Debriefing

Upon completion of the missions, the evaluator will provide a debriefing to the stakeholders to validate the evaluation findings, conclusions and recommendations.

45. Evaluation Management

The evaluator will report to the Evaluation manager in ROAS. The Evaluation Manager will be the ILO REO who will be the first point of contact for the consultant as well as the project team for any technical and methodological matters related to this evaluation. All communications with regard to this evaluation must be marked to the evaluation manager. The ILO ROAS office and the project team will provide administrative and logistical support for the interviews.

The Main Deliverables:
- Deliverable 1: Inception Report
- Deliverable 2: Draft evaluation report
- Deliverable 3: Stakeholder debrief, PowerPoint Presentation (PPP)
- Deliverable 4: Comments log of how all comments were considered and taken on board by the evaluation team or not and why not.
- Deliverable 5: Final evaluation report with executive summary (report will be considered final after review by EVAL. Comments will have to be integrated).

46. Inception Report

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

      a. Project background
      b. Purpose, scope and beneficiaries of the evaluation
      c. Evaluation criteria and questions
      d. Methodology and instruments
      e. Main deliverables
      f. Management arrangements and work plan

47. Final Report

The final version of the report will follow the below format:

- Title page
- Table of Contents, including List of Appendices, Tables
- List of Acronyms or Abbreviations
- Executive Summary with methodology, key findings, conclusions and recommendations
- Background and Project Description
- Purpose of Evaluation
- Evaluation Methodology and Evaluation Questions
- Status of objectives
- Clearly identified findings along OECD/DAC criteria, substantiated with evidence
- Key results (i.e. figures and qualitative results) achieved per objective (expected and unexpected)
- Clearly identified conclusions and recommendations that are linked to findings (identifying which stakeholders are responsible, priority of recommendations, and timeframe)
- Lessons Learned per ILO template
- Potential good practices per ILO template
- Annexes (list of interviews, TORs, lessons learned and best practices in ILO EVAL templates, list of documents consulted, etc.) Annex: Different phases' log frames with results status, by phase.

The quality of the report will be assessed against the relevant EVAL Checklists. The deliverables will be submitted in the English language, and structured according to the templates provided by the ILO.

VII. Management Arrangements and Work plan

48. Roles And Responsibilities

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

- Review the ToR and provide input, propose any refinements to assessment questions, as necessary;
- Review project background materials (e.g., project document, progress reports, etc.);
- Prepare an inception report including a matrix of evaluation questions, workplan and stakeholders to be covered;
- Develop and implement the evaluation methodology (i.e., conduct interviews, review documents, etc.) to answer the evaluation questions;
- Conduct preparatory consultations with the ILO REO prior to the evaluation mission;
- Conduct online/ field research, interviews, as appropriate, and collect information according to the suggested format;

- Present preliminary findings to the stakeholders;
- Prepare an initial draft of the evaluation report with input from ILO specialists and constituents/stakeholders;
- Conduct a briefing on the findings, conclusions and recommendation of the evaluation to ILO;
- Prepare the final report based on the ILO, donor and stakeholders' feedback obtained on the draft report.

b. *The ILO Evaluation Manager is responsible for:*
- Drafting the ToR;
- Finalizing the ToR with input from colleagues;
- Preparing a short list of candidates for submission to the Regional Evaluation Officer, ILO/ROAS and EVAL for final selection;
- Hiring the consultant;
- Providing the consultant with the project background materials;
- Participating in preparatory consultations (briefing) prior to the assessment mission;
- Assisting in the implementation of the evaluation methodology, as appropriate (i.e., participate in meetings, review documents);
- Reviewing the initial draft report, circulating it for comments and providing consolidated feedback to the External Evaluators (for the inception report and the final report);
- Reviewing the final draft of the report;
- Disseminating the final report to all the stakeholders;
- Coordinating follow-up as necessary.

c. *The ILO REO[15]:*
- Providing support to the planning of the evaluation;
- Approving selection of the evaluation consultant and final versions of the TOR;
- Reviewing the draft and final evaluation report and submitting it to EVAL;
- Disseminating the report as appropriate.

d. *The Project Coordinator is responsible for:*
- Reviewing the draft TOR and providing input, as necessary;
- Providing project background materials, including studies, analytical papers, progress reports, tools, publications produced, and any relevant background notes;
- Providing a list of stakeholders;
- Reviewing and providing comments on the inception report;
- Participating in the preparatory briefing prior to the evaluation missions;
- Scheduling all meetings and interviews for the missions;
- Ensuring necessary logistical arrangements for the missions;
- Reviewing and providing comments on the initial draft report;
- Participating in the debriefing on the findings, conclusions, and recommendations;
- Providing translation for any required documents: TOR, PPP, final report, etc.;
- Making sure appropriate follow-up action is taken

49. Duration of Contract and Timeline for Delivery

The collaboration between ILO and the Consultant is expected to start on November 28 (or upon signature) until 28 February 2022 with an estimate of 27 working days.

50. Evaluation Timeframe TO BE FURTHER DEVELOPED AND AGREED

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[15] The REO is also the Evaluation Manager.

Tasks	Number of Working days
Kick-off meeting	1
Desk review of documents related with projects	4
Drafting Inception report	4
Interviews	7
Drafting report	8
Briefing of preliminary findings	1
Integration of comments and finalization of the report	2
Total number of days	27

51. Supervision

The evaluator will work under the direct supervision of the Evaluation Manager. The evaluator will be required to provide continuous updates on the progress of work and revert to the ILO with any challenges or bottlenecks for support. Coordination and follow-up with the evaluator will take place through e-mail or skype or any other digital communication mean.

VIII. Legal and Ethical Matters

- ❖ This independent evaluation will comply with ILO evaluation guidelines and UN Norms and Standards.
- ❖ These ToRs will be accompanied by the code of conduct for carrying out the evaluation "Code of conduct for evaluation in the ILO" (See attached documents).
- ❖ UNEG ethical guidelines will be followed throughout the independent 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.

IX. Requirements and How to Apply

1. Requirements

The evaluator should have:
- - An advanced degree in social sciences;
- - Proven expertise on evaluation methods, labour markets, conflict issues and the ILO approach;
- - Extensive experience in the evaluation of development interventions;
- - Expertise in the Labour intensive modality, job creation projects, capacity building and skills development and other relevant subject matter;
- - An understanding of the ILO's tripartite culture;
- - Knowledge of Iraq, and the regional context;
- - Full command of the English language (spoken and written) is required.
- - Command of the Arabic language would be an advantage.

The final selection of the evaluator will be approved by the Regional Evaluation Focal Point in the ILO ROAS.

2. How to Apply:

Please submit the following:

- ➢ An Up-to-date CV highlighting relevant experience
- ➢ An evaluation report from previous experience that was implemented and prepared by the applicant
- ➢ The daily rate based on the above mentioned number of working days (terminal allowances /local transport (e.g. taxis and public transport): these costs are considered to be included in the fees charged by the collaborator

Please send an application and relevant questions via email to the following contacts of ILO ROAS.

Contacts:

To: Ms. Hiba Al Rifai, Monitoring & Evaluation Officer <alrifai@ilo.org>

Cc: Mr. Hideyuki Tsuruoka, Regional Monitoring & Evaluation Officer <tsuruoka@ilo.org>