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iTrack

Evaluation

ILO EVALUATION

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

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List of Acronyms

CAS	Central Administration of Statistics
COVID	Coronavirus disease
DOS	Department of Statistics
FENASOL	National Federation of Worker and Employee Trade Unions in Lebanon
GFJTU	General Federation of Jordanian Trade Unions
GIS	Geographic Information System
ILO	International Labour Organization
INGO	International Non-Governmental Organization
IT	Information technology
KII	Key Informant Interviews
MENA	Middle East and North Africa
MOL	Ministry of Labor
MOPIC	Ministry of Planning and International Cooperation
PwDs	People with Disabilities
ROAS	Regional Office for Arab States
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
USD	United States dollar

Executive Summary

The Syrian conflict has caused the displacement of millions of Syrians from their homeland to neighboring countries. Jordan and Lebanon, two countries already facing socioeconomic conditions and most importantly political conditions in Lebanon, have been largely affected by the influx of Syrian refugees. Further, the impact of this influx crisis continues to be felt in Lebanon and Jordan, particularly in communities where refugees settle, with significant increase in vulnerabilities and informality and crucial concerns over the increased competition in the labour market.

To this end, ILO has embarked on a 2-pillar project in Jordan and Lebanon, aimed at improving knowledge on the employment and labour market situation of Syrian refugees and host communities in both countries to ultimately help inform policy making.

In particular, the 2 pillars are as follow:

- Pillar 1 in Jordan: Advancing Decent Work under the Jordan Compact: Work Permits and their Impact on Decent Work for Syrian Workers in Jordan
- Pillar 2 in Lebanon: Employment and Working Conditions of Vulnerable Lebanese and Refugee Population Groups in Lebanon: Assessing the Labour Market Impact of the Syrian Refugee Crisis through an Informal Economy and Vulnerability Survey

Project Timeline

The project's timeline was spread over 3 years (October 2018 – September 2021) and was extended three time at no cost.

Purpose, scope and clients of the evaluation

This evaluation report provides an assessment of the project by addressing a set of key questions relating to its relevance, coherence, effectiveness, efficiency, impact, and sustainability. The report also includes recommendations formulated based on the evaluators' desk review and consultations held with the various project stakeholders, in addition to good practices to be replicated and lessons learned to be considered for future after project design and implementation. These could be utilized by the ILO to improve the planning, implementation, and management of future interventions. A mixed approach was used for data collection and analysis in which information was drawn from a range of key project stakeholders identified by the ILO. The evaluation process started with an intensive review of relevant project documents (see Annex A) and was followed by qualitative data collection which comprised of 17 key informant interviews with different key stakeholders (see Annex B).

Clients of this evaluation include the ILO ROAS, ILO constituents in Lebanon and Jordan, as well as project stakeholders (including the donor, project implementing partners and other project stakeholders and units within the ILO that may indirectly benefit from the knowledge generated by the evaluation).

Summary of Findings

Relevance and strategic fit – Overall, the project was relevant in terms of the adequacy of its design and implementation. The design phase of the project has properly identified the needs and gaps to be addressed in both countries.

Further, given the emergence of COVID-19 around the world and the unpredicted intensifying economic and political situation in Lebanon, stakeholders confirmed that the project remained relevant as the population targeted were already more vulnerable than others in both countries. Yet, the project did undergo certain adjustments including for example in terms of questionnaire design, to gather information related to the COVID-19 impacts on refugees and vulnerable host communities.

As for complementarity with previous projects, the project was one of its kind in its specific aspects in Lebanon, yet it did refer to the ILO/CAS Labour Force and Household Living Conditions Survey (LFHLCS) of 2018-19 so as to provide a baseline nationwide analysis. Similarly, in Jordan, the project referred to and built on a previously implemented 2014 project “Impact of Syrian refugees on the Jordanian labour market” that was conducted in collaboration with FAFO, a Norwegian research foundation.

Coherence and validity of design – The underlying initial information about the targeted population initially gathered were true, as mentioned by interviewed stakeholders. The project did confirm initial assumptions and did provide new facts useful for evidence-based policy development. Moreover, despite initial assumptions being fair, relevant and true, stakeholders highlighted that the studies were exploratory and further fact identifications were expected. The structures and strategies followed in both countries supported quality output delivery and helped in successfully gathering needed data for filling information gaps useful for future policy development.

As for inclusiveness of women and mainstreaming gender equality, women were adequately targeted in this project with statistical tools being properly designed to allow gathering information on women’s situation and the challenges that they face in accessing the labour market. People with disabilities were also targeted to the extent possible, with a special module targeting disabilities in the Lebanon informality survey. A chapter discussing the labour market situation of people with disabilities was also developed in the final report, along with special recommendations to support them.

Project progress and effectiveness – A number of obstacles have been faced throughout project implementation due to the emergence of COVID-19 and the prolonged disabling factors that came along the political and economic situation in Lebanon. Nonetheless, all quantitative and qualitative research activities were successfully implemented following proficient statistical procedures to ensure excellent quality and alignment with the ILO’s international standards and statistical definitions.

The delivery of the project activities amidst an extremely difficult environment, both in Jordan and Lebanon, was successful due to the identification and collaboration with professional and experienced implementing partners. However, with the emergence of the COVID-19 pandemic and the compulsory restrictions that came along, implementing partners and ILO agreed to adhere to new innovative techniques to ensure effective implementation of all activities and the completion of the project in the best way possible. In Jordan, for example, awareness sessions were conducted through live streaming sessions on social media platforms, which attracted around 28,000 individuals.

Despite all the challenges faced, the project has been successfully completed and all stakeholders confirmed that useful knowledge has been generated and disseminated in both Lebanon and Jordan. The project succeeded in achieving its results in addition to setting a roadmap for policy development based on tripartite dialogue with the governments and social partners.

Efficiency of resource use – In general, the project was efficiently managed financially, yet could have been managed better in terms of human resources. A lot of in-house ILO efforts were put into the project in areas primarily designated to other parties. For instance, report writing in Lebanon was time-intensive and challenging as the ILO spent substantial time working on the report to meet ILO's standards, in addition to intensive IT and statistical support. Interestingly, while no cost-sharing and project synergies were applicable in Lebanon, the ILO in Jordan collaborated with the World Bank, to cover certain aspects of the project which helped capitalizing resources.

Effectiveness of management arrangements – Overall, almost all interviewed stakeholders confirmed having positive relationships with the parties they engaged with in the project and no complaints were raised whatsoever. Clear coordination, constant interaction, sharing of expertise and delegation of tasks and responsibilities were also affirmed by interviewed stakeholders.

Impact orientation – The project was successful in achieving the overall objectives in both countries. In Lebanon, the project succeeded in providing an evidence base for policy development and in filling knowledge gaps on informality and vulnerability among refugees and host communities. As for Jordan, all stakeholders confirmed that knowledge has been evidently advanced on the impacts of work permits on employment and decent work, which has subsequently created an evidence base which feeds into advocacy and can be used for policy making. The targeting of women was reported as crucial and reflective in the study, but stakeholders noted that female participation remains very low in the labour market, thus the need for continuous efforts including additional awareness and information sessions to encourage women to join the labour force.

Lastly, with regards to willingness to implement project recommendations, ILO staff sensed preparedness of employers' organizations and trade unions to implement the recommended practices, yet government cooperation is a key element and their commitment is linked to the political direction of the government as a whole.

Sustainability – Sustainability of research projects depends much on the follow-up activities designed to implement recommendations provided by these projects. The success of the tripartite dialogues with the governments and social partners in both countries is deemed critical, in addition to the implementation of the needed follow-up activities. Future ILO projects, including for example the National Employment Policy Project in Lebanon, will be based on the findings and recommendations of the informality and vulnerability study, and dialogue with relevant tripartite constituents will be maintained to ensure sustainability of project results. Interestingly, several stakeholders including INGOs confirmed that the data of the studies conducted are already being used by other UN agencies and organizations to support their projects and programs.

Summary of Conclusion

The project was an overall success with regards to its design, resources, and achieved objectives. However, it is vital to keep the project's findings and recommendations in perspective.

The project design and implementation activities were set and built on previous relevant studies that reflect on the needs of the vulnerable targeted population. The design in specific was built and adjusted in a way to grasp all needs of Syrian refugees and host communities taking into account any further challenges faced due to COVID-19 and the unstable political situation in Lebanon. With that said, the surprising events that hit both countries left the ILO and implementing partners with various obstacles. However, despite everything, all project activities were successfully implemented and project objectives were achieved and the needed data were gathered. On that note, the project was able to reach the desired outcomes, improve and update knowledge on the labour market and employment conditions in both Lebanon and Jordan, in addition to filling major information gaps.

Project resources were generally managed efficiently, as no financial challenges were faced and costs were strictly followed based on financial forecasts. On the other hand, additional human resources could have been built into the project budget to continued communication with all key stakeholders and less delays at certain stages of the project.

Lastly, sustainability of the projects results and recommendations is key. The nature of the information gathered is not static, therefore, project follow-up is highly needed to ensure the relevance of recommendations during different times and situations in both countries.

Summary of Good Practices

- Importance of continued collaborations with national statistical agencies and offices for household listings and field data collection activities.
- Quick response and adaptation with emerged challenges. Following uncommon data collection procedures and resorting to virtual meeting were good alternatives implementing partners resorted to. Such practices are successful at gathering needed information, and can be followed in future projects.
- Provision of all project materials in both English and Arabic languages.
- Trainings conducted to implementing partners and enumerator were vital as they ensured that data collection practices were aligned with ILO's international standards.

Summary of Lessons Learned

- To conduct periodic evaluation exercises at certain milestones, including possibly a mid-term evaluation, involving relevant stakeholders. This is particularly important when projects span over a long period of time.
- Further events for the dissemination of project results and findings are needed to reach optimal dissemination goals and targets.
- To include a wide range of synergy and comparability between the two projects in Lebanon and Jordan. If the project was to be reimplemented in the future, similar components and aspects should be considered in both countries to have a more holistic report and regional study.
- Greater engagements with the ministries, civil society, cooperatives, and trade unions during the initial stages of the study is suggested for future projects. Such stakeholders are key players in societies and are important sources of data in relation to issues of informality and Syrian refugees.

Main Recommendations

- To complement this project with an enterprise survey that provides more in-depth information and data on the demand side of the labour market in Lebanon and Jordan.
- To develop and implement follow-up projects and activities to learn if project results remain relevant or need to be updated.
- To conduct a specific project targeting PwDs only. Such study would shed light on their situation and the challenges that they face with regards to accessing the labour market.
- To consider having, in addition to these research projects, projects that aim to provide capacity building and skills development for refugees and vulnerable host communities.

1. Evaluation Synopsis

Background and Project Description

The Syrian refugee crisis remains the world's largest refugee and displacement crisis of time. Since 2011, Syrian families have suffered brutal conflict and sought asylum in different countries including Lebanon and Jordan. Jordan and Lebanon hosted a large number of Syrian refugees where 672,804 Syrian refugees are registered in Jordan and 844,056 in Lebanon, at a time when both countries' national resources are stretched and political and socioeconomic conditions are deteriorating.

Since the commencement of the crisis, endemic political, economic, and employment challenges have immensely grown in both Jordan and Lebanon. With that said, concerns over increased vulnerability among citizens and refugees have been on the rise in view of the added pressures accompanied with the influx of Syrian refugees. The two countries have therefore responded to their concerns by undertaking a set of measures to facilitate and ease the access of Syrian refugees to the labour market, while at the same time supporting their own people.

Within the framework of the Regional Refugee Response and Resilience Plan (3RP), the International Labour Organization (ILO) followed a development-focused and employment-driven strategy to support host communities and refugees in Jordan and Lebanon. It aims to preserve social and economic stability and build resilience at the national level, in line with national plans and local chapters of the 3RP. The ILO has identified supporting evidence-based policy development as one of the three key pillars of its response strategy. In this framework, the ILO has conducted a number of studies at the national and sectoral level in Jordan to better measure the impact of the influx of refugees on the labour market and to assess the impact of the measures taken to facilitate access of Syrian refugees to the labour market. In Lebanon, the ILO also undertook an "Assessment of the impact of Syrian refugees in Lebanon and their employment profile", which was completed in 2013.

Moreover, taking into account the prolonged situation in both countries, the ILO has recognized a vital need in continuously improving and updating knowledge on the labour market and employment conditions of Syria refugees and host communities in order to inform policy development.

In specific, the data situation in Lebanon was missing important indicators, statistics and evidence on the employment and working conditions of the vulnerable population groups, therefore their identification was of immense significance. In Jordan, on the other hand, regularly updated evidence-based research was deemed key to learn more about work permit regulations and the impacts of work permits on decent work.

That said, the ILO has embarked on a 2-pillar project in Jordan and Lebanon, aimed at improving knowledge on the employment and labour market situation of Syrian refugees and host communities in both countries to ultimately help inform policy making. In particular, the 2 pillars are as follow:

- Pillar 1 in Jordan: Advancing Decent Work under the Jordan Compact: Work Permits and their Impact on Decent Work for Syrian Workers in Jordan
- Pillar 2 in Lebanon: Employment and Working Conditions of Vulnerable Lebanese and Refugee Population Groups in Lebanon: Assessing the Labour Market Impact of the Syrian Refugee Crisis through an Informal Economy and Vulnerability Survey.

With funds provided by the Ford Foundation, the ILO entered into implementation agreements and provided consultancies to support project delivery in both countries. In Lebanon, the project aimed to cover the 251 most vulnerable cadasters and aimed to assess vulnerability levels and labour market conditions, including informality, among most disadvantaged groups of Syrian and Palestinian refugees and disadvantaged Lebanese. The project aimed to provide data and statistics and information on the situation of these groups, including through an informality survey but also through Focus Group Discussions. A dissemination strategy was also envisaged to raise awareness on project activities and results.

In Jordan, the project aimed to conduct a survey covering Syrian, Jordanian and migrant workers, as well as their employers. It also aimed to provide analysis of the data collected and disseminate this information. Focus group discussions and information sessions were also planned to gather information including on female participation and female workers in construction and agriculture.

Overall, this project contributes to the Programme and Budget (P&B) 2020-21, and links to outcome 7 – “Adequate and effective protection at work for all”, and particularly to output 7.4 on “Increased capacity of constituents to provide adequate labour protection to workers in diverse forms of work arrangements, including on digital labour platforms, and in informal employment”. It also contributes to the Sustainable Development Goals, and is linked to SDG 8 “Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”.

Purpose of Evaluation

ILO considers evaluation as an integral part of the implementation of development cooperation activities. Provisions are made in all projects in accordance with ILO evaluation policy and based on the nature of the project and the specific requirements.

The purpose behind this end-term evaluation was to assess project implementation, propose recommendations and identify good practices and lessons learnt. This internal evaluation provided an opportunity for in-depth reflections on the efficiency, effectiveness, relevance, sustainability, and potential impacts of the 2 pillars of the project and provide recommendations for future similar projects, particularly in the area of informality and work permit impacts on decent work for refugees and host communities.

This evaluation identified strengths and weaknesses in the project design, strategy, and implementation as well as lessons learned.

More specifically, this evaluation aimed to:

- Determine if project objectives were achieved;
- Determine the impact of the projects in terms of sustained improvements achieved;
- Provide recommendations on how to build on the achievements and results of the project; and
- Document lessons learned, success stories, and good practices in order to maximize the experiences gained.

Evaluation Questions

The evaluation addressed the following questions:

Relevance and strategic fit

- Q1. To what extent does the project overall objective fit the needs generated by the crises within the two countries?
- Q2. How well do the activities fit into the previous and current national practices underway both in Jordan and Lebanon to address informality and crisis-related issues? Does the projects' design fill any existing gaps, including in terms of knowledge and evidence, but also beyond, that other ongoing interventions have failed to address?
- Q3. Are the project objectives aligned with tripartite constituents' objectives and needs? What measures were taken to ensure alignment?
- Q4. How well does the project complement and build on other previous ILO projects in Lebanon and Jordan?

Coherence and validity of the design

- Q1. Are the project strategies and structures followed in Jordan and Lebanon coherent and logical (what are logical correlations between the overall objective, outcomes, and outputs)? And to what extent are the project's intended outcomes realistic? Did the project undergo design readjustments when necessary?
- Q2. To what extent did the project designs take into account: Specific gender equality and nondiscrimination concerns relevant to the project context, as well as concerns relating to inclusion of people with disabilities?

Project progress and effectiveness

- Q1. What progress have the projects made towards achieving the overall objectives and outcomes? (analysis of achievements and challenges by outcome and at the output level is required)
- Q2. How did outputs and outcomes contribute to ILO's mainstreamed strategies including gender equality, social dialogue, poverty reduction and labour standards?
- Q3. To what extent did operation through a local organization specialized in data collection in Lebanon facilitate activities on the ground? Has the collaboration with the FAFO Institute in Jordan facilitated project implementation? and was it satisfactory for the ILO?
- Q4. To what extent did the projects in Jordan and Lebanon respond to emerging needs brought by COVID-19 pandemic? How did the pandemic affect project implementation?
- Q5. Have the studies conducted under both pillars of the project been successful in leading to the identification of relevant policy actions? Have these policy actions been discussed and/or implemented at the national level? Are national stakeholders made aware of these proposed policy actions?

Efficiency of resource use

- Q1. To what extent have project activities been cost-effective? Have resources (funds, human resources, time, expertise etc.) been allocated strategically to achieve outcomes? To what extent can the project results justify the time, financial and human resources invested in the project?
- Q2. To what extent have the projects been able to build on other ILO or non-ILO initiatives either nationally or regionally, in particular with regard to the creation of synergies in cost sharing?

Q3. How could the efficiency of the projects be improved?

Effectiveness of management arrangements

Q1. What was the division of work tasks within the project? Has the use of local skills been effective?

Q2. How clear was the understanding of roles and responsibilities and division of labour between project's staff and implementing partners/ contractors?

Q3. How effective was communication between the project teams, implementing agencies, and the regional office and the responsible technical department at headquarters? Have the projects received adequate technical and administrative support/response from the ILO backstopping units?

Q4. How effectively does the project management team monitor project performance and results? Does the project report on progress in a regular and systematic manner, to PRGRAM and the donors?

Impact orientation

Q1. What is the likely contribution of the project initiatives to the stated objectives of the interventions?

Q2. How well have the results of the two studies been disseminated? Did the studies achieve their objectives of raising awareness on key issues and influencing policy development and design?

Q3. To what extent are national partners able and willing to implement the project's recommendations? How effectively has the project built national ownership and increased awareness of national stakeholders of the needed measures for the promotion of decent work in Jordan and Lebanon, for both refugees and host communities?

Q4. What hinders the ability of tripartite national stakeholders to effectively implement the project's recommendations (e.g. lack of institutional capacity, limited financial resources, political instability, etc...)?

Sustainability

Q1. Are the results achieved by the projects likely to be sustainable? What measures have been considered to ensure that the key components of the project are sustainable beyond the life of the projects?

Q2. Do future planned ILO projects in Jordan and Lebanon build upon the results of this current project, ensuring sustainability and optimal use of results?

Lessons learned

Q1. What good practices can be learned from the project that can be applied to similar future projects?

Q2. Based on the challenges identified during project implementation, what do you think could have been implemented differently for greater relevance, sustainability, efficiency, effectiveness and impact?

Evaluation Methodology

A mixed methodological approach was used for data collection and analysis in which information was drawn from a range of stakeholders. The evaluation process started with a comprehensive literature review of ILO's project-related documents (see Annex A). This was followed by a brief inception report and qualitative data collection processes comprised of the following:

Seventeen Key Informant Interviews (KII's) with different key stakeholders (see Annex B). Mapping of key stakeholders who have particularly informed perspectives on the project was conducted by ILO. Evaluators considered the entire list of key stakeholders.

Key Informant Interviews:

<u>Categories</u>	<u>Sample</u>
ILO Staff in Lebanon and Jordan	8
Representatives of ministries and other public entities in Lebanon and Jordan	4
Research Agency	2
INGOs	2
Donor	1

Limitations to Evaluation

This evaluation exercise faced a few challenges due to the spread of the COVID-19 virus, the time availability of the stakeholders and the use of virtual meetings at the time of data collection. Seventeen out of Eighteen interviews were conducted as one of the stakeholders did not respond to the evaluators introductory and several follow up emails which led to moving forward without their inputs due to data collection deadlines. All interviews were conducted using virtual meetings applications, but this did not affect the quality of the discussion. Contacting and scheduling meetings with stakeholders based on their availability took some time which resulted in a no-cost extension of this evaluation. Additionally, due to the fact that the project spread from October 2018 till September 2021, few stakeholders interviewed were not able to recall and confirm certain details and procedures followed in the project, especially with regards to the initial setup and design of the project. Thus, conducting periodic evaluations at certain milestones with involved stakeholders is deemed key. A mid-term evaluation can also be useful in projects that span over an extended period of time.

Despite these limitations, the findings presented in this report provide a credible assessment of stakeholder's feedback on the project.

2. Evaluation Findings

Relevance and strategic fit

Overall, the project was adequately designed to respond to the needs of the Syrian refugees and Host Communities in Lebanon and Jordan. The identification of needs and gaps of the targeted populations in Lebanon, in the design phase of the project, was based on pre-existing data collected from various sources, including the ILO, UN agencies and other organizations.

In Lebanon, the project was designed in a way to fill an augmented gap. It revolved around filling missing information and gathering data needed about the current situation of vulnerable groups in the country. Although several projects and research work targeted Syrian and Palestinian refugees and their host Lebanese communities, including through the ILO, more robust and detailed data were still needed specifically in the context of worsening condition of work and increasing informality and vulnerability.

The methodology followed was set by the ILO, and discussed later with the implementing research partner, Statistics Lebanon, to ensure successful delivery of the project outputs and activities. Constant collaboration and communication were held between the two parties to ensure proper implementation of the project in line with the overall objective of the study and the ILO's international standards and statistical definitions. An analysis plan was followed by implementing partners to ensure alignment between the objectives and the needs of the constituents and targeted population.

In Jordan, the implementing research partner, FAFO, in collaboration with the ILO, local cooperatives and INGOs stated being involved in the initial phase of the project and have referred to previously implemented studies that fall under the same subject. In addition to that, needs/gaps of Syrian refugees and Jordanians were also collected through literature reviews and consultations with key stakeholders such as those in the agriculture sector who largely hire Syrian refugee workers. Such stakeholders were aware of the existing needs of Syrian refugees and Jordanians in regards to work permits and accessing the labour market, thus, their input was valuable to the design of the project and its strategies. According to FAFO, baseline surveys conducted in 2014 and 2017 were carefully referred to for identifying needs as the two surveys revolved around the labour market situation of Syrian refugees in Jordan and the effectiveness of the policies enacted by the government.

According to the Ford Foundation, constant follow up and conversations with the ILO took place during the initial phase of the study, especially when data was being gathered on the needs and gaps of Syrian refugees and Host communities. Generally, the strategies followed and steps taken to learn about the needs of Syrian refugees and Host communities were inevitably satisfactory.

On another note, the project was being implemented when the COVID-19 pandemic emerged and the uprisings erupted in Lebanon, resulting in further deterioration of the situation in Lebanon. The targeted population groups were already at a greater disadvantage compared to others, and have become increasingly at risk, amidst the almost total collapse of the Lebanese economy, brought by

the compounded crises in the country. ILO staff and relevant implementing partners confirmed being aware of how severe and difficult the situation was and have worked together to review the design of the project and ensure capturing all the changes in the needs of the vulnerable Refugees and Lebanese communities. Both survey questions and focus group discussion guides have been revisited to grasp the effects of the crises that weren't envisioned. Information gathered was found very enriching, and the project objectives and activities remained valid and relevant to the current context.

The situation was not any different in Jordan, as COVID-19 also affected the lives of Syrian refugees and Jordanians. In specific, ILO staff noted that the Jordanian government was facing tremendous pressures during COVID-19 times and prioritized the health needs of Jordanians. Additionally, Syrian refugees faced difficulties with (1) issuance of work permits and (2) moving around during curfews. Their needfulness to work and make a living was greatly impacted due to the imposed lockdowns, curfews and business halting. In spite of that, the ILO staff, Ford Foundation, INGOs, local cooperatives and organizations affirmed that the project design was still relevant after being revised to take into account the current circumstances in the country.

Project complementation to other initiatives/projects

In Lebanon, the project was a first of its kind in terms of its scope and focus area. However, it did build and complement on other earlier studies and projects, including for example the survey conducted by the ILO and the Central Administration of Statistics. Of course, data are not specifically and directly comparable as they were conducted in two different contexts, and targeting different population groups. It is also worth noting, that although some data were publicly available, particularly on the social conditions, poverty, and other labour challenges faced by vulnerable groups in Lebanon, these data were not necessarily collected in line with the ILO's specific statistical definitions and standards, nor were indicators calculated based on ILO's concepts and definitions.

In Jordan, this project complemented the "Impact of Syrian refugees on the Jordanian labour market" project that was implemented by FAFO in 2014. The 2014 project was important as it was the first to highlight the level of informality particularly among Syrian refugees, which led to recommendations and enforced policies by government. ILO staff reported that the 2014 project positively impacted the issuance of work permits, which is a key element for achieving labour market formalization.

Coherence and validity of design

ILO's underlying knowledge on the targeted population were true, as reported by the majority of interviewed stakeholders in Lebanon. In specific, these assumptions were accurate and definite as they were drawn from previous UN interagency reports which have identified the most vulnerable groups in Lebanon, and this study did not indicate the opposite. In fact, the project did confirm initial assumptions, but also provided a detailed insight of specific indicators on the labour market that were missing before. None of the new identified facts were counter intuitive and provided on the contrary an evidence-base needed for future policy development. As for the design, ILO staff

and their implementing partner confirmed that the design was not readjusted rather the implementation of field activities and processes were. This was solely due to road closures and lockdowns following the uprising events in Lebanon and COVID-19.

Stakeholders in Jordan including cooperatives and the implementing partner also highlighted that the knowledge and data of the target population are not assumptions yet are facts that were derived and drafted from previous verified reports and studies. Despite the assumptions being fair, relevant and true, the study was more or less exploratory, and the identification of new facts were anticipated in addition to the theories and facts already known. According to ILO staff and a member in the Ministry of Planning and International Cooperation (MOPIC), new facts were identified that relate to the mindsets and perceptions of Syrian refugees regarding work permits, women and their challenges in accessing the labour market and Syrian refugees' willingness to register in the social security. Yet, the design was not changed because of these new identifications, but to reflect the impacts and effects of COVID-19 on the targeted population. The changes involved alternating to telephone surveys and online streaming of awareness sessions.

Moreover, due to the delays in the implementation phase in both countries and the uprising events in Lebanon, the design was adjusted to fit the current situation.

Project strategies and structures followed

Moving forward, the strategies and structures followed in both countries were logical and in total coherence with the project's overall objectives, outcomes and outputs; otherwise, the projects would not have gathered the data needed and filled the information gaps as explained by ILO staff. The Ford Foundation supported the latter by affirming that the strategies followed by both countries were linked to the methodology of the grant and that the consulting implementing partners worked closely with the ILO to ensure successful and effective implementation and project delivery.

In Lebanon, the project was to build a knowledge base, gather previously unavailable data and inform policy making, especially in areas where little to no real usable information were found. Through this project, and further to the data collected, a comprehensive analysis of the information at hand was conducted, and presented in a detailed report, that included policy recommendations for improved employment outcomes among vulnerable groups. Stakeholders confirmed that outcomes have been realistic and the project served its purpose extremely well. The ILO believed that a tripartite dialogue around policy options for formalization is critical but has been put on hold until a new government is formed¹.

As for the Jordan component, the outcome of the project was really to gather data and create an evidence base report that will support in advancing advocacy, enhancing access of females to the

¹ This policy dialogue took place in December 2021 with the participation of the Ford Foundation and was a successful event that brought tripartite constituents to the table to discuss policy options for addressing informality in Lebanon.

labour market and learning the exact impacts of work permits. The vast majority including the MOPIC stated that the ILO has the capabilities and knowledge to conduct such project as the strategies followed in reaching the targeted population were very professional and respectful of people's privacy. The awareness sessions, surveys, focus groups and launch events were all significant and succeeded in gathering the data needed. Additionally, a representative from the World Bank praised the strategies followed for data collection in addition to the representative sample selected with the assistance of the Department of Statistics in Jordan, which enhanced the credibility of the data.

Inclusion of Gender equality and People with Disabilities

Overall, the project design and sample distribution in both countries were very reflective of the gender dimension and included people with disabilities to the extent possible. Interestingly, some survey questions were specifically addressing women and PwDs to ensure data for these 2 groups are adequately collected. Implementing partners added that no specific groups within the vulnerable population were targeted; on the contrary, everyone from the sample had equal opportunities to be surveyed, given the scope of the survey. Special attention was given to the gender dimension, especially in the disaggregated data and the differentiated impacts of the crisis on each gender. Based on the data collected, recommendations were derived and included females, youth and people with disabilities.

Similarly, in Jordan, focus group discussions and information sessions were implemented with special attention to female workers, youth and persons with disabilities. Syrian and Jordanian female workers and female migrant workers were invited to learn about their struggles and how can they be further integrated in the labour market. Furthermore, ILO staff highlighted facing difficulties in reaching PwDs, especially when data collection moved to telephone surveys due to COVID-19 and lockdown implications. Prior to COVID, enumerators were able to go in to the household and fill surveys with people with disabilities from the same households, but this was difficult to do during the phone surveys – especially with individuals with hearing difficulties.

Lastly, no major changes were requested to the strategies or design of the project. Yet, further implementations of awareness campaign targeting Syrian refugees were highlighted, especially when discussing their human, employment and security rights.

Project progress and effectiveness

Project implementation challenges

In general, stakeholders confirmed that all challenges faced during project implementation relate to the COVID-19 pandemic and its related restrictions and the political situation in Lebanon. However, all activities were successfully implemented, to the ILO's and Ford Foundation's satisfaction.

In specific, the project in Lebanon faced a lot of delays due to the protests, lockdowns and road closures. Field work activities were delayed several times, leading to multiple time frame extensions under a “no-cost extension” agreement. Ultimately, all activities were implemented, either face-to-face, or virtually when necessary.

Correspondingly in Jordan, COVID-19 took its toll and affected the project’s implementation strategies and processes. ILO staff and FAFO highlighted that the struggles faced were mainly due to two factors. Firstly, challenges were related to the awareness campaigns and the reach they were aiming for. As an alternative to face-to-face sessions, live streaming sessions were held online and were open to the public which drew a surprising number of participants, but many key vulnerable Syrian refugees and Jordanians lack access to certain technologies and platforms that prevent them from participating. Second, the project implementation was constantly delayed by certain approvals from ministries. This was confirmed by the MOPIC, as during the pandemic, all ministry priorities changed, slowing down certain approvals needed for field work.

Project achievements

All stakeholders expressed that knowledge has been definitely generated and improved in both Lebanon and Jordan. Specifically, Ford Foundation elaborated on how valuable the results of the studies are to both countries and that they are accurate and timely. In Jordan, for instance, the timing of the project coincided with the discussion of work permit policies and the ways these permits benefit informal Syrian workers. In general, the ILO is well positioned to put the project’s recommendations into practice based on their discussions with the governments of both countries, since both are working to recover from the pandemic by engaging Syrian refugees and host communities in the labour market.

According to representatives of the World Bank and UNHCR, the project not only succeeded in presenting results and recommendations, but also gathered information that is unique, reliable and based on a representative sample. The project contributed greatly to improving knowledge of the labour market and employment conditions.

More specifically, stakeholders in Lebanon elaborated that the study was able to fill an information gap that needed to be addressed. They added that no specific information was available on labour market indicators, and not only those pertaining to informality but also regarding conditions of work and labour supply and participation. ILO’s Senior Employment Policy Specialist in Lebanon noted that the results of this study have been of great interest of colleagues both within and outside the ILO, and are already being referred to for future programs.

On another hand, according to ILO’s Regional Chief Technical Advisor, although the study did improve knowledge and provided evidence by gathering valuable data, it didn't receive adequate attention and recognition it deserved from the general public, the government, and social partners. Therefore, more dissemination of results is needed for greater reach.

Furthermore, as demonstrated by ILO staff members and the MOPIC in Jordan, the quantitative and qualitative analysis conducted enhanced knowledge and reflected the reality of the targeted

population and the impacts of work permit regulation, which could be used as a tool to enhance future governmental plans. Additionally, stakeholders confirmed that despite conducting awareness sessions virtually, the initiative was successfully implemented, as more than 28,000 participants joined the stream. They stressed on the fact that the sessions were extremely significant, and had succeeded in spreading the needed information.

Lastly, key processes such as national institutions and cooperatives are well aware of the projects findings and results due to their continual involvement in the project. Members of the MOPIC described such studies as executive proposals for implementation and as a means of meeting the needs of Syrian refugees or vulnerable groups in the host community.

Alignment with ILO's mainstreamed strategies

ILO staff adhered to statistical standards as determined by the International Conference of Labour Statisticians. Hence, the collection of data followed ILO's standards in statistical perspective. Great efforts were additionally made to ensure all data are sex- desegregated allowing deep analysis of women's labour market situation and working conditions. This was done to better design gender-responsive policies that would help address the little participation of women in the labour market.

Furthermore, outputs and outcomes in Lebanon built on a process of social dialogue involving key stakeholders in the framework of focus group discussions, in addition to planning a tripartite national outreach dialogue and advocacy workshops with all key stakeholders involved in the project.

Moreover, ILO staff indicated that outcomes did contribute to ILO's strategy in targeting poverty reduction because poverty can be addressed by improving working conditions of individuals and promoting better social protection and comprehensive coverage.

As for the implementing partners, Statistics Lebanon, highlighted that ILO were closely involved in the implementation of the survey and have ensured respect to the ILO's strategy since the early stages of the study. The methodology followed was set by both parties simultaneously, which ensured alignment to ILO's mandates and principles.

As for FAFO, the senior researcher explained that even if the project is only a research study, it should conceptually relate to ILO's values and standards. When crafting survey and guide question and the whole methodology in general, ILO's guidelines, strategies and specific definitions were followed, especially those relating to certain terminologies, such as unemployment/employment, employment in/out the labour force, etc... Additionally, ILO's key agenda is to promote decent work in the form of social protection and improving working conditions ...which were both imbedded in the instruments used throughout the project.

Facilitation of implementing partners

ILO staff members in Lebanon were satisfied with the work conducted by their implementing partner, Statistics Lebanon. They explained that they needed an implementing agent with a proper infrastructure to conduct the project, and Statistics Lebanon was a perfect fit. By using their own GIS maps and teams of enumerators and surveyors, Statistics Lebanon, with the technical support of the ILO, developed the full sample framework and covered the entire study area. In view of their presence in the country and their knowledge of the different areas under study, Statistics Lebanon was also able to facilitate all field activities and surpass all encountered challenges, but the main concern was to ensure they are implementing according to ILO's standards. Thus, substantial efforts were put from ILO's in-house statisticians and technical staff, but nonetheless, it was a very fruitful, cordial and effective collaboration.

In Jordan, collaboration with FAFO was not the first during this project, as the relationship goes several years back. Their collaboration has always been satisfactory since they are well committed, professional and provide high quality reports.

Identification of relevant policy actions

The project successfully published a set of recommendations that can be used when advocating and pushing for legal policy actions with the government in both countries. According to ILO staff and local cooperatives and social partners, knowledge and awareness is recognized among government officials, yet it is uncertain to what extent do decision makers understand and are responsive to these recommendations.

In Lebanon, ILO staff explained that the report has been published, and includes a set of recommendations that one can refer to if intended. Additionally, a detailed in-depth policy note was prepared that delved into more specific and practical recommendations. The policy dialogue around the policy note is yet to be conducted, as hopes for a stable situation in the country and opportune times is anticipated to get the best and utmost attention of the Ministry of Labour in particular².

In Jordan, ILO staff, cooperatives, trade unions and INGOs confirmed that the policies have been identified and the ministries involved are aware of the study and its results, but it also remains uncertain how far they are willing to go with implementation. Hence, it was suggested that the project includes follow up activities and workshops with members of the ministry to ensure clarity and awareness of proposed recommendation, in addition to capturing attention.

² ibid

Efficiency of resource use

Project activities being cost-efficiency

In general, project management was successful, and the main targets were achieved within the pre-set financial forecasts and other available resources.

Explicitly, in terms of financial resources, the project was very cost efficient and was well within the budget, as explained by ILO staff. In contrast, the project had put some pressure on ILO in-house human resources, as ILO statisticians and technical staff were involved more than they had expected in the project since the implementing partner was less familiar with ILO's statistical standards in relation to indicator calculating methods and report writing.

In Jordan, involved stakeholders did not face any challenges in regards to project budgets. On the contrary, the budget was managed successfully and cost saving was apparent. More human resources such as administrators and coordinators were needed on the project to secure timely and updated project progress in addition to clear communication amongst all stakeholders.

Efficiency of project synergies and cost-sharing

ILO staff in Lebanon explained that the main objective of the whole project is to gather missing information and fill a knowledge gap. Yet, to a certain extent, the project did build on the ILO/CAS (LFHLCs) 2018-19 project that focused on information on the labour market on a national level. The whole project, covering both Lebanon and Jordan, was put together with two components as data are gathered on similar issues but in two different countries. All this perhaps fits under a synergy of information exchange between projects tackling similar issues, related interests and in building a knowledge base around the Syrian refugee crisis in the region. As for cost sharing, ILO data collectors who were involved in a World Bank project, simultaneously collected data for the Ford Foundation project, this was the case in Jordan strictly, as no cost sharing was done in Lebanon whatsoever.

Constraints to achieving better efficiency

At the time of the project, COVID-19 emerged and the economic crisis immensely deteriorated affecting several aspects of the project, yet, these are external factors that were not predicted, and adaptation was a must. ILO staff clarified the constraints faced were merely related to the reality of the situation in both countries which resulted in many delays with repeated no cost extensions. Additionally, focus group discussions, awareness campaigns and even the launch events would have been more efficient if conducted face to face with larger groups of participants.

Despite all constraints, stakeholders were vastly satisfied with the project and its results, despite all challenges faced. The project does not need any changes for achieving better results and better efficiency. In fact, political stability and ease of COVID-19 restrictions were only needed to ultimately conduct the project with utmost efficiency.

Additionally, the Ford Foundation expressed being satisfied with the projects results in both countries.

Effectiveness of management arrangements

Interaction between stakeholders

Overall, it was commonly stated that relationships were positive amongst all stakeholders throughout the course of the project. Stakeholders asserted that interactions were transparent and communication was constant when needed.

In detail, ILO staff in Lebanon indicated that their relationship with all partners in the project was cordial and fruitful. With Statistics Lebanon, positive feedbacks and fruitful relationships were noted between the two parties. Moreover, positive and appreciative relationships were expressed with regards to collaboration and engagement with the donor – Ford Foundation who were quite proactive and constantly reached out for progress and updates. The latter was also confirmed by the Ford Foundation that the relationship was very professional and the ILO were very useful and responsive to all questions raised.

As for stakeholders in Jordan, ILO staff confirmed having a good relationship with each stakeholder involved. It was elaborated that the MOPIC was very cooperative, very well engaged and satisfied with the works. However, slight struggles were faced with the head of refugee unit in the MOL as the person responsible changed four times during the course of the project. Furthermore, FAFO expressed having a good relationship with everyone. They added that their relationship goes back several years and are glad to be part of this continual collaboration with the ILO, the Department of Statistics in Jordan, the MOL, MOPIC, World Bank and different implementing agencies on the field.

Project harmony and coordination among involved stakeholder across the project was commonly reported by the majority of the interviewed stakeholders. ILO staff clarified that responsibilities were completely clear and the roles designated were respected completely.

Lastly, all ILO staff members confirmed not receiving any complaints whatsoever. On the contrary, additional technical and administrative support were allocated by in-house statisticians, data collectors and even IT departments to overcome anticipated challenges.

Impact Orientation

Contribution of the project to the achievement of overall objectives and its effect on the wider environment

In Lebanon, the project improved knowledge and evidence to absolute effects. The study perfectly managed to fill a widening gap and gathered information on informality and on the employment statuses of the vulnerable of certain nationalities and areas. The data and recommendations in the report were derived from the project, providing evidence on vulnerability and informality among Syrian, Palestinian and host communities.

Furthermore, ILO staff confirmed that the report itself will be the main reference in hand to advocate and push for policy development and reforms during the policy dialogue which is yet to be conducted. The policy note will also be included, but it is reserved for a larger diagnostic exercise to inform and develop a potential future national employment policy in Lebanon.

According to the Ford Foundation, the survey provided very important evidence on the conditions and vulnerability of refugees and host communities in Lebanon which complemented national survey data.

In Jordan, stakeholders noted clear arguments and positive feedbacks in regard to the advancement of knowledge and evidence on the impacts of work permits, in addition to the achievement of an evidence base which feeds into advocacy and policy making on Syrians' access to the labour market and decent work in Jordan. Yet, conflicted perceptions and evidence were presented when confirming the enhancement of female labour participation at the sectoral level.

Initially, project results showed significant evidence and policy recommendations on the impact of work permits on both employment and decent work. It also provided good knowledge on women in the agricultural sector where they are most concentrated but not on the construction sector which is predominantly occupied by men migrants and refugee workers, as stated by the Ford Foundation. According to several stakeholders such as the local cooperative and the trade union, growing numbers in work permit applications are measurable and witnessed. Based on their experience, it is now realized that Syrian refugees are moving freely and working in areas they are most comfortable in after being aware of their rights and the benefits of holding work permits. As for the MOPIC, with the evidence found on the impacts of work permits and the positive reaction of Syrian refugees to the topic, reassessments and revisions of current regulations are required.

Moreover, regarding enhancing female labour participation at the sectoral level, UNHCR representatives and several ILO staff explained that women's participation has increased as female work permit registration rates have been the highest in 2020-2021 in comparison to previous years. It is presumed that with female's increased awareness on work permits and enhanced participation in both agriculture and construction sectors, this will give the ministry and other relevant stakeholders a base for strategy building that will support the inclusion of females in the labour market.

FAFO highlighted that a dedicated part of the study revolved around the challenges faced by women and women participation in the labour force generally. Agriculture is one of the sectors that is hiring women, as investigated in a parallel project where more specific and detailed data were collected to further examine their participation in the labour market. Yet, it is still not fully clear whether they have been enhanced or not. Also, ILO staff elaborated that despite all the efforts done, female participation remains very low. It is believed that the study has reaffirmed the need of female inclusion, as this is a very important function of research.

In term of an evidence base, ILO staff, cooperatives, FAFO and MOPIC confirmed that the project was successful in developing an evidence base that can be referred to. Additionally, data derived from the project and the recommendations drafted are core elements MOPIC refer to when adapting new policies and issues related to Syrian refugees and their access to the labour market.

Lastly, ILO staff argued that the project alone did not contribute to the access of Syrian refugees to the labour market. This could not happen with only one project. It is a series of projects, interventions and dialogues that are needed with the government and social partners.

National partners able and willing to implement the project's recommendations

Generally, willingness and interests to implement project recommendations were sensed by ILO staff and other implementing partners during focus group discussions and launch events with key stakeholders and partners in both countries.

In Lebanon, as election are upcoming, dialogue with the new government is anticipated. Waiting for the optimal opportunity to discuss the recommendations with the government is needed, as Lebanon has not been presented with such recommendations in the past, perchance this was due to the lack of data and evidence that have been compounding over the years. Also, huge efforts have been put into analysis to support policy makers and social partners to realize the evidence base and recommendation that has now been built to facilitate decision making. What remains to be seen is the degree of commitment to implement them. ILO is constantly advising about the need for formalization and how this is an integral part of reforms needed in Lebanon, and which include economic and financial reforms. Further, as supported by Ford Foundation views, the current situation in Lebanon is very complicated politically which makes any discussions on vulnerability of refugees particularly challenging. The overall political and economic crisis complicates the situation and requires putting the results in the larger context for any policy conversation. The policy paper has been an important addition to the project outputs. It has specific recommendations that should open the floor for a policy dialogue, but the absence of government in Lebanon has delayed this conversation which did not take place as planned and got postponed till the new government is in place and settled in.

Furthermore, according to ILO, there is an enabling momentum since there are talks of adjusting the minimum wage in Lebanon. But wages are just one piece of the puzzle and it won't solve the problem, thus this would be ILO's time to stand with this argument and further advocate on reforms and policy development. On the other hand, disabling factors are numerous as the political and economic situation are ahead on the list.

In the case of Jordan, the majority of interviewed ILO staff consider that there is room for implementation and consideration from the government as the whole project and recommendations fall under the 2016 Jordan Compact agreement with the European Union to improve access and legal employment of Syrian refugees in Jordan. Additionally, having a big and varied portfolio on providing decent work programs are key factors that interest the government who has precisely been in collaboration with the ILO throughout several years. Means of direct communication with decision makers are attainable knowing that the job accomplished did raise interest and created concrete evidence to further pursue what all sectors already recognize. Yet, constant follow-up is much needed for the sustainability of recommendations.

The MOPIC noted that the ministry is always open and considers all new recommendations that supports and facilitates employment conditions for Syrian refugee. This is due to international

obligations in regards to the inclusion of Syrian refugees in the Jordanian labour force. It was also clarified that, even if it may seem that some recommendations are not directly considered due to their position on the government's agenda, recommendations that relate to the stability of the country and resolves the uprising unemployment rates are definitely observed.

Lastly, cooperatives and INGO believe that lack of capacities and financial responsibilities are two aspects that may hinder the implementation of recommendations. Given their vast experience with local stakeholders, it is unquestionable that business owners are willing to financially support such recommendations alone, without any external intervention and the support of the government. Stakeholders with capacities will follow the recommendations as they contribute to lowering informal employment rates and bettering livelihoods of refugees and host communities.

National ownership and increased awareness of national stakeholders

It was acknowledged that the project did positively increase the awareness of national stakeholders of the needed measures to be taken, merely because nobody had the information provided by the ILO prior to this study. On the other hand, MOPIC consider that more awareness is needed. This is because not everyone is capable of accessing the results and recommendations of the study. There should be more extensive awareness sessions that bombard individuals to ensure that messages and results are reached. The Ford Foundation explained that the research process has included engagement with national partners, the government, civil society, employers and cooperatives in the interviews and surveys. Yet, it is hard to tell if this engagement has translated into more "ownership" of the refugee issue which continues to be highly sensitive in both countries.

Sustainability

Project results' considered sustainability potential

Ensuring sustainability of the project's results is key. The Ford Foundation and a few ILO staff consider the knowledge gathered as being part of the body of evidence that will be used by the ILO in the dialogue with the Lebanese and Jordanian government and social partners. Succeeding to conduct and advocate in the tripartite dialogue is the kind of sustainability anticipated. On the other hand, other stakeholders explained that the study is a research piece that provides information on certain aspects in the Lebanese and Jordanian community during a certain time, hence sustainability cannot be ensured. What is available right now is relevant, but it is unknown how the labour market would be in the upcoming years.

In Lebanon, ILO staff highlighted that data and recommendations are definitely already being used and referred to by other organization. They are also a base for a broader ILO plan on national employment policy development which would somehow support this project's sustainability. On another hand, fears of not securing external funding are a major concern as such studies require regular update and collection of labour market indicators. The results of this project present a

snapshot of the situation at one point of time based on current situations in the country, but two to three similar exercises sequentially can give an idea of trends over a short period. Such exercises are needed to monitor if current data are evolving and how effective policies are.

Similarly, in Jordan, stakeholders affirmed that everything in the country including the results of the study is linked to governmental directions. According to the MOPIC, the project should be merged with other related projects to ensure sustainability. The results and outputs of this study are the basis for future studies that will be implemented by the ILO or other organization.

Further to the fact that some ILO projects are designed based on the results of this project, there exist also many non-ILO projects that include elements on informality, work permit policies and employment conditions, and have been referring to the data gathered in this project.

3. Conclusions

Overall, the project was adequately planned and remains relevant in terms of design with regards to all assumptions, new identification of needs and most importantly after the emergence of COVID-19 in both countries and the uprising events in Lebanon. The design of the project was logical and effectively structured to address the impact of work permits on Syrian refugees and Jordanians in Jordan, in addition to filling an information gap on informality and vulnerability of Syrian, Palestinian refugees and vulnerable Lebanese in Lebanon. The project ensured the inclusion of women, in addition to people with disabilities, and specific recommendations were drawn to address these groups' specific needs and concerns.

Furthermore, as unique projects in Lebanon and Jordan, and one of a kind in Lebanon in particular, they slightly complemented previous implemented projects that are of similar context.

During project implementation, unexpected challenges brought by the COVID-19 crisis were faced in both countries, with the situation in Lebanon being further exacerbated by the political situation. Hence, in order to ensure implementation of all activities and project completion, implementing partners with ILO support rapidly responded to the obstacles faced and adhered to new innovative techniques and statistical approaches.

As for project achievement, the project's results returned in absolute triumph, as almost all stakeholders affirmed that knowledge has been enhanced and improved, and in the case of Lebanon, generated. As a result of extensive research conducted in both countries, the ILO gained knowledge about the effects of work permit regulations on employment and decent work, as well as on informality and vulnerability among refugees and vulnerable Lebanese.

In Lebanon, the need to fill an information gap was successfully addressed, and updates on unemployment rates and other figures in relation to informality are now available. As for Jordan, the research analysis conducted has definitely improved knowledge and awareness on the impacts of work permits as expressed by key stakeholders, in addition to the information sessions and campaigns that surely raised awareness on the challenges faced by Syrian refugees. Moreover, strategies followed to ensure project relevance were based on ILO's main mandates and principles. For gender equality, the whole project had a very good representation of both females and males in all aspects of the study. As for poverty reduction, ensuring vulnerable groups' access to decent work opportunities will ultimately affect their livelihoods and reduce poverty. Lastly, with the data and results gathered, the projects were successful in reporting a set of recommendations that are pathways to the identification of relevant policy actions.

Generally, project resources were managed efficiently. No financial challenges were faced, as costs were strictly followed based on financial forecasts. In fact, cost-sharing and project synergies were applicable particularly in Jordan which supported the project's budget. On the other hand, human resources could have been managed in a more efficient manner which would have limited certain delays.

Proper coordination, positive relationships and no complaints were commonly reported by all interviewed stakeholders. They considered that credibility, transparency, sharing of expertise and frequent interactions are the factors behind the evident coherence among them.

Apparent impacts were attributable to the project's success and in reaching the intended objectives, as confirmed by the majority of stakeholders. Overall, in Lebanon, knowledge and evidence have been definitely gathered on informality and vulnerability, and in Jordan, improved knowledge on impacts of work permits have been understood and looked into in a deeper manner. On the other hand, although females were equally targeted in this study and have had specific information sessions on what their employment opportunities and rights are, their participation remains very low on a sectoral level and further encouragement is needed. Finally, engaged cooperatives and trade unions in the project affirmed being willing to practice and implement recommendations, but governmental interventions are highly needed. In Lebanon, the tripartite dialogue is anticipated to be conducted with ministries of the new government to negotiate and further advice on the recommendations. As for Jordan, apparent confidence was reflected upon ILO staff and stakeholders, as the recommendations presented fall under the interests and priorities of the Jordanian government.

All stakeholders were concerned over the sustainability of the project, as it is dependent on how the dialogues with the Lebanese and Jordanian governments will turn out. More specifically, project follow-up is key to ensure that recommendations remain relevant to situations at hand as data are not static and are affected by any sudden changes. Yet, for the time being, UN agencies and other organizations are benefitting and building programs and projects upon the data of this project.

4. Main recommendations

Recommendation 1: A complementary enterprise survey study that focuses on the demand side of the labour markets in Lebanon and Jordan is important. This would provide more in-depth information on employment opportunities and skills needs and allows for better planning and improved matching between skills supplied and skills demanded in the labour market.

Addressed to	Priority	Resource	Timing
ILO Project team	High	Medium	Short-term

Recommendation 2: Follow-up projects are vital practices conducted after project implementation has finished. Follow-ups help project implementers and key stakeholders understand the situation of the project result and whether or not they remain relevant.

Addressed to	Priority	Resource	Timing
ILO Project team	High	Low	Medium-term

Recommendation 3: People with disabilities are part of the community in Lebanon and Jordan, and they also face significant challenges in accessing the labour market as evidenced by the research conducted. Hence, it is worth considering the implementation of a specific project targeting only PwDs, to delve deeper into their needs, skills and challenges in accessing the labour market.

Addressed to	Priority	Resource	Timing
ILO Project team	High	Medium	Short-term

Recommendation 4: Further to research activities and projects and based on the evidence generated on where the jobs are and what job opportunities are available for Syrian refugees and other vulnerable groups, it is also recommended to undertake a capacity building project targeting these underprivileged groups to support them and enhance their knowledge and skills for better employability and employment outcomes.

Addressed to	Priority	Resource	Timing
ILO Project team	High	High	Short-term

5. Lessons Learned

ILO Lesson Learned 1

Project Title: Towards Improved Knowledge on Labour Market and Employment Conditions of Syrian Refugees and Host Communities in Jordan and Lebanon

Project TC/SYMBOL: RAB/18/01/FOR (106977)

Name of Evaluator: Joseph Haddad and Layal Kouzi

Date: December 2021

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)	One final evaluation exercise such as this one hinders participant's ability to recall certain details that relate to project design and processes followed during the early stages of the study.
Context and any related preconditions	To conduct periodic evaluation exercises at certain milestones with involved stakeholders
Targeted users / Beneficiaries	ILO and key project stakeholders
Challenges /negative lessons - Causal factors	Some stakeholders interviewed were not able to recall and confirm certain details and procedures followed in the project due to the fact that the project design took place almost 2-2.5 years prior to this evaluation
Success / Positive Issues - Causal factors	High responsiveness and cooperation from almost all key stakeholders
ILO Administrative Issues (staff, resources, design, implementation)	Design

ILO Lesson Learned 2

Project Title: Towards Improved Knowledge on Labour Market and Employment Conditions of Syrian Refugees and Host Communities in Jordan and Lebanon

Project TC/SYMBOL: RAB/18/01/FOR (106977)

Name of Evaluator: Joseph Haddad and Layal Kouzi

Date: December 2021

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)	Further events for the dissemination of project results and findings are needed to reach optimal dissemination goals and targets
Context and any related preconditions	Include more awareness sessions or several workshops with various stakeholders on project results and recommendations
Targeted users / Beneficiaries	Tripartite constituents and key stakeholders
Challenges /negative lessons - Causal factors	The project results were not adequately disseminated
Success / Positive Issues - Causal factors	If results were largely spread, greater knowledge and awareness of project results would be ensured among all involved parties.
ILO Administrative Issues (staff, resources, design, implementation)	Implementation

ILO Lesson Learned 3

Project Title: Towards Improved Knowledge on Labour Market and Employment Conditions of Syrian Refugees and Host Communities in Jordan and Lebanon

Project TC/SYMBOL: RAB/18/01/FOR (106977)

Name of Evaluator: Joseph Haddad and Layal Kouzi

Date: December 2021

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 projects in Lebanon and Jordan were treated as two separate projects with few aspects and contexts that can be combined together.
Context and any related preconditions	To include a wide range of synergy and comparability between the two projects in Lebanon and Jordan. If the project was to be reimplemented in the future, similar components and aspects should be considered to have a more holistic report and regional study.
Targeted users / Beneficiaries	ILO staff and key stakeholders
Challenges /negative lessons - Causal factors	The results of the project cannot be discussed in their entirety (as one whole project). Hence, it is not applicable to discuss the results of the study at a regional level.
Success / Positive Issues - Causal factors	The project would be under one holistic umbrella and results and recommendations can be discussed at a regional level – MENA region
ILO Administrative Issues (staff, resources, design, implementation)	Design

ILO Lesson Learned 4

Project Title: Towards Improved Knowledge on Labour Market and Employment Conditions of Syrian Refugees and Host Communities in Jordan and Lebanon

Project TC/SYMBOL: RAB/18/01/FOR (106977)

Name of Evaluator: Joseph Haddad and Layal Kouzi

Date: December 2021

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)	Greater engagements with ministries, civil society, cooperatives, and trade unions during the initial stages would add to the ILO further perceptions and information on Syrian refugees and host communities. Such stakeholders are key players in societies and are important sources of data in relation to issues of informality, vulnerability and Syrian refugees.
Context and any related preconditions	To engage civil societies and cooperatives in the initial stage of the study.
Targeted users / Beneficiaries	Ministries, civil society, cooperatives, and trade unions
Challenges /negative lessons - Causal factors	Taking into account the perspectives of civil societies is key as they are deeply involved with community members.
Success / Positive Issues - Causal factors	The engagement of such stakeholders can support in optimizing the identification of needs.
ILO Administrative Issues (staff, resources, design, implementation)	Implementation

6. Good Practices

ILO Emerging Good Practice 1

Project Title: Towards Improved Knowledge on Labour Market and Employment Conditions of Syrian Refugees and Host Communities in Jordan and Lebanon

Project TC/SYMBOL: RAB/18/01/FOR (106977)

Name of Evaluator: Joseph Haddad and Layal Kouzi

Date: December 2021

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.)	Collaboration with experienced statistical agencies and offices was found key for the successful implementation of surveys, including household listings and field data collection activities
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Importance of contracting national institutions knowledgeable of country's local context and areas, and having a good pool of enumerators
Establish a clear cause-effect relationship	Importance of having research experts and large number of field enumerators for similar types of activities.
Indicate measurable impact and targeted beneficiaries	No target beneficiary in specific. In fact, ILO will be the party benefitting as collaborating with national statistical agencies will ease data collection processes.
Potential for replication and by whom	The practice can be replicated as national statistical departments are always open to collaborate with international organization such as the ILO staff.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Country program outcomes
Other documents or relevant comments	None

ILO Emerging Good Practice 2

Project Title: Towards Improved Knowledge on Labour Market and Employment Conditions of Syrian Refugees and Host Communities in Jordan and Lebanon

Project TC/SYMBOL: RAB/18/01/FOR (106977)

Name of Evaluator: Joseph Haddad and Layal Kouzi

Date: December 2021

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.)	Quick response and adaptation to emerging challenges, including through innovative data collection techniques (such as online streaming of awareness sessions)
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Importance of having backup plans and ensuring targeted populations are able to access technologies in order to participate in data collection.
Establish a clear cause-effect relationship	Following uncommon data collection procedures and resorting to virtual meeting were good alternatives implementing partners resorted to. Such practices were successful at gathering needed information, and can be followed in future projects
Indicate measurable impact and targeted beneficiaries	The parties benefitting from this good practice would be the ILO, the implementing partners and project target population who will be invited to awareness/information sessions.
Potential for replication and by whom	Updated data collection techniques can be simply replicated by either the ILO or their implementing partners.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Country program outcomes
Other documents or relevant comments	None

ILO Emerging Good Practice 3

Project Title: Towards Improved Knowledge on Labour Market and Employment Conditions of Syrian Refugees and Host Communities in Jordan and Lebanon

Project TC/SYMBOL: RAB/18/01/FOR (106977)

Name of Evaluator: Joseph Haddad and Layal Kouzi

Date: December 2021

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.)	Provision of all project materials in both English and Arabic languages
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Clarity of content is crucial to all parties. Cost of translation should be taken into consideration in project design.
Establish a clear cause-effect relationship	Ability to read and understand in native language increases levels of knowledge and awareness of project results and recommendations.
Indicate measurable impact and targeted beneficiaries	All project stakeholders, governmental officials and the press are the parties who will benefit most of this practice.
Potential for replication and by whom	Replication is quite doable if translation expenses are within project budgets. This shall be conducted by the ILO with regards to contracting translators.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Country program outcomes
Other documents or relevant comments	None

ILO Emerging Good Practice 4

Project Title: Towards Improved Knowledge on Labour Market and Employment Conditions of Syrian Refugees and Host Communities in Jordan and Lebanon

Project TC/SYMBOL: RAB/18/01/FOR (106977)

Name of Evaluator: Joseph Haddad and Layal Kouzi

Date: December 2021

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.)	Trainings conducted to implementing partners and enumerator are vital. Follow up and debrief sessions are also important in case of interruption in data collection
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	ILO staff should always consider training project implementing partners and their enumerators on all ILO statistical standards to ensure alignment.
Establish a clear cause-effect relationship	Proper trainings ensure that data collection practices are conducted and aligned to ILO's international standards
Indicate measurable impact and targeted beneficiaries	The impact is merely on enumerators and implementing partners who aren't aware of any ILO guidelines and statistical standards. Hence, with trainings, their awareness will increase.
Potential for replication and by whom	Replication is prospective by ILO specialists.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Country program outcomes
Other documents or relevant comments	None

7. Appendices

List of Stakeholders

Country	Name	Position	Stakeholder
Jordan	Maha Kattaa	Senior Resilience/Crisis Response Specialist & ILO Iraq Country Coordinator	ILO Staff
Jordan	Frida Khan	Country Coordinator\ Jordan	ILO Staff
Jordan	Shaza Jondi	Regional Chief Technical Advisor\ILO	ILO Staff
Jordan	Amaal Bani Awwad	National officer-ILO\Amman	ILO Staff
Jordan	Simon Done	ILO/CTA	ILO Staff
Jordan	Mohammed Mayyeh	Local Partner \GFJTU (general federation for Jordanian trade unions)	Government
Jordan	Eman Issa	MOPIC	Government
Jordan	Ghada Abdel Twab	Ford Foundation-Donor	Donor
Jordan	Tewodros Kebede	Senior Researcher\ FAFO (Norway)-Virtual meeting	Research Agency
Jordan	Ahed Oubidat	Cooperative	Government
Jordan	Shereen Abaddi	World Bank	INGO
Jordan	Rania Bakeer	UNHCR	INGO
Lebanon	Tariq Haq	Senior Employment Policy Specialist/ ILO	ILO Staff
Lebanon	Aya Jaafar	National Project coordinator/ ILO	ILO Staff
Lebanon	Grace Eid	National Project Officer/ ILO	ILO Staff
Lebanon	Ghada Abdel Tawab	Ford Foundation	Donor
Lebanon	Castro Abdallah	FENASOL	Government
Lebanon	Rabih Haber	Statistics Lebanon	Research Agency

Data Collection Instruments

Respondent View - ILO Staff

Introduction:

Thank you very much for setting aside time to talk with me today.

Project Introduction: My name is _____ and I work as an evaluation expert who has been contracted by ILO. I will be asking you a lot of questions regarding your reflections, feedback and recommendations for the “Towards Improved Knowledge on Labour Market and Employment Conditions of Syrian Refugees and Host Communities in Jordan and Lebanon” project in addition to the relevance, efficiency, effectiveness, impact and sustainability of the project. You were selected for this interview because you were involved in the project as a key stakeholder. However, it is not mandatory to answer all the questions in the discussion guide.

Interview Timeframe and Procedure: The conversation will take up to 1 hour.

Permission to Record: If you don't mind, I would like to record our conversation. This allows us at a later stage to listen to the conversation and transcribe the information you provided us with during the meeting. I would like to assure you that no one outside of our team will have access to these recordings. Once the study is finalized, we will delete them.

Your answers will be used for data analysis purposes only and will be kept strictly confidential. No interview respondents will be identified by name in the report.

BEGIN RECORDING: Before we begin, do you have any questions?

Background

1. Please tell me briefly how long have you been working with ILO, and what is your current role?
2. In what ways have you been involved in this project? With whom were you in contact and for what? *(Note to interviewer: please probe by entities: Governmental, donors, public-oriented institutions, implementing partners, research agencies, etc.)*

Relevance and Strategic Fit

In this section we will explore the relevance and appropriateness of actions and strategy with the countries' priorities and needs.

3. How were the needs/gaps of Syrian Refugees and Host Communities identified at first (sources of data used, interviews conducted, etc.)? How did they feed into the design of this project? What measures were taken to ensure alignment with objectives and needs?
4. Given the timing of this project – emergence of COVID-19 worldwide and succession of crises in Lebanon - , were there any major changes in the needs throughout the course of the project? Has the project design remained relevant to those needs despite changes? How? *(Note to interviewer: please probe into situation in country under question)*

5. From a design perspective, how well does the project complement and build on other previous projects? Which projects you examined and what kind of info you took from them?

Coherence and Validity of Design

In this section we will assess whether the strategies and structures followed in Jordan and Lebanon were coherent and logical

6. To what extent were the staff' underlying assumptions about target population true?
 - a. How did these assumptions affect the project design?
 - b. Throughout the project implementation, did the team identify more facts about target population that could have been addressed in the initial project design?
 - c. Did the project undergo design readjustments accordingly?
7. Are the project strategies and structures followed in Jordan and Lebanon coherent and logical?
 - a. What are the logical correlations between the overall objective, outcomes and outputs?
 - b. To what extent were the project's intended outcomes realistic?
8. To what extent did the project designs take into account:
 - a. Gender equality and non-discrimination concerns relevant to project context (*Note to interviewer: please probe into quota distribution as well and how representative it was*)
 - b. Inclusion of people with disabilities (*Note to interviewer: please probe into quota distribution as well and how representative it was*)

Project Progress and Effectiveness

In this section we will assess the contribution made by results to achievement of the project purpose, and how assumptions and unexpected events have affected project achievements

9. Were there any activities that you struggled to implement throughout the course of the project? What were the reasons for these difficulties?
10. Did the achievement of the results improve and update knowledge on the labour market and employment conditions of Syrian refugees and host communities in Jordan/ Lebanon? How?
Jordan:
 - a. Did the quantitative and qualitative analysis of the work permit issuance, employment and labour market data improve knowledge of the impacts of work permit regulations on employment and decent work?
 - b. Did the awareness raising campaigns provide a better understanding of issues surrounding Syrians' employment in Jordan? From your experience, who benefited the most from these campaigns?
 - c. In your opinion, were key processes well informed from the research findings? And are those findings accessible to everyone?

Lebanon:

- a. In your opinion, did this project improve knowledge and evidence on vulnerability and informality of Syrian, Palestinians, and Lebanese? How? Give example of gaps that were filled?
- 11. How did outputs and outcomes contribute to ILO's mainstreamed strategies including gender equality, social dialogue, poverty reduction and labour standards?
- 12. **Jordan:** Has the collaboration with FAFO facilitated project implementation? How and was it satisfactory?
Lebanon: To what extent did operation through a local organization specialized in data collection in Lebanon facilitate activities on the ground?
- 13. **Jordan:** Was the project successful in leading to the identification of relevant policy actions? Are national stakeholders made aware of these proposed actions? How?
Lebanon: What is the status of the project in terms of identification of relevant policy actions? From your experience, do you anticipate any particular recommendation or action?

Efficiency of resource use

In this section we will explore whether the project results have been achieved at reasonable cost in terms of quality, quantity and time, and the quality of results achieved.

- 14. Was the project managed in a cost-efficient manner (in terms of human, financial and other resources versus the results)?
 - a. How did you track your spending?
 - b. Were initial financial forecasts accurate? Did they have to be adapted?
 - c. Did you have enough people for enough time to complete all activities as planned?
 - d. Were resources and expertise shared among involved parties?
- 15. To what extent have the projects been able to build on other ILO and non-ILO initiatives either nationally or regionally, in particular with regard to the creation of synergies in cost sharing? Please give details
- 16. What were the external constraints to achieving better efficiency and how well were they mitigated?
- 17. How could the efficiency of the project be improved?

Effectiveness of management arrangements

In this section we will explore the nature of interaction between different stakeholders and how it impacted the project.

- 18. How has the relationship been between ILO and all the other stakeholders involved in the project
 - a. Did you face any challenges when working with any of these stakeholders?
 - b. How frequent were your interactions with each of these stakeholders?
 - c. Were there any delays in the planning and implementation of the project caused by any of these stakeholders?

19. How clear was the understanding of roles and responsibilities and division of labour between project's staff and implementing partners/ contractors? If you were to change any detail for better results, what would that be and why?
20. As ILO member, did you receive any complaint of lack of technical or administrative support whatsoever?

Impact

In this section we will examine the effect of the project on its wider environment and its contribution to the wider policy or development objectives.

21. What evidence is there that the project contributed to the achievement of its overall objectives?

Jordan:

Objective 1: Knowledge and evidence of the impacts of work permit regulations on employment and decent work is advanced.

Objective 2: Knowledge on female labour force participation is enhanced at the sectoral level (construction and agriculture)

Objective 3: Evidence base feeds into advocacy and evidence-based policy making on Syrians' access to the labour market and decent work for all in Jordan

Lebanon:

Objective: knowledge and evidence on vulnerability and informality of Syrian and Palestinians refugees as well as host communities in Lebanon is improved, providing basis for policy development and reforms

22. In your opinion, to what extent are national partners able and willing to implement the project's recommendations? What could be the enablers or disabling factors that might support or hinder the implementation of project's recommendations? *(Note to interviewer: probe into lack of capabilities, limited resources, political instability, etc.)*
23. In your opinion, how effectively has the project built national ownership and increased awareness of national stakeholders of the needed measures for refugees and host communities (in Jordan and Lebanon)?

Sustainability

In this section we will assess the likelihood of benefits produced by the project to continue to flow after project has ended.

24. What evidence is there to suggest the project's interventions and/or results will be sustained after the project end?

- a. What measures were taken to guarantee the sustainability of the project?
 - b. Did ILO discuss certain measures with other stakeholders? What measures were agreed upon?
 - c. What were the main concerns of the different team members in terms of sustainability?
25. Do future planned ILO projects in Jordan and Lebanon build upon the results of this current project, ensuring sustainability and optimal use of results?

Recommendations

In this section we will assess the key lessons learnt; best practices and recommendations to feed back into current and future projects in the same development areas and using similar approaches to meeting objectives.

26. What are your recommendations and lessons learnt regarding the project? What should be done differently in future projects? What are the activities that can be improved?

Respondent View – Government and Public Entities

Introduction:

Thank you very much for setting aside time to talk with me today.

Project Introduction: My name is _____ and I work as an evaluation expert who has been contracted by ILO. I will be asking you a lot of questions regarding your reflections, feedback and recommendations for the “Towards Improved Knowledge on Labour Market and Employment Conditions of Syrian Refugees and Host Communities in Jordan and Lebanon” project in addition to the relevance, efficiency, effectiveness, impact and sustainability of the project. You were selected for this interview because you were involved in the project as a key stakeholder. However, it is not mandatory to answer all the questions in the discussion guide.

Interview Timeframe and Procedure: The conversation will take up to 1 hour.

Permission to Record: If you don't mind, I would like to record our conversation. This allows us at a later stage to listen to the conversation and transcribe the information you provided us with during the meeting. I would like to assure you that no one outside of our team will have access to these recordings. Once the study is finalized, we will delete them.

Your answers will be used for data analysis purposes only and will be kept strictly confidential. No interview respondents will be identified by name in the report.

BEGIN RECORDING: Before we begin, do you have any questions?

Background

1. Please tell me briefly how long have you been working with [your organization] , and what is your current role?
2. In what ways have you been involved in this project? With whom were you in contact and for what? *(Note to interviewer: please probe by entities: ILO, donors, other public-oriented institutions, implementing partners, research agencies, etc.)*

Relevance and Strategic Fit

In this section we will explore the relevance and appropriateness of actions and strategy with the countries' priorities and needs.

3. From your experience, do you think that the needs/gaps of Syrian Refugees and Host Communities were properly identified from the beginning of the project? Why do you say so...
4. Given the timing of this project – emergence of COVID-19 worldwide and succession of crises in Lebanon - , were there any major changes in the needs throughout the course of the project? Were they reconsidered in the ILO project? How? *(Note to interviewer: please probe into situation in country under question)*

Coherence and Validity of Design

In this section we will assess whether the strategies and structures followed in Jordan and Lebanon were coherent and logical

5. From your experience, to what extent were the project staffs' underlying assumptions about target population true? Do you think they were able to identify all facts about Refugees and Host Communities? Please explain
6. Are the project strategies and structures followed in Jordan and Lebanon coherent and logical? To what extent were the project's intended outcomes realistic?
7. To what extent did the project designs take into account:
 - a. Gender equality and non-discrimination concerns relevant to project context (*Note to interviewer: please probe into quota distribution as well and how representative it was*)
 - b. Inclusion of people with disabilities
8. If you were to change any detail in the project design, what would that be and why?

Project Progress and Effectiveness

In this section we will assess the contribution made by results to achievement of the project purpose, and how assumptions and unexpected events have affected project achievements

9. From your experience, were there any activities that were hard to implement throughout the course of the project? What were the reasons for these difficulties?
10. Did the achievement of the results improve and update **your** knowledge on the labour market and employment conditions of Syrian refugees and host communities in Jordan/ Lebanon? How?

Jordan:

- a. Did the quantitative and qualitative analysis of the work permit issuance, employment and labour market data improve **your** knowledge of the impacts of work permit regulations on employment and decent work?
- b. Did the awareness raising campaigns provide a better understanding of issues surrounding Syrians' employment in Jordan? From your experience, who benefited the most from these campaigns?
- c. In your opinion, were key processes well informed from the research findings? And are those findings accessible to everyone?

Lebanon:

- a. In your opinion, did this project improve **your** knowledge and evidence on vulnerability and informality of Syrian, Palestinians, and Lebanese? How? Give example of gaps that were filled?
11. **Jordan:** Was the project successful in leading to the identification of relevant policy actions? Are you aware of these proposed actions? How? Please give examples
Lebanon: What is the status of the project in terms of identification of relevant policy actions? From your experience, do you anticipate any particular recommendation or action? Please give examples

Impact

In this section we will examine the effect of the project on its wider environment and its contribution to the wider policy or development objectives.

12. What evidence is there that the project contributed to the achievement of its overall objectives?

Jordan:

Objective 1: Knowledge and evidence of the impacts of work permit regulations on employment and decent work is advanced.

Objective 2: Knowledge on female labour force participation is enhanced at the sectoral level (construction and agriculture)

Objective 3: Evidence base feeds into advocacy and evidence-based policy making on Syrians' access to the labour market and decent work for all in Jordan

Lebanon:

Objective: knowledge and evidence on vulnerability and informality of Syrian and Palestinians refugees as well as host communities in Lebanon is improved, providing basis for policy development and reforms

13. In your opinion, to what extent are you or any other national partner able and willing to implement the project's recommendations? What could be the enablers or disabling factors that might support or hinder the implementation of project's recommendations? *(Note to interviewer: probe into lack of capabilities, limited resources, political instability, etc.)*
14. In your opinion, how effectively has the project built national ownership and increased awareness of national stakeholders of the needed measures for refugees and host communities (in Jordan and Lebanon)?

Sustainability

In this section we will assess the likelihood of benefits produced by the project to continue to flow after project has ended.

15. What evidence is there to suggest the project's interventions and/or results will be sustained after the project end?
- Are you aware of any measures which were taken to guarantee the sustainability of the project?
 - Did ILO discuss certain measures with you? What measures were agreed upon?
 - What are your concerns in terms of sustainability of such a project?

Recommendations

In this section we will assess the key lessons learnt; best practices and recommendations to feed back into current and future projects in the same development areas and using similar approaches to meeting objectives.

16. What are your recommendations and lessons learnt regarding the project? What should be done differently in future projects? What are the activities that can be improved?

Respondent View – INGOs

Introduction:

Thank you very much for setting aside time to talk with me today.

Project Introduction: My name is _____ and I work as an evaluation expert who has been contracted by ILO. I will be asking you a lot of questions regarding your reflections, feedback and recommendations for the “Towards Improved Knowledge on Labour Market and Employment Conditions of Syrian Refugees and Host Communities in Jordan and Lebanon” project in addition to the relevance, efficiency, effectiveness, impact and sustainability of the project. You were selected for this interview because you were involved in the project as a key stakeholder. However, it is not mandatory to answer all the questions in the discussion guide.

Interview Timeframe and Procedure: The conversation will take up to 1 hour.

Permission to Record: If you don’t mind, I would like to record our conversation. This allows us at a later stage to listen to the conversation and transcribe the information you provided us with during the meeting. I would like to assure you that no one outside of our team will have access to these recordings. Once the study is finalized, we will delete them.

Your answers will be used for data analysis purposes only and will be kept strictly confidential. No interview respondents will be identified by name in the report.

BEGIN RECORDING: Before we begin, do you have any questions?

Background

1. Please tell me briefly how long have you been working with [your organization], and what is your current role?
2. In what ways have you been involved in this project? With whom were you in contact and for what?

Relevance and Strategic Fit

In this section we will explore the relevance and appropriateness of actions and strategy with the countries’ priorities and needs.

3. From your experience, do you think that the needs/gaps of Syrian Refugees and Host Communities were properly identified from the beginning of the project? Why do you say so...?
4. Given the timing of this project – emergence of COVID-19 worldwide and succession of crises in Lebanon - , were there any major changes in the needs throughout the course of the project? Were they reconsidered in the ILO project? How? *(Note to interviewer: please probe into situation in country under question)*

Coherence and Validity of Design

In this section we will assess whether the strategies and structures followed in Jordan and Lebanon were coherent and logical

5. From your experience, to what extent were the project staffs' underlying assumptions about target population true? Do you think they were able to identify all facts about Refugees and Host Communities? Please explain
6. Are the project strategies and structures followed in Jordan and Lebanon coherent and logical? To what extent were the project's intended outcomes realistic?
7. To what extent did the project designs take into account:
 - a. Gender equality and non-discrimination concerns relevant to project context
 - b. Inclusion of people with disabilities
8. If you were to change any detail in the project design, what would that be and why?

Project Progress and Effectiveness

In this section we will assess the contribution made by results to achievement of the project purpose, and how assumptions and unexpected events have affected project achievements

9. From your experience, were there any activities that were hard to implement throughout the course of the project? What were the reasons for these difficulties?
 - a. Did you face similar difficulties in implementing projects at your organization? How were you able to surpass them?
10. Did the achievement of the results improve and update **your** knowledge on the labour market and employment conditions of Syrian refugees and host communities in Jordan/ Lebanon? How?

Jordan:

- a. Did the quantitative and qualitative analysis of the work permit issuance, employment and labour market data improve **your** knowledge of the impacts of work permit regulations on employment and decent work?
- b. Did the awareness raising campaigns provide a better understanding of issues surrounding Syrians' employment in Jordan? From your experience, who benefited the most from these campaigns?
- c. In your opinion, were key processes well informed from the research findings? And are those findings accessible to everyone?

Lebanon:

- a. In your opinion, did this project improve **your** knowledge and evidence on vulnerability and informality of Syrian, Palestinians, and Lebanese? How? Give example of gaps that were filled?
11. Jordan: Was the project successful in leading to the identification of relevant policy actions? Are you aware of these proposed actions? How? Please give examples

Lebanon: What is the status of the project in terms of identification of relevant policy actions? From your experience, do you anticipate any particular recommendation or action? Please give examples

Impact

In this section we will examine the effect of the project on its wider environment and its contribution to the wider policy or development objectives.

12. What evidence is there that the project contributed to the achievement of its overall objectives?

Jordan:

Objective 1: Knowledge and evidence of the impacts of work permit regulations on employment and decent work is advanced.

Objective 2: Knowledge on female labour force participation is enhanced at the sectoral level (construction and agriculture)

Objective 3: Evidence base feeds into advocacy and evidence-based policy making on Syrians' access to the labour market and decent work for all in Jordan

Lebanon:

Objective: knowledge and evidence on vulnerability and informality of Syrian and Palestinians refugees as well as host communities in Lebanon is improved, providing basis for policy development and reforms

13. In your opinion, to what extent are you or any other INGO able and willing to help implementing the project's recommendations? What could be the enablers or disabling factors and/or parties that might support or hinder the implementation of project's recommendations? *(Note to interviewer: probe into lack of capabilities, limited resources, political instability, etc.)*
14. In your opinion, how effectively has the project built national ownership and increased awareness of national stakeholders of the needed measures for refugees and host communities (in Jordan and Lebanon)?

Sustainability

In this section we will assess the likelihood of benefits produced by the project to continue to flow after project has ended.

15. What evidence is there to suggest the project's interventions and/or results will be sustained after the project end?
- a. Are you aware of any measures which were taken to guarantee the sustainability of the project?

- b. Did ILO discuss certain measures with your organization? What measures were agreed upon?
- c. What are your concerns in terms of sustainability of such a project?

Recommendations

In this section we will assess the key lessons learnt; best practices and recommendations to feed back into current and future projects in the same development areas and using similar approaches to meeting objectives.

- 16. What are your recommendations and lessons learnt regarding the project? What should be done differently in future projects? What are the activities that can be improved?

Respondent View – Research Agencies

Introduction:

Thank you very much for setting aside time to talk with me today.

Project Introduction: My name is _____ and I work as an evaluation expert who has been contracted by ILO. I will be asking you a lot of questions regarding your reflections, feedback and recommendations for the “Towards Improved Knowledge on Labour Market and Employment Conditions of Syrian Refugees and Host Communities in Jordan and Lebanon” project in addition to the relevance, efficiency, effectiveness, impact and sustainability of the project. You were selected for this interview because you were involved in the project as a key stakeholder. However, it is not mandatory to answer all the questions in the discussion guide.

Interview Timeframe and Procedure: The conversation will take up to 1 hour.

Permission to Record: If you don’t mind, I would like to record our conversation. This allows us at a later stage to listen to the conversation and transcribe the information you provided us with during the meeting. I would like to assure you that no one outside of our team will have access to these recordings. Once the study is finalized, we will delete them.

Your answers will be used for data analysis purposes only and will be kept strictly confidential. No interview respondents will be identified by name in the report.

BEGIN RECORDING: Before we begin, do you have any questions?

Background

1. Please tell me briefly how long have you been working with [your organization], and what is your current role?
2. In what ways have you been involved in this project? With whom were you in contact and for what? *(Note to interviewer: please probe by entities: Governmental, donors, public-oriented institutions, implementing partners, research agencies, etc.)*

Relevance and Strategic Fit

In this section we will explore the relevance and appropriateness of actions and strategy with the countries’ priorities and needs.

3. How were the needs/gaps of Syrian Refugees and Host Communities identified at first (sources of data used, interviews conducted, etc.)? How did they feed into the design of this project? What measures were taken to ensure alignment with objectives and needs?
4. Given the timing of this project – emergence of COVID-19 worldwide and succession of crises in Lebanon - , were there any major changes in the needs throughout the course of the project? Has the project design remained relevant to those needs despite changes? How? *(Note to interviewer: please probe into situation in country under question)*
5. From a design perspective, how well does the project complement and build on other previous projects? Which projects you examined and what kind of info you took from them?

Coherence and Validity of Design

In this section we will assess whether the strategies and structures followed in Jordan and Lebanon were coherent and logical

6. To what extent were your underlying assumptions about target population true?
 - a. How did these assumptions affect the project design?
 - b. Throughout the project implementation, did you identify more facts about target population that could have been addressed in the initial project design?
 - c. Did the project undergo design readjustments accordingly?
7. Are the project strategies and structures followed in Jordan and Lebanon coherent and logical?
 - a. What are the logical correlations between the overall objective, outcomes and outputs?
 - b. To what extent were the project's intended outcomes realistic?
8. How the project design takes into account?
 - a. Gender equality and non-discrimination concerns relevant to project context (*Note to interviewer: please probe into quota distribution as well and how representative it was*)
 - b. Inclusion of people with disabilities (*Note to interviewer: please probe into quota distribution as well and how representative it was*)

Project Progress and Effectiveness

In this section we will assess the contribution made by results to achievement of the project purpose, and how assumptions and unexpected events have affected project achievements

9. Were there any activities that you struggled to implement throughout the course of the project? What were the reasons for these difficulties?
10. Did the achievement of the results improve and update knowledge on the labour market and employment conditions of Syrian refugees and host communities in Jordan/ Lebanon? How? Can you please list the major gaps that were filled?
11. When designing project activities, did you consider ILO's mainstreamed strategies including gender equality, social dialogue, poverty reduction and labour standards? How?
12. After project completion, when looking backward, if you were to change any detail in the project what would that be and why?

Effectiveness of management arrangements

In this section we will explore the nature of interaction between different stakeholders and how it impacted the project.

13. How was your relationship with ILO and all the other stakeholders involved in the project:
 - a. Did you face any challenges when working with any of these stakeholders? Please explain
 - b. How frequent were your interactions with each of these stakeholders?

- c. Were there any delays in the planning and implementation of the project caused by any of these stakeholders?
- 14. How clear was the understanding of roles and responsibilities and division of labour between all parties? If you were to change any detail for better results, what would that be and why?
- 15. Did you raise any complaint of lack of technical or administrative support to ILO? Please give details

Impact

In this section we will examine the effect of the project on its wider environment and its contribution to the wider policy or development objectives.

- 16. What evidence is there that the project contributed to the achievement of its overall objectives?

Jordan:

Objective 1: Knowledge and evidence of the impacts of work permit regulations on employment and decent work is advanced.

Objective 2: Knowledge on female labour force participation is enhanced at the sectoral level (construction and agriculture)

Objective 3: Evidence base feeds into advocacy and evidence-based policy making on Syrians' access to the labour market and decent work for all in Jordan

Lebanon:

Objective: knowledge and evidence on vulnerability and informality of Syrian and Palestinians refugees as well as host communities in Lebanon is improved, providing basis for policy development and reforms

- 17. In your opinion, to what extent are national partners able and willing to implement the project's recommendations? What could be the enablers or disabling factors that might support or hinder the implementation of project's recommendations? *(Note to interviewer: probe into lack of capabilities, limited resources, political instability, etc.)*
- 18. In your opinion, how effectively has the project built national ownership and increased awareness of national stakeholders of the needed measures for refugees and host communities (in Jordan and Lebanon)?

Sustainability

In this section we will assess the likelihood of benefits produced by the project to continue to flow after project has ended.

- 19. What evidence is there to suggest the project's interventions and/or results will be sustained after the project end?

- a. Are you aware of any measures which were taken to guarantee the sustainability of the project?
- b. Did ILO discuss certain measures with your organization? What measures were agreed upon?
- c. What are your concerns in terms of sustainability of such a project?

Recommendations

In this section we will assess the key lessons learnt; best practices and recommendations to feed back into current and future projects in the same development areas and using similar approaches to meeting objectives.

- 20. What are your recommendations and lessons learnt regarding the project? What should be done differently in future projects? What are the activities that can be improved?

Respondent View - Donor

Introduction:

Thank you very much for setting aside time to talk with me today.

Project Introduction: My name is _____ and I work as an evaluation expert who has been contracted by ILO. I will be asking you a lot of questions regarding your reflections, feedback and recommendations for the “Towards Improved Knowledge on Labour Market and Employment Conditions of Syrian Refugees and Host Communities in Jordan and Lebanon” project in addition to the relevance, efficiency, effectiveness, impact and sustainability of the project. You were selected for this interview because you were involved in the project as a key stakeholder. However, it is not mandatory to answer all the questions in the discussion guide.

Interview Timeframe and Procedure: The conversation will take up to 1 hour.

Permission to Record: If you don't mind, I would like to record our conversation. This allows us at a later stage to listen to the conversation and transcribe the information you provided us with during the meeting. I would like to assure you that no one outside of our team will have access to these recordings. Once the study is finalized, we will delete them.

Your answers will be used for data analysis purposes only and will be kept strictly confidential. No interview respondents will be identified by name in the report.

BEGIN RECORDING: Before we begin, do you have any questions?

Background

1. Please tell me briefly about you and how long have you been working with [your organization], and what is your current role?
2. How closely were you able to monitor the progress of this project? How?

Relevance and Strategic Fit

In this section we will explore the relevance and appropriateness of actions and strategy with the countries' priorities and needs.

3. Are you satisfied with how the needs/gaps of Syrian Refugees and Host Communities were identified at first (sources of data used, interviews conducted, etc.) and how they fed into the design of this project?
4. Given the timing of this project – emergence of COVID-19 worldwide and succession of crises in Lebanon -, do you believe that the project design remained relevant to the needs of Refugees and Host Communities despite all changes?

Coherence and Validity of Design

In this section we will assess whether the strategies and structures followed in Jordan and Lebanon were coherent and logical

5. From the progress report and the final outcome, to what extent you think the staff' underlying assumptions about target population were true?
6. Do you believe that the project strategies and structures followed in Jordan and Lebanon coherent and logical? Why or why not?
7. How satisfied are you with each of the below considerations in this project:
 - a. Gender equality and non-discrimination concerns
 - b. Inclusion of people with disabilities

Project Progress and Effectiveness

In this section we will assess the contribution made by results to achievement of the project purpose, and how assumptions and unexpected events have affected project achievements

8. Were there any activities that ILO and field implementing teams struggled to implement throughout the course of the project? What were the reasons for these difficulties? And were you aware of all details?
9. Do you think that the achievement of the results did improve and update knowledge on the labour market and employment conditions of Syrian refugees and host communities in Jordan/ Lebanon? How?
10. If you were to change anything within the project design, what would that be and why?

Efficiency of resource use

In this section we will explore whether the project results have been achieved at reasonable cost in terms of quality, quantity and time, and the quality of results achieved.

11. Do you think that the project was managed in a cost-efficient manner (in terms of human, financial and other resources versus the results)? Please explain
12. From your point of view, how could the efficiency of the project be improved?

Effectiveness of management arrangements

In this section we will explore the nature of interaction between different stakeholders and how it impacted the project.

13. In your opinion, how positive was the communication between all project stakeholders? Did you face any challenge dealing with any of them? Please explain

14. From your experience, were there any delays in the planning and implementation of the project caused by any of the stakeholders?

Impact

In this section we will examine the effect of the project on its wider environment and its contribution to the wider policy or development objectives.

15. What evidence is there that the project contributed to the achievement of its overall objectives?

Jordan:

Objective 1: Knowledge and evidence of the impacts of work permit regulations on employment and decent work is advanced.

Objective 2: Knowledge on female labour force participation is enhanced at the sectoral level (construction and agriculture)

Objective 3: Evidence base feeds into advocacy and evidence-based policy making on Syrians' access to the labour market and decent work for all in Jordan

Lebanon:

Objective: knowledge and evidence on vulnerability and informality of Syrian and Palestinians refugees as well as host communities in Lebanon is improved, providing basis for policy development and reforms

16. In your opinion, to what extent are national partners able and willing to implement the project's recommendations? What could be the enablers or disabling factors that might support or hinder the implementation of project's recommendations? *(Note to interviewer: probe into lack of capabilities, limited resources, political instability, etc.)*
17. In your opinion, how effectively has the project built national ownership and increased awareness of national stakeholders of the needed measures for refugees and host communities (in Jordan and Lebanon)?

Sustainability

In this section we will assess the likelihood of benefits produced by the project to continue to flow after project has ended.

18. What evidence is there to suggest the project's interventions and/or results will be sustained after the project end?
- What measures were taken to guarantee the sustainability of the project?
 - Did you discuss certain measures with ILO? What measures were agreed upon?
 - What are your main concerns in terms of sustainability?

Recommendations

In this section we will assess the key lessons learnt; best practices and recommendations to feed back into current and future projects in the same development areas and using similar approaches to meeting objectives.

19. What are your recommendations and lessons learnt regarding the project? What should be done differently in future projects? What are the activities that can be improved?

Documents Reviewed

- Impact of work permits on decent work for Syrians in Jordan – Full Report
- Impact of work permits on decent work for Syrians in Jordan – Brief
- Impact of work permits on decent work for Syrians in Jordan – Media
- Changes in Jordan’s work permit regulations for Syrian refugees contribute to decent work – ILO, FAFO report – Press Release
- Assessing Informality and Vulnerability among Disadvantaged Groups in Lebanon: A Survey of Lebanese, and Syrian and Palestinian Refugees – Technical Report
- Assessing Informality and Vulnerability among Disadvantaged Groups in Lebanon: A Survey of Lebanese, and Syrian and Palestinian Refugees – InfoGraphics
- Assessing Informality and Vulnerability among Disadvantaged Groups in Lebanon: A Survey of Lebanese, and Syrian and Palestinian Refugees – Webinar Content
- Ford Foundation Concept Note
- Progress report-Ford Foundation Jordan - Leb 30 NOV
- RAB1801FOR_Progress Report_Jan to May 2021_Submitted 31 July2021

Terms of Reference for Final Internal Project Evaluation



Adobe Acrobat
Document



PROJECT EVALUATION

INCEPTION REPORT

Towards Improved Knowledge on Labour Market and Employment Conditions of Syrian Refugees and Host Communities in Jordan and Lebanon

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INTRODUCTION

The Syrian refugee crisis is one of the most protracted and complex humanitarian emergencies of modern time. It has led to the displacement of millions of Syrians since 2011 to Jordan, Lebanon and Turkey. Jordan and Lebanon are dealing with the largest influxes of Syrian refugees, at a time when both countries already had to contend with difficult socioeconomic conditions before the Syrian crisis, particularly in communities where refugees have settled.

Since the outbreak of the crisis in Syria in 2011, the large refugee population has led to a large strain on basic services, as well as growing competition for jobs and sources of income in both Jordan and Lebanon. Syrian refugees are becoming vulnerable while worries are rising among Jordanian and Lebanese host communities. That said, the two countries embarked on a number of measures to facilitate access of Syrian refugees to work while at the same time protecting their citizens.

Within the framework of the Regional Refugee Response and Resilience Plan (3RP), the ILO has adopted a development-focused and employment-driven strategy to support host communities and refugees in Jordan, Lebanon and Turkey. It aims to preserve social and economic stability and build resilience at the national level, in line with national plans and local chapters of the 3RP. The ILO has identified supporting evidence-based policy development as one of the three key pillars of its response strategy. In this context, the ILO has conducted a large number of studies to assess the impact of Syrian refugees on the labour markets in Jordan and Lebanon. The ILO also recognized the need to continuously improve and update knowledge on the labour market and employment conditions of Syrian refugees and host communities in order to inform policy development.

PROJECT OBJECTIVES

The ILO has embarked on a 2-pillar project in Jordan and Lebanon, aimed at improving knowledge on the employment and labour market situation of Syrian refugees and host communities in both countries to ultimately help inform policy making. In particular, the 2 pillars are as follow:

1. Advancing Decent Work under the Jordan Compact: Work Permits and their Impact on Decent Work for Syrian Workers in Jordan
2. Employment and Working Conditions of Vulnerable Lebanese and Refugee Population Groups in Lebanon: Assessing the Labour Market Impact of the Syrian Refugee Crisis through an Informal Economy and Vulnerability Survey

Objectives of Pillar 1:

- Contribute to and advance the evidence base on the impacts of work permit regulations and procedures governing Syrians' access to the labour market and feed into advocacy and evidence-based policymaking
- Focus on different work permit policies and regulations and their implications on Syrian workers' formal employment and access to decent work

- Provide insight into the impact of work permits on wider labour market challenges in Jordan, including labour market segmentation and employers' access to qualified labour
- Evaluate how work permits impact non-Syrian workers' access to decent work

Objectives of Pillar 2:

- Assess the level of vulnerability and informality among three different population groups – Syrian refugees, deprived Lebanese and Palestinian refugees
- Provide recommendations to better direct national and international support towards programmes and interventions that best respond to the needs of the most vulnerable groups

PROJECT OUTPUTS

Project management was divided between the 2 pillars of the project as follows:

- The Senior Employment Policy Specialist managed the Lebanon component of the project, supported by a team including the Regional Labour Statistician and a number of national officers in Beirut; and
- The Jordan component was managed by the Senior Resilience/Crisis Response Specialist & ILO Iraq Country Coordinator, supported by a team including national project officers (Dutch PROSPECTs); Fafo institute for Labour and Social Research, Oslo, Norway; an ILO external collaborator for research and data analysis; a team of (22) field assistants and supervisors.

Pillar 1 – Project Outputs:

1. Knowledge and evidence of the impacts of work permit regulations on employment and decent work is advanced
2. Knowledge on female labour force participation is enhanced at the sectoral level (construction and agriculture)
3. Evidence base feeds into advocacy and evidence-based policy making on Syrians' access to the labour market and decent work for all in Jordan

Pillar 2 – Project Output:

4. Knowledge and evidence on vulnerability and informality of Syrian and Palestinians refugees as well as host communities in Lebanon is improved, providing basis for policy development and reforms

EVALUATION OBJECTIVES

ILO requested that evaluators undertake a final internal evaluation of the project. The internal final evaluation will assess project performance in relation to stated objectives, outcomes and outputs. It will evaluate the effectiveness of management arrangements and project design, as well the efficient use of

resources, and impacts. Identified opportunities for learning will also form part of the evaluation. The final evaluation will attempt to determine, as accurately and objectively as possible, the relevance, efficiency, effectiveness, impact and sustainability of the project. The evaluation is expected to lead to recommendations and lessons learned for future use by the office.

More specifically, this evaluation aims to:

- Determine if the project has achieved its stated objectives and explain why/why not;
- Determine the impact of the projects in terms of sustained improvements achieved;
- Provide recommendations on how to build on the achievements and results of the project; and
- Document lessons learned, success stories, and good practices in order to maximize the experiences gained.

The evaluation will integrate gender equality and the rights of refugees and vulnerable host communities as a cross-cutting concern throughout its methodology and deliverables.

INTENDED AUDIENCE

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

EVALUATION QUESTIONS

The evaluation will address the following questions:

Relevance and strategic fit

- Q1. To what extent does the project overall objective fit the needs generated by the crises within the two countries?
- Q2. How well do the activities fit into the previous and current national practices underway both in Jordan and Lebanon to address informality and crisis-related issues? Does the projects' design fill any existing gaps, including in terms of knowledge and evidence, but also beyond, that other ongoing interventions have failed to address?
- Q3. Are the project objectives aligned with tripartite constituents' objectives and needs? What measures were taken to ensure alignment?
- Q4. How well does the project complement and build on other previous ILO projects in Lebanon and Jordan?

Coherence and validity of the design

- Q1. Are the project strategies and structures followed in Jordan and Lebanon coherent and logical (what are logical correlations between the overall objective, outcomes, and outputs)? And to what extent are the project's intended outcomes realistic? Did the project undergo design readjustments when necessary?
- Q2. To what extent did the project designs take into account: Specific gender equality and nondiscrimination concerns relevant to the project context, as well as concerns relating to inclusion of people with disabilities?

Project progress and effectiveness

- Q1. What progress have the projects made towards achieving the overall objectives and outcomes? (analysis of achievements and challenges by outcome and at the output level is required)
- Q2. How did outputs and outcomes contribute to ILO's mainstreamed strategies including gender equality, social dialogue, poverty reduction and labour standards?
- Q3. To what extent did operation through a local organization specialized in data collection in Lebanon facilitate activities on the ground? Has the collaboration with the Fafo Institute in Jordan facilitated project implementation? and was it satisfactory for the ILO?
- Q4. To what extent did the projects in Jordan and Lebanon respond to emerging needs brought by COVID-19 pandemic? How did the pandemic affect project implementation?
- Q5. Have the studies conducted under both pillars of the project been successful in leading to the identification of relevant policy actions? Have these policy actions been discussed and/or implemented at the national level? Are national stakeholders made aware of these proposed policy actions?

Efficiency of resource use

- Q1. To what extent have project activities been cost-effective? Have resources (funds, human resources, time, expertise etc.) been allocated strategically to achieve outcomes? To what extent can the project results justify the time, financial and human resources invested in the project?
- Q2. To what extent have the projects been able to build on other ILO or non-ILO initiatives either nationally or regionally, in particular with regard to the creation of synergies in cost sharing?
- Q3. How could the efficiency of the projects be improved?

Effectiveness of management arrangements

- Q1. What was the division of work tasks within the project? Has the use of local skills been effective?
- Q2. How clear was the understanding of roles and responsibilities and division of labour between project's staff and implementing partners/ contractors?
- Q3. How effective was communication between the project teams, implementing agencies, and the regional office and the responsible technical department at headquarters? Have the projects received adequate technical and administrative support/response from the ILO backstopping units?
- Q4. How effectively does the project management team monitor project performance and results? Does the project report on progress in a regular and systematic manner, to PRGRAM and the donors?

Impact orientation

- Q1. What is the likely contribution of the project initiatives to the stated objectives of the interventions?
- Q2. How well have the results of the two studies been disseminated? Did the studies achieve their objectives of raising awareness on key issues and influencing policy development and design?
- Q3. To what extent are national partners able and willing to implement the project's recommendations? How effectively has the project built national ownership and increased awareness of national stakeholders of the needed measures for the promotion of decent work in Jordan and Lebanon, for both refugees and host communities?
- Q4. What hinders the ability of tripartite national stakeholders to effectively implement the project's recommendations (e.g. lack of institutional capacity, limited financial resources, political instability, etc...)?

Sustainability

- Q1. Are the results achieved by the projects likely to be sustainable? What measures have been considered to ensure that the key components of the project are sustainable beyond the life of the projects?
- Q2. Do future planned ILO projects in Jordan and Lebanon build upon the results of this current project, ensuring sustainability and optimal use of results?

Lessons learned

Q1. What good practices can be learned from the project that can be applied to similar future projects?

Q2. Based on the challenges identified during project implementation, what do you think could have been implemented differently for greater relevance, sustainability, efficiency, effectiveness and impact?

METHODOLOGY

The evaluation will employ a methodology that makes use of mixed methods, incorporating primary data collection and secondary data collection. Data collection will principally generate qualitative data. Analysis will make use of this data to inform findings and recommendations.

Work Plan

1. Document Review and Analysis

A document review will be conducted to serve two purposes: First, the document review will inform the development of the data collection tools to be used for primary data collection. Second, the document review will identify relevant secondary data that may be used within the data analysis to inform findings and recommendations.

For this purpose, a desk study will be completed during the early phase of the assessment and prior the start of field work. Data from the document review will be triangulated with primary data collected through the field work, during the data analysis and report writing phases. This work will feed into the final evaluation report.

2. Briefing and Inception Report

ILO focal points briefed the consultants on the status of the project and shared the priority evaluation questions, available data sources, and the list of stakeholders that were involved in implementation. An inception report containing steps of the evaluation, initial research questions, methodology for conducting fieldwork, updated timetable and expected outcomes was prepared by the research consultants. During this phase, the evaluation team also started the desk study to build an understanding of the project and the factors impacting the employment and labour market situation of Syrian refugees and host communities in both countries.

3. Key Informant Interviews (KII)

Following the desk review conducted by the evaluator and after the initial briefing with the project managers for the Jordan and Lebanon components in ROAS, as well as the approval of the inception report, the evaluator will hold virtual meetings with stakeholders together.

Individual interviews will be conducted with the following:

- ILO staff/consultants that have been active;
- ILO ROAS DWT Director, RPU, Senior Employment Policy Specialist and Senior Resilience/Crisis Response Specialist & ILO Iraq Country Coordinator;
- Interview with the donor, the Ford Foundation;
- Interviews with implementing partners (Statistics Lebanon in Lebanon and FAFO Institute for Labour and Social Research in Jordan).

Primary data collection will take place in October and November, 2021.

- KII will typically last for a period of maximum one hour
- KII will be conducted by an experienced interviewer and/or the research consultants in person
- A prepared KII guide will be used to provide structure within the KII, and to help ensure that the interview will generate data that is relevant to the assessment purposes
- Interviews will be audio recorded with prior approval from interviewee
- KII will be conducted in English or in Arabic, dependent upon the preference of the informant
- Following each KII conducted in Arabic, all notes will be translated to English for the purposes of streamlining the data analysis
- Key informants will primarily be from the following types of organizations:

In total, the evaluators will conduct a total of **19** Key Informant Interviews.

Exhibit 1: Key Informant Interview Sample

Jordan		
	Suggested Name	Position\ Entity
1	Maha Kattaa	Senior Resilience/Crisis Response Specialist & ILO Iraq Country Coordinator
2	Frida Khan	Country Coordinator\ Jordan
3	Shaza Jondi	Regional Chief Technical Advisor\ILO
4	Amaal Bani Awwad	National officer-ILO\Amman
5	Simon Done	ILO/CTA
6	Mohammed Mayyteh	Local Partner \GFJTU (general federation for Jordanian trade unions)
7	Hamdan Yakoub	Government \ MOL-Jordan
8	Eman Issa	MOPIC
9	Ghada Abdel Twab	Ford foundation-Donor
10	-Tewodros Kebede	Senior Researcher\ Fafo (Norway)-Virtual meeting
	-Svein Erik Stave	
11	-Hatem Alhroub	Cooperative
	-Ahed Oubidat	
12	-Meriem Suliman	World Bank

	-Shereen Abaddi	
13	-Rania Bakeer	UNHCR
	-Fiona Allen	
Lebanon		
	Suggested Name	Position\ Entity
1	Tariq Haq	Senior Employment Policy Specialist/ ILO
2	Aya Jaafar	National Project coordinator/ ILO
3	Grace Eid	National Project Officer/ ILO
4	Ghada Abdel Tawab	Ford Foundation
5	Castro Abdallah	FENASOL
6	Rabih Haber	Statistics Lebanon
	Samia Jouzi	

Ethical Review and Informed Consent

- All interview tools will include an informed consent statement that incorporates a confidentiality clause. Every effort will be made to ensure that KII are conducted virtually and/or in locations that assure privacy or, if not fully private, are comfortable for respondents.
- At the start of each interview, respondents will be assured confidentiality and asked whether they consent to participate in this evaluation.
- With respondents' permission, interview will be audio-recorded.
- The interviewer will explain to all respondents that participation is completely voluntary, and they can stop the interview at any time with no negative consequences to them. It will also be made clear that both their personal identity will be kept confidential and not indicated against the information they provide.
- Data will be stored on a secured, password-protected computer. Identifying information will be retained in interview transcripts for data analysis purposes.
- Responses will be anonymized in the final report.
- No stipends will be paid to KII participants.

Data Compilation and Reporting

1. Preliminary Findings Workshop

The evaluator will summarize the information, the interviewer's impressions, and implications of the information for the discussion topic. Discussions will be reported in participants' language, retaining their phrases and grammatical use. The evaluator will transcribe and synthesize all Key Informant Interviews in preparation for reporting.

The evaluator will organize a round-table with ILO decision makers to discuss the study findings in preparation for a workshop inviting individuals who have taken part in the interviews as a way to present preliminary findings and validate the interpretations.

2. Draft Report

The evaluator will draft the evaluation report based on the outline agreed upon in the inception report.

3. Final Report

Once the draft of the report has been reviewed by the ILO team, the evaluator will conduct the needed modifications and submit the final research report.

The final version of the report will follow the format below and be in a range of 20-30 pages in length, excluding the annexes:

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

Deliverables

Deliverable	Timeline
Inception Report – Draft Tools and Report Outline	Week 1
Preliminary Findings - Workshop	Week 3
Draft Evaluation Report	Week 4
Final Evaluation Report with executive summary	Week 5

Evaluation Questions Matrix

Question	Measure(s) or Indicator(s)	Data Sources	Data Collection Method	Stakeholder/Informant	Data Analysis
Relevance and strategic fit					
the extent to which the objectives are aligned with the countries' priorities and needs, including national constituents' priorities and needs	•Objectives and strategy of the project support national priorities and needs	•Key Project Documents •Other pertinent documentations •Stakeholders	•Desk Research •In depth Interviews	•ILO Staff •Government & Public Entities •INGOs	•Qualitative analysis of strategies and reports •Qualitative data analysis of KIIs
Validity of design					
the extent to which the project design, logic, strategy and elements are/remain valid vis-à-vis problems and needs	•Strategies and structures considered coherent and logical •Intended outcomes are realistic and inclusive	•Key Project Documents •Stakeholders	•Desk Research •In depth Interviews	•ILO Staff •Government & Public Entities •INGOs •Research Agencies	•Qualitative analysis of strategies and reports •Qualitative data analysis of KIIs
Efficiency					
the extent to which the outputs achieved are derived from an efficient use of financial, material and human resources	•Activities being cost-effective	•Key Project Documents •Stakeholders	•Desk Research •In depth Interviews	•ILO Staff •Donor	•Qualitative analysis of strategies and reports •Qualitative data analysis of KIIs
Effectiveness					
the extent to which the two pillars of the project can be said to have contributed to their overall objectives and more concretely whether the	•Project achievements •Alignment with ILO's mainstreamed strategies •Response to emerging needs •Identification of relevant policy actions	•Key Project Documents •Stakeholders	•Desk Research •In depth Interviews	•ILO Staff •Government & Public Entities •INGOs •Donor	•Qualitative analysis of strategies and reports •Qualitative data analysis of KIIs

stated outputs have been produced satisfactorily					
the extent to which synergies have been built with national initiatives and with other donor-supported projects	•The project complements other ILO and non-ILO projects in Lebanon and Jordan	•Key Project Documents •Other pertinent documentations •Stakeholders	•Desk Research •In depth Interviews	•ILO Staff •Government & Public Entities •INGOs •Donor •Research Agencies	•Qualitative analysis of strategies and reports •Qualitative data analysis of KIIs
effectiveness of management arrangements	•Interaction between stakeholders	•Stakeholders	•In depth Interviews	•ILO Staff & Implementing Partners •Donor	•Qualitative data analysis of KIIs
Impact					
positive and negatives changes and effects caused by the project at the sub regional and national levels, and propositions for increased project impact	•Contribution of the project to the achievement of overall objectives and its effect on the wider environment	•Stakeholders	•In depth Interviews	•ILO Staff •Government & Public Entities •INGOs	•Qualitative data analysis of KIIs
Sustainability					
the extent to which the existing results are likely to be maintained beyond project completion	•Project results considered sustainability potential	•Stakeholders	•In depth Interviews	•ILO Staff •Government & Public Entities •INGOs •Research Agencies	•Qualitative data analysis of KIIs
the extent to which the knowledge developed throughout the project can still be utilized after the end of the project to inform policies and	•The project teams are in a position to effectively work on the project theme beyond the project life	•Stakeholders	•In depth Interviews	•ILO Staff •Government & Public Entities •INGOs •Donor	•Qualitative data analysis of KIIs

practitioners, both in Lebanon and Jordan					
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ILLUSTRATIVE TIMETABLE

		Timetable																														
		October							November																							
		3rd week	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	23	24	25	26	29	30
Phase I:	Inception Report	x																														
Desk Review	Desk Study and Final Research Tools				x																											
Phase II:	Data Collection																															
Fieldwork	Data Analysis																															
	Preliminary Reporting - Workshop																x															
Phase III: Reporting	Draft Evaluation Report																						x									
	Receipt of ILO Comments																															
	Final Evaluation Report																															x

x Indicates submission of deliverables

ANNEX A: LIST OF DOCUMENTS FOR DESK REVIEW

- Impact of work permits on decent work for Syrians in Jordan – Full Report
- Impact of work permits on decent work for Syrians in Jordan – Brief
- Impact of work permits on decent work for Syrians in Jordan – Media
- Changes in Jordan’s work permit regulations for Syrian refugees contribute to decent work – ILO, FAFO report – Press Release
- Assessing Informality and Vulnerability among Disadvantaged Groups in Lebanon: A Survey of Lebanese, and Syrian and Palestinian Refugees – Technical Report
- Assessing Informality and Vulnerability among Disadvantaged Groups in Lebanon: A Survey of Lebanese, and Syrian and Palestinian Refugees – InfoGraphics
- Assessing Informality and Vulnerability among Disadvantaged Groups in Lebanon: A Survey of Lebanese, and Syrian and Palestinian Refugees – Webinar Content
- Ford Foundation Concept Note
- Progress report-Ford Foundation Jordan - Leb 30 NOV
- RAB1801FOR_Progress Report_Jan to May 2021_Submitted 31 July2021

ANNEX B: LIST OF PROPOSED INFORMANTS

Jordan		
	Suggested Name	Position\ Entity
1	Maha Kattaa	Senior Resilience/Crisis Response Specialist & ILO Iraq Country Coordinator
2	Frida Khan	Country Coordinator\ Jordan
3	Shaza Jondi	Regional Chief Technical Advisor\ILO
4	Amaal Bani Awwad	National officer-ILO\Amman
5	Simon Done	ILO/CTA
6	Mohammed Mayyteh	Local Partner \GFJTU (general federation for Jordanian trade unions)
7	Hamdan Yakoub	Government \ MOL-Jordan
8	Eman Issa	MOPIC
9	Ghada Abdel Twab	Ford foundation-Donor
10	-Tewodros Kebede	Senior Researcher\ Fafo (Norway)-Virtual meeting
	-Svein Erik Stave	
11	-Hatem Alhroub	Cooperative
	-Ahed Oubidat	
12	-Meriem Suliman	World Bank
	-Shereen Abaddi	
13	-Rania Bakeer	UNHCR
	-Fiona Allen	
Lebanon		
	Suggested Name	Position\ Entity
1	Tariq Haq	Senior Employment Policy Specialist/ ILO
2	Aya Jaafar	National Project coordinator/ ILO
3	Grace Eid	National Project Officer/ ILO
4	Ghada Abdel Tawab	Ford Foundation
5	Castro Abdallah	FENASOL
6	Rabih Haber	Statistics Lebanon
	Samia Jouzi	

ANNEX C: DATA COLLECTION INSTRUMENTS

The following protocols are general guides with questions to ask across respondents/groups from each category of stakeholders, such that certain results can be compared across these groups. Depending on the stakeholder, particular questions may be omitted if they are irrelevant. Ultimately, protocols will be specifically tailored for each respondent and group as more relevant details become available.

The protocol listed here has been developed for the inception report, and are subject to revision across each of the below groups:

- ILO Staff
- Government and Public Entities
- Donor
- INGOs
- Social partners

KII Guides - General Language for Introduction and Consent

KII Guides

Towards Improved Knowledge on Labour Market and Employment Conditions of Syrian Refugees and Host Communities in Jordan and Lebanon – Project Evaluation

Qualitative Interview Protocols

Introduction:

Thank you very much for setting aside time to talk with me today.

Project Introduction: My name is _____ and I work as a research expert who has been contracted by ILO.

We will be asking you a lot of questions regarding your reflections, feedback and recommendations for the ILO project in addition to the relevance, efficiency, effectiveness, impact and sustainability of the project. You were selected for this interview because you were involved in the programme as a key stakeholder. However, it is not mandatory to answer all the questions in the discussion guide.

Interview Timeframe and Procedure: The conversation will take up to 1 hour.

Permission to Record: If you don't mind, I would like to record our conversation. This allows us at a later stage to listen to the conversation and transcribe the information you provided us with during the meeting. I would like to assure you that no one outside of our team will have access to these recordings. Once the study is finalized, we will delete them.

Your answers will be used for data analysis purposes only and will be kept strictly confidential. No interview respondents will be identified by name in the report.

BEGIN RECORDING: Before we begin, do you have any questions?

Organization:

Date:

Respondent's Name:

Venue:

Official Title:

Interviewer:

Comprehensive View

Questions	Prompts
INTRODUCTION	
1. Please describe your role within your organization. - How long have you served in this position?	- Responsibilities - Coordination with Government, donors, or other public-oriented institutions
2. Please describe your professional involvement in this project - In what ways have you been involved in this project	
Relevance and Strategic Fit	
In this section we will explore the relevance and appropriateness of actions and strategy with the countries' priorities and needs	- National constituents
<ul style="list-style-type: none"> - How the needs / gaps of Syrian Refugees and Host Communities were identified (sources of data used, interviews conducted, etc.)? How did they feed into the design of this project? - What measures were taken to ensure alignment with objectives and needs? - Given the timing of this project, were there any major changes in the needs of the target population throughout the course of the project? Has the project design remained relevant to those needs despite changes? How? - How well does the project complement and build on other previous projects? 	<ul style="list-style-type: none"> - Crises in both countries - Projects conducted by ILO and any other institution
Coherence and Validity of Design	
In this section we will assess whether the strategies and structures followed in Jordan and Lebanon were coherent and logical	
<ul style="list-style-type: none"> - To what extent were the staff' underlying assumptions about target population true? How did these assumptions affect the project design? Throughout the project implementation, did the team identify more facts about target population that could have been addressed in the initial project design? - To what extent were the project's intended outcomes realistic? - To what extent was the project design fit to all population categories 	<ul style="list-style-type: none"> - Logical correlations between the overall objectives, outcomes and outputs - Inclusiveness: Gender, Age, Individuals with disabilities

Project Progress and Effectiveness	
In this section we will assess the contribution made by results to achievement of the project purpose, and how assumptions and unexpected events have affected project achievements.	
<ul style="list-style-type: none"> - Progress towards achieving the overall objectives - Contribution to ILO's mainstreamed strategies (gender equality, social dialogue, poverty reduction and labour standards) - Pros and Cons of contracting a research firm - How did crises (pandemic, economic crisis, Beirut Explosion, etc.) affect project implementation and thus achieving intended objectives? - Level of success in identifying relevant policy actions? 	<ul style="list-style-type: none"> - Probing by planned outputs and activities - Existing policies, discussions, practices, initiatives and coordination with national entities
Efficiency of resource use	
In this section we will explore whether the project results have been achieved at reasonable cost in terms of quality, quantity and time, and the quality of results achieved. We will compare alternative approaches to achieving the same results to see whether the most efficient process has been adopted.	
<ul style="list-style-type: none"> - Was the project managed in a cost-efficient manner (in terms of human, financial and other resources versus the results)? <ul style="list-style-type: none"> a. How did you track your spending? b. Were initial financial forecasts accurate? Did they have to be adapted? c. Did you have enough people for enough time to complete all activities as planned? d. Were resources and expertise shared among involved parties? - What were the external constraints to achieving better efficiency and how well were they mitigated? - Did you build on another ILO and non-ILO initiatives (national and regional). Explain details - Recommendation to improving efficiency 	
Effectiveness of management arrangements	
<ul style="list-style-type: none"> - How has the relationship been between your organization and all the other stakeholders involved in the project <ul style="list-style-type: none"> a. Did you face any challenges when working with any of these stakeholders? b. How frequent were your interactions with each of these stakeholders? c. Were there any delays in the planning and implementation of the project caused by any of these stakeholders? - Effectiveness of reporting mechanism (individuals and system) 	

Impact	
<ul style="list-style-type: none"> - What evidence is there that the project contributed to the achievement of its overall objectives? - Success level in dissemination of data and raising awareness - Enabling and disabling factors to implementing project recommendation 	<ul style="list-style-type: none"> - National stakeholders (cooperation level and capabilities)
Sustainability	
<ul style="list-style-type: none"> - What evidence is there to suggest the project's interventions and/or results will be sustained after the project end? <ul style="list-style-type: none"> a. What measures were taken to guarantee the sustainability of the project? b. Did your organization discuss certain measures with other stakeholders? What measures were agreed upon? c. What were the main concerns of the different team members in terms of sustainability? - Do future planned ILO projects in Jordan and Lebanon build upon the results of this current project, ensuring sustainability and optimal use of results? 	
Lessons Learned	
<ul style="list-style-type: none"> - Good Practices - Recommendations 	

Respondent View - ILO Staff

Introduction:

Thank you very much for setting aside time to talk with me today.

Project Introduction: My name is _____ and I work as an evaluation expert who has been contracted by ILO. I will be asking you a lot of questions regarding your reflections, feedback and recommendations for the “Towards Improved Knowledge on Labour Market and Employment Conditions of Syrian Refugees and Host Communities in Jordan and Lebanon “ project in addition to the relevance, efficiency, effectiveness, impact and sustainability of the project. You were selected for this interview because you were involved in the project as a key stakeholder. However, it is not mandatory to answer all the questions in the discussion guide.

Interview Timeframe and Procedure: The conversation will take up to 1 hour.

Permission to Record: If you don’t mind, I would like to record our conversation. This allows us at a later stage to listen to the conversation and transcribe the information you provided us with during the meeting. I would like to assure you that no one outside of our team will have access to these recordings. Once the study is finalized, we will delete them.

Your answers will be used for data analysis purposes only and will be kept strictly confidential. No interview respondents will be identified by name in the report.

BEGIN RECORDING: Before we begin, do you have any questions?

Background

1. Please tell me briefly how long have you been working with ILO, and what is your current role?
2. In what ways have you been involved in this project? With whom were you in contact and for what? *(Note to interviewer: please probe by entities: Governmental, donors, public-oriented institutions, implementing partners, research agencies, etc.)*

Relevance and Strategic Fit

In this section we will explore the relevance and appropriateness of actions and strategy with the countries’ priorities and needs.

3. How were the needs/gaps of Syrian Refugees and Host Communities identified at first (sources of data used, interviews conducted, etc.)? How did they feed into the design of this project? What measures were taken to ensure alignment with objectives and needs?
4. Given the timing of this project – emergence of COVID-19 worldwide and succession of crises in Lebanon - , were there any major changes in the needs throughout the course of the project? Has the project design remained relevant to those needs despite changes? How? *(Note to interviewer: please probe into situation in country under question)*
5. From a design perspective, how well does the project complement and build on other previous projects? Which projects you examined and what kind of info you took from them?

Coherence and Validity of Design

In this section we will assess whether the strategies and structures followed in Jordan and Lebanon were coherent and logical

6. To what extent were the staff' underlying assumptions about target population true?
 - a. How did these assumptions affect the project design?
 - b. Throughout the project implementation, did the team identify more facts about target population that could have been addressed in the initial project design?
 - c. Did the project undergo design readjustments accordingly?
7. Are the project strategies and structures followed in Jordan and Lebanon coherent and logical?
 - a. What are the logical correlations between the overall objective, outcomes and outputs?
 - b. To what extent were the project's intended outcomes realistic?
8. To what extent did the project designs take into account:
 - a. Gender equality and non-discrimination concerns relevant to project context (*Note to interviewer: please probe into quota distribution as well and how representative it was*)
 - b. Inclusion of people with disabilities (*Note to interviewer: please probe into quota distribution as well and how representative it was*)

Project Progress and Effectiveness

In this section we will assess the contribution made by results to achievement of the project purpose, and how assumptions and unexpected events have affected project achievements

9. Were there any activities that you struggled to implement throughout the course of the project? What were the reasons for these difficulties?
10. Did the achievement of the results improve and update knowledge on the labour market and employment conditions of Syrian refugees and host communities in Jordan/ Lebanon? How?
Jordan:
 - a. Did the quantitative and qualitative analysis of the work permit issuance, employment and labour market data improve knowledge of the impacts of work permit regulations on employment and decent work?
 - b. Did the awareness raising campaigns provide a better understanding of issues surrounding Syrians' employment in Jordan? From your experience, who benefited the most from these campaigns?
 - c. In your opinion, were key processes well informed from the research findings? And are those findings accessible to everyone?**Lebanon:**
 - a. In your opinion, did this project improve knowledge and evidence on vulnerability and informality of Syrian, Palestinians, and Lebanese? How? Give example of gaps that were filled?
11. How did outputs and outcomes contribute to ILO's mainstreamed strategies including gender equality, social dialogue, poverty reduction and labour standards?
12. **Jordan:** Has the collaboration with FAFO facilitated project implementation? How and was it satisfactory?
Lebanon: To what extent did operation through a local organization specialized in data collection in Lebanon facilitate activities on the ground?

13. **Jordan:** Was the project successful in leading to the identification of relevant policy actions? Are national stakeholders made aware of these proposed actions? How?
Lebanon: What is the status of the project in terms of identification of relevant policy actions? From your experience, do you anticipate any particular recommendation or action?

Efficiency of resource use

In this section we will explore whether the project results have been achieved at reasonable cost in terms of quality, quantity and time, and the quality of results achieved.

14. Was the project managed in a cost-efficient manner (in terms of human, financial and other resources versus the results)?
- How did you track your spending?
 - Were initial financial forecasts accurate? Did they have to be adapted?
 - Did you have enough people for enough time to complete all activities as planned?
 - Were resources and expertise shared among involved parties?
15. To what extent have the projects been able to build on other ILO and non-ILO initiatives either nationally or regionally, in particular with regard to the creation of synergies in cost sharing? Please give details
16. What were the external constraints to achieving better efficiency and how well were they mitigated?
17. How could the efficiency of the project be improved?

Effectiveness of management arrangements

In this section we will explore the nature of interaction between different stakeholders and how it impacted the project.

18. How has the relationship been between ILO and all the other stakeholders involved in the project
- Did you face any challenges when working with any of these stakeholders?
 - How frequent were your interactions with each of these stakeholders?
 - Were there any delays in the planning and implementation of the project caused by any of these stakeholders?
19. How clear was the understanding of roles and responsibilities and division of labour between project's staff and implementing partners/ contractors? If you were to change any detail for better results, what would that be and why?
20. As ILO member, did you receive any complaint of lack of technical or administrative support whatsoever?

Impact

In this section we will examine the effect of the project on its wider environment and its contribution to the wider policy or development objectives.

21. What evidence is there that the project contributed to the achievement of its overall objectives?
- Jordan:**

Objective 1: Knowledge and evidence of the impacts of work permit regulations on employment and decent work is advanced.

Objective 2: Knowledge on female labour force participation is enhanced at the sectoral level (construction and agriculture)

Objective 3: Evidence base feeds into advocacy and evidence-based policy making on Syrians' access to the labour market and decent work for all in Jordan

Lebanon:

Objective: knowledge and evidence on vulnerability and informality of Syrian and Palestinians refugees as well as host communities in Lebanon is improved, providing basis for policy development and reforms

22. In your opinion, to what extent are national partners able and willing to implement the project's recommendations? What could be the enablers or disabling factors that might support or hinder the implementation of project's recommendations? *(Note to interviewer: probe into lack of capabilities, limited resources, political instability, etc.)*
23. In your opinion, how effectively has the project built national ownership and increased awareness of national stakeholders of the needed measures for refugees and host communities (in Jordan and Lebanon)?

Sustainability

In this section we will assess the likelihood of benefits produced by the project to continue to flow after project has ended.

24. What evidence is there to suggest the project's interventions and/or results will be sustained after the project end?
 - a. What measures were taken to guarantee the sustainability of the project?
 - b. Did ILO discuss certain measures with other stakeholders? What measures were agreed upon?
 - c. What were the main concerns of the different team members in terms of sustainability?
25. Do future planned ILO projects in Jordan and Lebanon build upon the results of this current project, ensuring sustainability and optimal use of results?

Recommendations

In this section we will assess the key lessons learnt; best practices and recommendations to feed back into current and future projects in the same development areas and using similar approaches to meeting objectives.

26. What are your recommendations and lessons learnt regarding the project? What should be done differently in future projects? What are the activities that can be improved?

Respondent View – Government and Public Entities

Introduction:

Thank you very much for setting aside time to talk with me today.

Project Introduction: My name is _____ and I work as an evaluation expert who has been contracted by ILO. I will be asking you a lot of questions regarding your reflections, feedback and recommendations for the “Towards Improved Knowledge on Labour Market and Employment Conditions of Syrian Refugees and Host Communities in Jordan and Lebanon “ project in addition to the relevance, efficiency, effectiveness, impact and sustainability of the project. You were selected for this interview because you were involved in the project as a key stakeholder. However, it is not mandatory to answer all the questions in the discussion guide.

Interview Timeframe and Procedure: The conversation will take up to 1 hour.

Permission to Record: If you don’t mind, I would like to record our conversation. This allows us at a later stage to listen to the conversation and transcribe the information you provided us with during the meeting. I would like to assure you that no one outside of our team will have access to these recordings. Once the study is finalized, we will delete them.

Your answers will be used for data analysis purposes only and will be kept strictly confidential. No interview respondents will be identified by name in the report.

BEGIN RECORDING: Before we begin, do you have any questions?

Background

1. Please tell me briefly how long have you been working with [your organization] , and what is your current role?
2. In what ways have you been involved in this project? With whom were you in contact and for what? *(Note to interviewer: please probe by entities: ILO, donors, other public-oriented institutions, implementing partners, research agencies, etc.)*

Relevance and Strategic Fit

In this section we will explore the relevance and appropriateness of actions and strategy with the countries’ priorities and needs.

3. From your experience, do you think that the needs/gaps of Syrian Refugees and Host Communities were properly identified from the beginning of the project? Why do you say so...
4. Given the timing of this project – emergence of COVID-19 worldwide and succession of crises in Lebanon - , were there any major changes in the needs throughout the course of the project? Were they reconsidered in the ILO project? How? *(Note to interviewer: please probe into situation in country under question)*

Coherence and Validity of Design

In this section we will assess whether the strategies and structures followed in Jordan and Lebanon were coherent and logical

5. From your experience, to what extent were the project staffs' underlying assumptions about target population true? Do you think they were able to identify all facts about Refugees and Host Communities? Please explain
6. Are the project strategies and structures followed in Jordan and Lebanon coherent and logical? To what extent were the project's intended outcomes realistic?
7. To what extent did the project designs take into account:
 - a. Gender equality and non-discrimination concerns relevant to project context (*Note to interviewer: please probe into quota distribution as well and how representative it was*)
 - b. Inclusion of people with disabilities
8. If you were to change any detail in the project design, what would that be and why?

Project Progress and Effectiveness

In this section we will assess the contribution made by results to achievement of the project purpose, and how assumptions and unexpected events have affected project achievements

9. From your experience, were there any activities that were hard to implement throughout the course of the project? What were the reasons for these difficulties?
10. Did the achievement of the results improve and update **your** knowledge on the labour market and employment conditions of Syrian refugees and host communities in Jordan/ Lebanon?
How?

Jordan:

- a. Did the quantitative and qualitative analysis of the work permit issuance, employment and labour market data improve **your** knowledge of the impacts of work permit regulations on employment and decent work?
- b. Did the awareness raising campaigns provide a better understanding of issues surrounding Syrians' employment in Jordan? From your experience, who benefited the most from these campaigns?
- c. In your opinion, were key processes well informed from the research findings? And are those findings accessible to everyone?

Lebanon:

- a. In your opinion, did this project improve **your** knowledge and evidence on vulnerability and informality of Syrian, Palestinians, and Lebanese? How? Give example of gaps that were filled?
11. **Jordan:** Was the project successful in leading to the identification of relevant policy actions? Are you aware of these proposed actions? How? Please give examples
Lebanon: What is the status of the project in terms of identification of relevant policy actions? From your experience, do you anticipate any particular recommendation or action? Please give examples

Impact

In this section we will examine the effect of the project on its wider environment and its contribution to the wider policy or development objectives.

12. What evidence is there that the project contributed to the achievement of its overall objectives?

Jordan:

Objective 1: Knowledge and evidence of the impacts of work permit regulations on employment and decent work is advanced.

Objective 2: Knowledge on female labour force participation is enhanced at the sectoral level (construction and agriculture)

Objective 3: Evidence base feeds into advocacy and evidence-based policy making on Syrians' access to the labour market and decent work for all in Jordan

Lebanon:

Objective: knowledge and evidence on vulnerability and informality of Syrian and Palestinians refugees as well as host communities in Lebanon is improved, providing basis for policy development and reforms

13. In your opinion, to what extent are you or any other national partner able and willing to implement the project's recommendations? What could be the enablers or disabling factors that might support or hinder the implementation of project's recommendations? *(Note to interviewer: probe into lack of capabilities, limited resources, political instability, etc.)*
14. In your opinion, how effectively has the project built national ownership and increased awareness of national stakeholders of the needed measures for refugees and host communities (in Jordan and Lebanon)?

Sustainability

In this section we will assess the likelihood of benefits produced by the project to continue to flow after project has ended.

15. What evidence is there to suggest the project's interventions and/or results will be sustained after the project end?
- Are you aware of any measures which were taken to guarantee the sustainability of the project?
 - Did ILO discuss certain measures with you? What measures were agreed upon?
 - What are your concerns in terms of sustainability of such a project?

Recommendations

In this section we will assess the key lessons learnt; best practices and recommendations to feed back into current and future projects in the same development areas and using similar approaches to meeting objectives.

16. What are your recommendations and lessons learnt regarding the project? What should be done differently in future projects? What are the activities that can be improved?

Respondent View – INGOs

Introduction:

Thank you very much for setting aside time to talk with me today.

Project Introduction: My name is _____ and I work as an evaluation expert who has been contracted by ILO. I will be asking you a lot of questions regarding your reflections, feedback and recommendations for the “Towards Improved Knowledge on Labour Market and Employment Conditions of Syrian Refugees and Host Communities in Jordan and Lebanon “ project in addition to the relevance, efficiency, effectiveness, impact and sustainability of the project. You were selected for this interview because you were involved in the project as a key stakeholder. However, it is not mandatory to answer all the questions in the discussion guide.

Interview Timeframe and Procedure: The conversation will take up to 1 hour.

Permission to Record: If you don’t mind, I would like to record our conversation. This allows us at a later stage to listen to the conversation and transcribe the information you provided us with during the meeting. I would like to assure you that no one outside of our team will have access to these recordings. Once the study is finalized, we will delete them.

Your answers will be used for data analysis purposes only and will be kept strictly confidential. No interview respondents will be identified by name in the report.

BEGIN RECORDING: Before we begin, do you have any questions?

Background

1. Please tell me briefly how long have you been working with [your organization] , and what is your current role?
2. In what ways have you been involved in this project? With whom were you in contact and for what?

Relevance and Strategic Fit

In this section we will explore the relevance and appropriateness of actions and strategy with the countries’ priorities and needs.

3. From your experience, do you think that the needs/gaps of Syrian Refugees and Host Communities were properly identified from the beginning of the project? Why do you say so...?
4. Given the timing of this project – emergence of COVID-19 worldwide and succession of crises in Lebanon - , were there any major changes in the needs throughout the course of the project? Were they reconsidered in the ILO project? How? *(Note to interviewer: please probe into situation in country under question)*

Coherence and Validity of Design

In this section we will assess whether the strategies and structures followed in Jordan and Lebanon were coherent and logical

5. From your experience, to what extent were the project staffs' underlying assumptions about target population true? Do you think they were able to identify all facts about Refugees and Host Communities? Please explain
6. Are the project strategies and structures followed in Jordan and Lebanon coherent and logical? To what extent were the project's intended outcomes realistic?
7. To what extent did the project designs take into account:
 - a. Gender equality and non-discrimination concerns relevant to project context
 - b. Inclusion of people with disabilities
8. If you were to change any detail in the project design, what would that be and why?

Project Progress and Effectiveness

In this section we will assess the contribution made by results to achievement of the project purpose, and how assumptions and unexpected events have affected project achievements

9. From your experience, were there any activities that were hard to implement throughout the course of the project? What were the reasons for these difficulties?
 - a. Did you face similar difficulties in implementing projects at your organization? How were you able to surpass them?
10. Did the achievement of the results improve and update **your** knowledge on the labour market and employment conditions of Syrian refugees and host communities in Jordan/ Lebanon? How?

Jordan:

- a. Did the quantitative and qualitative analysis of the work permit issuance, employment and labour market data improve **your** knowledge of the impacts of work permit regulations on employment and decent work?
- b. Did the awareness raising campaigns provide a better understanding of issues surrounding Syrians' employment in Jordan? From your experience, who benefited the most from these campaigns?
- c. In your opinion, were key processes well informed from the research findings? And are those findings accessible to everyone?

Lebanon:

- a. In your opinion, did this project improve **your** knowledge and evidence on vulnerability and informality of Syrian, Palestinians, and Lebanese? How? Give example of gaps that were filled?
11. Jordan: Was the project successful in leading to the identification of relevant policy actions? Are you aware of these proposed actions? How? Please give examples
Lebanon: What is the status of the project in terms of identification of relevant policy actions? From your experience, do you anticipate any particular recommendation or action? Please give examples

Impact

In this section we will examine the effect of the project on its wider environment and its contribution to the wider policy or development objectives.

12. What evidence is there that the project contributed to the achievement of its overall objectives?

Jordan:

Objective 1: Knowledge and evidence of the impacts of work permit regulations on employment and decent work is advanced.

Objective 2: Knowledge on female labour force participation is enhanced at the sectoral level (construction and agriculture)

Objective 3: Evidence base feeds into advocacy and evidence-based policy making on Syrians' access to the labour market and decent work for all in Jordan

Lebanon:

Objective: knowledge and evidence on vulnerability and informality of Syrian and Palestinians refugees as well as host communities in Lebanon is improved, providing basis for policy development and reforms

13. In your opinion, to what extent are you or any other INGO able and willing to help implementing the project's recommendations? What could be the enablers or disabling factors and/or parties that might support or hinder the implementation of project's recommendations? (*Note to interviewer: probe into lack of capabilities, limited resources, political instability, etc.*)
14. In your opinion, how effectively has the project built national ownership and increased awareness of national stakeholders of the needed measures for refugees and host communities (in Jordan and Lebanon)?

Sustainability

In this section we will assess the likelihood of benefits produced by the project to continue to flow after project has ended.

15. What evidence is there to suggest the project's interventions and/or results will be sustained after the project end?
- Are you aware of any measures which were taken to guarantee the sustainability of the project?
 - Did ILO discuss certain measures with your organization? What measures were agreed upon?
 - What are your concerns in terms of sustainability of such a project?

Recommendations

In this section we will assess the key lessons learnt; best practices and recommendations to feed back into current and future projects in the same development areas and using similar approaches to meeting objectives.

16. What are your recommendations and lessons learnt regarding the project? What should be done differently in future projects? What are the activities that can be improved?

Respondent View – Research Agencies

Introduction:

Thank you very much for setting aside time to talk with me today.

Project Introduction: My name is _____ and I work as an evaluation expert who has been contracted by ILO. I will be asking you a lot of questions regarding your reflections, feedback and recommendations for the “Towards Improved Knowledge on Labour Market and Employment Conditions of Syrian Refugees and Host Communities in Jordan and Lebanon” project in addition to the relevance, efficiency, effectiveness, impact and sustainability of the project. You were selected for this interview because you were involved in the project as a key stakeholder. However, it is not mandatory to answer all the questions in the discussion guide.

Interview Timeframe and Procedure: The conversation will take up to 1 hour.

Permission to Record: If you don’t mind, I would like to record our conversation. This allows us at a later stage to listen to the conversation and transcribe the information you provided us with during the meeting. I would like to assure you that no one outside of our team will have access to these recordings. Once the study is finalized, we will delete them.

Your answers will be used for data analysis purposes only and will be kept strictly confidential. No interview respondents will be identified by name in the report.

BEGIN RECORDING: Before we begin, do you have any questions?

Background

1. Please tell me briefly how long have you been working with [your organization], and what is your current role?
2. In what ways have you been involved in this project? With whom were you in contact and for what? *(Note to interviewer: please probe by entities: Governmental, donors, public-oriented institutions, implementing partners, research agencies, etc.)*

Relevance and Strategic Fit

In this section we will explore the relevance and appropriateness of actions and strategy with the countries’ priorities and needs.

3. How were the needs/gaps of Syrian Refugees and Host Communities identified at first (sources of data used, interviews conducted, etc.)? How did they feed into the design of this project? What measures were taken to ensure alignment with objectives and needs?
4. Given the timing of this project – emergence of COVID-19 worldwide and succession of crises in Lebanon -, were there any major changes in the needs throughout the course of the project? Has the project design remained relevant to those needs despite changes? How? *(Note to interviewer: please probe into situation in country under question)*
5. From a design perspective, how well does the project complement and build on other previous projects? Which projects you examined and what kind of info you took from them?

Coherence and Validity of Design

In this section we will assess whether the strategies and structures followed in Jordan and Lebanon were coherent and logical

6. To what extent were your underlying assumptions about target population true?
 - a. How did these assumptions affect the project design?
 - b. Throughout the project implementation, did you identify more facts about target population that could have been addressed in the initial project design?
 - c. Did the project undergo design readjustments accordingly?
7. Are the project strategies and structures followed in Jordan and Lebanon coherent and logical?
 - a. What are the logical correlations between the overall objective, outcomes and outputs?
 - b. To what extent were the project's intended outcomes realistic?
8. How the project design take into account:
 - a. Gender equality and non-discrimination concerns relevant to project context (*Note to interviewer: please probe into quota distribution as well and how representative it was*)
 - b. Inclusion of people with disabilities (*Note to interviewer: please probe into quota distribution as well and how representative it was*)

Project Progress and Effectiveness

In this section we will assess the contribution made by results to achievement of the project purpose, and how assumptions and unexpected events have affected project achievements

9. Were there any activities that you struggled to implement throughout the course of the project? What were the reasons for these difficulties?
10. Did the achievement of the results improve and update knowledge on the labour market and employment conditions of Syrian refugees and host communities in Jordan/ Lebanon? How? Can you please list the major gaps that were filled?
11. When designing project activities, did you consider ILO's mainstreamed strategies including gender equality, social dialogue, poverty reduction and labour standards? How?
12. After project completion, when looking backward, if you were to change any detail in the project what would that be and why?

Effectiveness of management arrangements

In this section we will explore the nature of interaction between different stakeholders and how it impacted the project.

13. How was your relationship with ILO and all the other stakeholders involved in the project
 - a. Did you face any challenges when working with any of these stakeholders? Please explain
 - b. How frequent were your interactions with each of these stakeholders?
 - c. Were there any delays in the planning and implementation of the project caused by any of these stakeholders?
14. How clear was the understanding of roles and responsibilities and division of labour between all parties? If you were to change any detail for better results, what would that be and why?
15. Did you raise any complaint of lack of technical or administrative support to ILO? Please give details

Impact

In this section we will examine the effect of the project on its wider environment and its contribution to the wider policy or development objectives.

16. What evidence is there that the project contributed to the achievement of its overall objectives?

Jordan:

Objective 1: Knowledge and evidence of the impacts of work permit regulations on employment and decent work is advanced.

Objective 2: Knowledge on female labour force participation is enhanced at the sectoral level (construction and agriculture)

Objective 3: Evidence base feeds into advocacy and evidence-based policy making on Syrians' access to the labour market and decent work for all in Jordan

Lebanon:

Objective: knowledge and evidence on vulnerability and informality of Syrian and Palestinians refugees as well as host communities in Lebanon is improved, providing basis for policy development and reforms

17. In your opinion, to what extent are national partners able and willing to implement the project's recommendations? What could be the enablers or disabling factors that might support or hinder the implementation of project's recommendations? *(Note to interviewer: probe into lack of capabilities, limited resources, political instability, etc.)*
18. In your opinion, how effectively has the project built national ownership and increased awareness of national stakeholders of the needed measures for refugees and host communities (in Jordan and Lebanon)?

Sustainability

In this section we will assess the likelihood of benefits produced by the project to continue to flow after project has ended.

19. What evidence is there to suggest the project's interventions and/or results will be sustained after the project end?
- Are you aware of any measures which were taken to guarantee the sustainability of the project?
 - Did ILO discuss certain measures with your organization? What measures were agreed upon?
 - What are your concerns in terms of sustainability of such a project?

Recommendations

In this section we will assess the key lessons learnt; best practices and recommendations to feed back into current and future projects in the same development areas and using similar approaches to meeting objectives.

20. What are your recommendations and lessons learnt regarding the project? What should be done differently in future projects? What are the activities that can be improved?

Respondent View - Donor

Introduction:

Thank you very much for setting aside time to talk with me today.

Project Introduction: My name is _____ and I work as an evaluation expert who has been contracted by ILO. I will be asking you a lot of questions regarding your reflections, feedback and recommendations for the “Towards Improved Knowledge on Labour Market and Employment Conditions of Syrian Refugees and Host Communities in Jordan and Lebanon “ project in addition to the relevance, efficiency, effectiveness, impact and sustainability of the project. You were selected for this interview because you were involved in the project as a key stakeholder. However, it is not mandatory to answer all the questions in the discussion guide.

Interview Timeframe and Procedure: The conversation will take up to 1 hour.

Permission to Record: If you don’t mind, I would like to record our conversation. This allows us at a later stage to listen to the conversation and transcribe the information you provided us with during the meeting. I would like to assure you that no one outside of our team will have access to these recordings. Once the study is finalized, we will delete them.

Your answers will be used for data analysis purposes only and will be kept strictly confidential. No interview respondents will be identified by name in the report.

BEGIN RECORDING: Before we begin, do you have any questions?

Background

1. Please tell me briefly about you and how long have you been working with [your organization], and what is your current role?
2. How closely were you able to monitor the progress of this project? How?

Relevance and Strategic Fit

In this section we will explore the relevance and appropriateness of actions and strategy with the countries’ priorities and needs.

3. Are you satisfied with how the needs/gaps of Syrian Refugees and Host Communities were identified at first (sources of data used, interviews conducted, etc.) and how they fed into the design of this project?
4. Given the timing of this project – emergence of COVID-19 worldwide and succession of crises in Lebanon - , do you believe that the project design remained relevant to the needs of Refugees and Host Communities despite all changes?

Coherence and Validity of Design

In this section we will assess whether the strategies and structures followed in Jordan and Lebanon were coherent and logical

5. From the progress report and the final outcome, to what extent you think the staff' underlying assumptions about target population were true?
6. Do you believe that the project strategies and structures followed in Jordan and Lebanon coherent and logical? Why or why not?
7. How satisfied are you with each of the below considerations in this project:
 - a. Gender equality and non-discrimination concerns
 - b. Inclusion of people with disabilities

Project Progress and Effectiveness

In this section we will assess the contribution made by results to achievement of the project purpose, and how assumptions and unexpected events have affected project achievements

8. Were there any activities that ILO and field implementing teams struggled to implement throughout the course of the project? What were the reasons for these difficulties? And were you aware of all details?
9. Do you think that the achievement of the results did improve and update knowledge on the labour market and employment conditions of Syrian refugees and host communities in Jordan/ Lebanon? How?
10. If you were to change anything within the project design, what would that be and why?

Efficiency of resource use

In this section we will explore whether the project results have been achieved at reasonable cost in terms of quality, quantity and time, and the quality of results achieved.

11. Do you think that the project was managed in a cost-efficient manner (in terms of human, financial and other resources versus the results)? Please explain
12. From your point of view, how could the efficiency of the project be improved?

Effectiveness of management arrangements

In this section we will explore the nature of interaction between different stakeholders and how it impacted the project.

13. In your opinion, how positive was the communication between all project stakeholders? Did you face any challenge dealing with any of them? Please explain
14. From your experience, were there any delays in the planning and implementation of the project caused by any of the stakeholders?

Impact

In this section we will examine the effect of the project on its wider environment and its contribution to the wider policy or development objectives.

15. What evidence is there that the project contributed to the achievement of its overall objectives?

Jordan:

Objective 1: Knowledge and evidence of the impacts of work permit regulations on employment and decent work is advanced.

Objective 2: Knowledge on female labour force participation is enhanced at the sectoral level (construction and agriculture)

Objective 3: Evidence base feeds into advocacy and evidence-based policy making on Syrians' access to the labour market and decent work for all in Jordan

Lebanon:

Objective: knowledge and evidence on vulnerability and informality of Syrian and Palestinians refugees as well as host communities in Lebanon is improved, providing basis for policy development and reforms

16. In your opinion, to what extent are national partners able and willing to implement the project's recommendations? What could be the enablers or disabling factors that might support or hinder the implementation of project's recommendations? *(Note to interviewer: probe into lack of capabilities, limited resources, political instability, etc.)*
17. In your opinion, how effectively has the project built national ownership and increased awareness of national stakeholders of the needed measures for refugees and host communities (in Jordan and Lebanon)?

Sustainability

In this section we will assess the likelihood of benefits produced by the project to continue to flow after project has ended.

18. What evidence is there to suggest the project's interventions and/or results will be sustained after the project end?
- What measures were taken to guarantee the sustainability of the project?
 - Did you discuss certain measures with ILO? What measures were agreed upon?
 - What are your main concerns in terms of sustainability?

Recommendations

In this section we will assess the key lessons learnt; best practices and recommendations to feed back into current and future projects in the same development areas and using similar approaches to meeting objectives.

19. What are your recommendations and lessons learnt regarding the project? What should be done differently in future projects? What are the activities that can be improved?

ANNEX D: PRELIMINARY REPORT OULTINE

Acronyms and Abbreviations

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