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<Enhanced Capacity Of The Government And Social Partners To Develop A National Labour Policy, And Mainstream SDGs Relating To Employment And DW Into National Development And Crisis Response Fra

QUICK FACTS

Countries: Lebanon

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Administrative Office: DWT

Technical Office: Employment

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BACKGROUND & CONTEXT

Summary of the project purpose, logic and structure

The ILO considers evaluations as an integral part of RBSA projects and therefore proposed conducting a final internal evaluation of the project's design, implementation, and results. The evaluation aimed to assess the achievement of results against its planned objectives and outcomes to generate lessons learned, best practices, and recommendations.

The evaluation utilized the OECD-DAC methodology and in specific the following evaluation criteria were assessed: Relevance and strategic fit, Validity of design, Effectiveness, Efficiency, Impact, and Effectiveness of management arrangements and Sustainability

Present situation of the project

The evaluation extended from September 2022 till November 2022. Data collection took place between September 2022 and October 2022. A total of 10 KIIs were conducted with different key stakeholders who were the most involved in the project. Hence, the respondents had a high degree of awareness of both the project under evaluation and the wider community overall.

Purpose, scope and clients of the evaluation

The evaluation aimed to assess the achievement of results against its planned objectives and outcomes to generate lessons learned, best practices, and recommendations.

The evaluation assessed the project duration spanning August 2020 till April 2022. It delved into the project's achievement at the level of each milestone. The evaluation also took into consideration the project's duration, existing resources, political, security, and environmental constraints by assessing different activities and actions implemented throughout the project.

Gender equality, inclusion of people with disabilities, environmental sustainability, ILS, social dialogue, and Covid-19 were crosscutting concerns integrated in the methodology and deliverables of this evaluation.

The main clients of this evaluation were the ILO, the ILO ROAS, and the ILO constituents in Lebanon: Ministry of Labour, the Association of Lebanese Industrialists (ALI), workers' organizations, the Central Administration of Statistics (CAS), and other UN agencies. Secondary users included the ILO EVAL, other project stakeholders, and units that may indirectly benefit from the knowledge generated by the evaluation.

Methodology of evaluation

To meet the research objectives and provide an evaluation of the project, its design, implementation, and results, a qualitative approach was utilized for information collection and analysis. The approach enabled the evaluators to draw extensive information from a range of stakeholders and overcome methodological or tool-specific limitations. It allowed to cross-reference and validate the information provided by a variety of key informants and respondents.

The evaluation was utilization focused, gender responsive, and used the principle of participation through stakeholders' involvement across the evaluation cycle. The following principles were taken into account: inclusiveness, precision of data/evidence, and COVID-19 mitigation measures.

Prior to primary data collection, a comprehensive desk review of project background documents (including internal and external reports and data) and existing secondary data was conducted to identify key information gaps and themes which could be further explored.

Five KIIs were conducted with the ILO staff and five with project contributors who were directly involved in project implementation.

MAIN FINDINGS & CONCLUSIONS

In the context of COVID-19 pandemic, the Lebanese economic crisis, and the lack of reliable and timely labour force data and updated statistics, the project conducted by the ILO to develop evidence-based policies was relevant to the needs of the labour market and the current employment situation. The project's strategies and framework were relevant to the overall objective, which was aligned with the ILO's strategic approach, the framework of the ILO Decent Work Country Programme of Lebanon from 2018-2020, and the ILO's Project and Budget (P&B) from 2020-2021. The project provided adequate and timely responses to the emerging needs and priorities given multiple external challenges faced in the country, including the economic crisis and shortage of basic goods. Gender was prioritized in the FULFs at the level of data collection and analysis, as well as the rights of migrants and refugees. Yet, given the data collection methods' restrictions, a proper disability module could not be included.

The project was managed in a cost-efficient manner; however, human resource limitations and contextual challenges resulted in the

delay of project's completion. Coordination efforts with the Central Administration of Statistics (CAS), worker and employer representatives, and other project constituents were efficient.

The action fulfilled a part of its intended outcomes. External factors inhibited the achievement of project's milestones three and four. Social dialogue between the different stakeholders was effective in supporting the project's objectives. The effective communication between the ILO project's team and its headquarters contributed to the fulfilment of objectives, specifically under milestones one and two.

The project positively impacted the development process of a National Employment Policy (NEP) which, when completed, will impact the world of work and constitute a solid framework that all labour market actors expressed a willingness to abide to. Specific project components such as the Lebanon Follow-Up Labour Force Survey of January 2022 (FULFS 2022), capacity building, and social dialogue have proved to have a multi-faceted sustainable impact. However, sustainability requires additional measures and attention.

RECOMMENDATIONS, LESSONS LEARNED AND GOOD PRACTICES

Main findings & Conclusions

1. Given the project will be continued, it is important to continue the identification of external risks and specific conditions which may facilitate or hinder the project's implementation, in addition to considering potentially postponing or extending project timelines.
2. Insist on conducting regular follow-up surveys and evaluations to assess the situation and changes across different aspects of the labour market given its relevance and importance in closing the knowledge and data gap.
3. Expand capacity building activities for local actors at early stages of the project's implementation to empower local leadership and improve sustainability, as well as ensure impact, with consideration of high turnover rates faced by local actors.
4. Considering the emergency state of the country, it is crucial to maintain flexibility in adjusting specifications of the program and adapting to the various changing contextual needs.
5. Emphasize the inclusion of social dialogues in future programming due to its importance in bringing a diverse array of

	<p>actors together and in order to increase efficiency and effectiveness of program interventions.</p> <p>6. Coordinate with a fixed-term focal point at the Ministry of Labour, in addition to the Minister, to guarantee proper follow up and responsiveness.</p>
Main lessons learned and good practices	<p>Lessons Learned:</p> <ol style="list-style-type: none"> 1. During the design phase, a proper assessment of the capacities of institutions is necessary to ensure timely implementation and the achievement of program targets. 2. Expand the lobbying efforts and networking events to include governmental actors, specifically the relevant ministries. Discussions and the promotion of dialogue between public, private, national and international actors will guarantee the relevance of the program's initiative and the achievement of its targets. 3. To avoid ineffective efforts, solid communication should be clearly established and evident between project implementers and the Ministry of Labour. Fixed-term ministerial actors should be informed of all programmatic steps in order to ensure an overall understanding of the program's goal and the expectations of their involvement, including maintaining transparent communication such as regular updates. Uniting the efforts of international organizations, such as the ILO and governmental entities, will lead to the achievement of intended results despite political instability. 4. The development of national policies is a challenging task considering the adverse social, political, and environmental contexts. Administrative considerations such as the timing of such initiatives is necessary for reform knowing that all decision-making bodies should be set up and well- prepared. <p>Good Practices:</p> <ol style="list-style-type: none"> 1. The ways in which operational challenges faced by the program's implementing partner were handled proved effective, particularly during the program's survey phase and in regard to providing alternative solutions to issues that arised, such as resorting to external consultants, the provision of basic goods, and technical support. 2. The survey was effective in providing reliable data and statistics on the current market context as well as the impact of the

compounded crises on employment and occupations in Lebanon. It helped close the data gap in the country.

3. Weekly planning and maintaining close follow up on the project's activities is essential, especially in challenging countries like Lebanon which undergo several crises simultaneously.

4. Access to a database of experts, specialists, and consultants is useful to support in overcoming challenges caused by external factors

5. For the drafting of the National Employment Policy, work groups and discussions were based on reliable data and statistics presented by ILO staff.

6. Remote data collection was an effective solution to collecting data on the labour market in the midst of inaccessibility of transportation due to rising fuel costs and COVID-19 safety measures.