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Final Internal Evaluation of the Employment Intensive Investment Program (EIIP) & Decent Employment for Women in Yemen

QUICK FACTS

Countries: Yemen

Evaluation date: 31 July 2023

Evaluation type: RBSA

Evaluation timing: Final

Administrative Office: Regional Office for the Arab States (ROAS)/DWT-Beirut

Technical Office: Regional Office for the Arab States (ROAS)/DWT-Beirut

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DC Symbol: YEM/21/01/RBS

Donor(s) & budget: RBSA budget - USD 600,000

Key Words: EIIP, Yemen, PWP, SFD

BACKGROUND & CONTEXT

Summary of the project purpose, logic and structure

The specific objectives of the project have been:

1. Mainstreaming employment intensive investment approach, decent work, occupational safety and health, and environmental and social safeguards in all existing implementing partners' guidelines, tools and projects on cash-for-work, according to ILO's most updated tools and methodologies.
2. Reviewing, updating and piloting the community contractors' guidelines for a sensitive approach on gender inclusion.

The goal of the project has been to ensure that women and vulnerable households are placed at the centre of the humanitarian, development and peace agenda in Yemen. Initially this has focused on current cash-for-work schemes by providing technical support to guide and support a redirection from provision of temporary employment to more long-term sustainable employment. The theory of change approach has been to first assess impact on beneficiaries through a pilot project to test various manuals and knowledge products. Project interventions have been made by the Implementing Partners Public Works Project (PWP) and Social Fund for Development (SFD) and, by extension, Ministry of Social Affairs and Labour. The interventions have covered Sana'a & Aden.

Present situation of the project

The project has ended. It closed before completing all of its activities. 40% completed.

The missing component was piloting the community contracting guidelines for 52 trained women contractors and capacity-building activities for contractors, which included mentoring, business setup, seed funding, and pilot contracting.

Purpose, scope and clients of the evaluation

The evaluation has aimed at assessing the overall achievements of the project against the planned outcomes and outputs, in order to generate lessons learned and a best practices knowledge product. The assessment has in particular analysed the project's relevance and strategic fit, the validity of project design, the project's efficiency, effectiveness, impact and sustainability. The primary clients are ILO ROAS and the Yemen team, the ILO constituents, Implementing Partners PWP and SFD and MoSAL.

Methodology of evaluation

The evaluation has used a mixed method approach, incorporating a desk review of project documents, semi-structured interviews with key informants and a survey of 52 women project beneficiaries. The main limitation of the evaluation is that closure of the project before all components could be completed has led to uncertainties regarding actual impact and potential sustainability of the project.

MAIN FINDINGS & CONCLUSIONS

The evaluation finds the project objectives to be aligned with sub-regional, national and local priorities and needs, the constituents' priorities and needs and donor priorities for Yemen. The project strategy addresses important labour problems and needs; however, there is room for improvement regarding duration of training courses and subject matter covered. Project components were efficient even though the overall project did not achieve its objectives as the project ended before implementation of all its activities. Leveraging local consultants to update manuals and having an MIS system developed locally were very efficient measures. The project has achieved potential sustainable impact by building on existing projects of implementing partners, leveraging their resources and expertise, and creating synergy effects. The project has applied a gender-sensitive approach by emphasizing inclusion of women in intensive labour projects. There are good prospects for sustainability of what the project achieved in terms of knowledge products. The manuals updated by the project and the MIS system created have potential to transform future operations towards an EIIP approach. However, an otherwise relevant and well-designed project has suffered from weaknesses in project management, especially delayed staff recruitment, which has resulted in sub-optimal outcomes. Due to delays in commencing project implementation all planned pilot project activities could not be completed, and there was insufficient time to ensure proper use of developed manuals and MIS system.

RECOMMENDATIONS, LESSONS LEARNED AND GOOD PRACTICES

Main findings & Conclusions

The recommendations made include:

	<ol style="list-style-type: none"> 1. Future projects should prioritize effective project management, with timely staff recruitment, proper training and mentoring, clear roles and responsibilities, including M&E function. 2. Strong partnerships and collaboration with major donors such as the World Bank should be built to enhance project impact and resource utilization. 3. Implementation of a gender-sensitive approach should be continued, while also considering the needs of existing (male) stakeholders to promote inclusivity. 4. Implementing Partners should have mechanisms to protect and fully support women contractors who might become victims of abuse and harassment as a result of the activities they are engaged in. 5. Structured regular progress reporting and communication protocols should be developed to improve project monitoring, transparency and accountability.
Main lessons learned and good practices	<p>Lessons learned include:</p> <ol style="list-style-type: none"> 1. Leveraging local and regional expertise can save time and costs. 2. Collaborating with existing national initiatives and donor projects can enhance project impact. 3. Creating updated manuals and an MIS system can lead to long-term sustainability. 4. Adopting a gender-sensitive approach in capacity building can empower underrepresented groups and promote inclusivity. 5. Facilitating knowledge sharing among stakeholders can foster positive collaboration. 6. Providing adequate support to project coordinators is crucial for effective project management. 7. Clearly defined roles and responsibilities are essential to avoid confusion. <p>Good practices observed include:</p> <ol style="list-style-type: none"> 1. Efficient use of local and regional expertise. 2. Synergies with national initiatives and donor projects created. 3. Manuals and MIS system developed for long-term sustainability.



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| | <ol style="list-style-type: none">4. Gender sensitivity and inclusion demonstrated by providing capacity building to women interested in contracting for community construction.5. Positive collaboration with learning opportunities provided.6. The project made efficient use of resources by leveraging ILO's existing expertise. |
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