

# Decent Work Across the Humanitarian, Development and Peace Nexus in the Arab Region

A collaboration between the ILO  
and the Nexus Academy

Intercontinental  
Hotel  
**Amman-Jordan**  
9-12 September  
2024

# Session 2 – Day 3

Deep-dive into Decent Work Approaches in the Nexus

## Agenda – Day 3

**9:00-10:30** Debrief and impressions

**10:30-11:00** Break

**11:00-12:30** Session 2.1: Forced displacement, decent work and the Nexus – PROSPECTS from ‘People who benefit’ to ‘People who Sustained’

**12:00-13:00** Lunch break

**13:30-15:00** Session 2.2: From Cash-for-Work to employment opportunities for building trilingualism

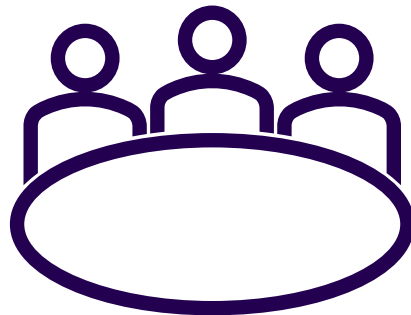
**15:00-15:15** Break

**15:15-17:00** Session 2.3: Social protection Opportunities for Building Trilingualism Principles

# Debrief

After the panel on financing experience, in which direction should the financing strategy be heading in your respective countries?

*Raise your hand to contribute to the discussion, 5 minutes per group*



***Time: 30 minutes***



# 24/24 7/7 Questions on Slido

Join at  
**Slido.com**  
**#4028649**



**BREAK** 

 **10:00- 10:30**



# ► **Forced displacement, decent work and the Nexus – PROSPECTS from ‘People who benefit’ to ‘People who Sustained’**

**Session 2.1**

# Objective of the session

To provide workshop participants with different experiences of collaborating throughout the H-D-P Nexus in support of forcibly displaced populations and host communities. Using primarily the experience from PROSPECTS Phase 1, identify the factors and/or conditions (as they relate to the adoption of an HDPN approach) to systematically deliver integrated packages of support to forced displacement caseloads and host communities.

# Presentation

Shaza Ghaleb Jondi, Regional Chief Technical Adviser (Lebanon- Jordan – Iraq) ILO PROSPECTS,  
Moderator

- Jan-Jaap Sas, First Secretary, International Cooperation, the Embassy of the Kingdom of the Netherlands to Lebanon
- Alexandre Shein, Regional Advisor for Adolescent Development and Participation (ADAP), UNICEF MENA office
- Marguerite Duponchel, Senior Development Officer/ head of development unit (livelihoods & education) UNHCR Jordan

# Country-based group work

*Develop 2-3 SMART principles/actions per chosen question*

## 1. Coordination

How can the Decent Work Agenda be more effectively **integrated with humanitarian aid and development programs**, to **create cohesive and durable solutions** for forcibly displaced populations? What **mechanisms** can be established to ensure that **employment and social protection programs** for displaced persons are **aligned with national development plans**? What existing **national coordination mechanism** should be the main point of entry?

## 4. Sustainability and Long-Term Impact

•How can DW programs in forced displacement contexts be designed to **ensure long-term sustainability** beyond immediate crisis response? What **role** can **Governments, social partners and local institutions** play in sustaining decent work initiatives after the HDP actors' direct involvement ends? How can **capacity building** in FD contexts ensure this sustainability?

## 2. Tailoring Interventions to Context (Adaptive Management)

•What are the **most critical labor market needs** in the regions affected by displacement, and how can **programs be tailored** to meet these needs while **promoting long-term development**?

## 5. Community Cohesion and Peace

•What efforts are required to **reduce tensions, foster dialogue, and build trust** between displaced populations and host communities? How can international actors work through an HDPN approach to **support national and local efforts to promote cohesion** in environments often fraught with competition over resources, cultural differences, and perceptions of inequality?

## 3. Economic Integration, Market Access & Self-Reliance

•How can the HDPN actors **support the economic integration** of displaced persons into host communities, ensuring that they have access to markets and can contribute to the local economy? What **partnerships** with the **private sector** can be leveraged to create sustainable employment opportunities for displaced populations?

## 6. Pathways to Return of Refugees & Sustainable Solutions

•How can host countries, international organizations, and the country of origin **collaborate to support the reintegration of returning refugees**, ensuring they have access to livelihoods, housing, and basic services? What **legal and policy frameworks** need to be strengthened or developed to ensure the **protection of refugees** during the process of return or when accessing complementary pathways (ie third countries)?

# LUNCH BREAK



12:20- 13:20



# ► From Cash-for-Work to employment opportunities for building trilingualism

Session 2.2

## Objectives of the Session

- **To promote the integration of elements of decent work in existing Cash-for-work interventions to bring the following changes:**
- **Identify the factors/elements that facilitate the shift towards sustainable employment to support longer-term development priorities,**
- **Introduce decent work principles and actions such as support to social protection, improved productivity and skills, application of decent work provisions and occupational safety and health, and gender inclusion practices,**
- **Engage private-sector contractors involved in CfW implementation and support social constituents to adhere to the international labour standards and to better cope with the crisis and ensure their business continuity.**
- **Identify areas of convergence in both humanitarian and developmental frameworks in terms of key indicators.**

# Cash for Work

▶ What is your understanding of a Cash-for-Work programme and an EIIP?

Why CFW?

When CFW?

How ?

Who?

## Definition

Cash for Work interventions provide employment to unskilled and semi-skilled workers on labour intensive projects such as rehabilitation of irrigation systems, soil conservation, and road construction and maintenance.

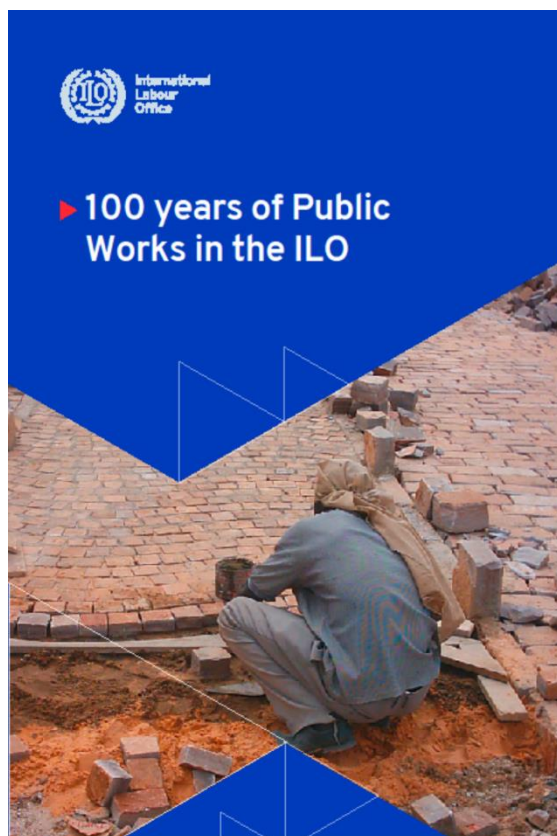
## Cash for Work objective

In most cases, CFW projects often has dual objectives:

Provide income support to poor, vulnerable men and women through short term, intensive and unskilled so they can meet their essential needs

Build or rehabilitate public/community assets and infrastructure that are vital for sustaining the livelihoods of a community and restoring agricultural activities

**Cash for Work programmes** can address basic needs, prevent negative coping mechanisms, while building or rehabilitating productive assets, reduce the impact of natural hazards and promote climate change adaptation and mitigation, enhance livelihoods resilience to shocks and crises and thus help to address food security in the medium and long term. CFW can be linked to existing Social Safety Net programmes

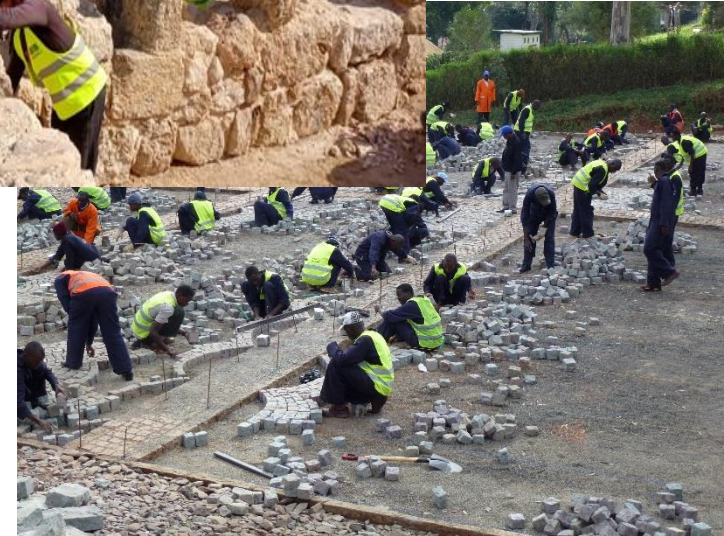


International  
Labour  
Organization



## Employment Intensive Investment Programme

Supports countries in the design, implementation and evaluation of policies and programmes aiming to address unemployment and underemployment through public investment, typically in infrastructure development and environmental works.



Technical assistance & implementation support, capacity building & training, knowledge development, policy advice and partnerships....

**EIIP: .....promotes employment-intensive investment approaches...local resource-based approaches...labour-based technologies...**

Promote these approaches in Infrastructure and Environment



Environmental and Social Safeguards

► **- Inclusive Infrastructure (environmental works)** = infrastructure development that enhances positive outcomes in terms of inclusion (principles: equitable, accessible, do-no-harm and empowering).

- participation in planning
- participation in implementation (work)
- participation of vulnerable groups (rural poor, women, refugees...).
- participation in benefits (management/maintenance)

► **- Optimize the use of local resources** (employment intensive technologies, local resource-based technologies, labour-based technologies):

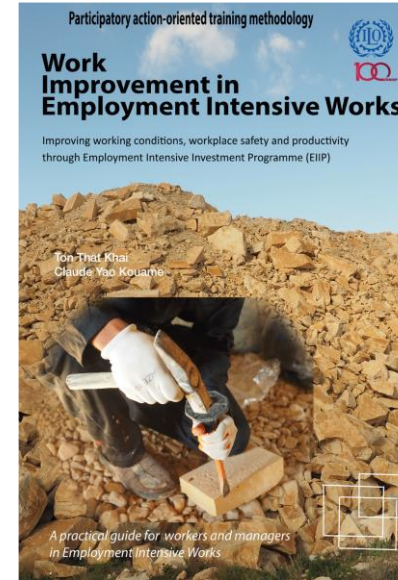
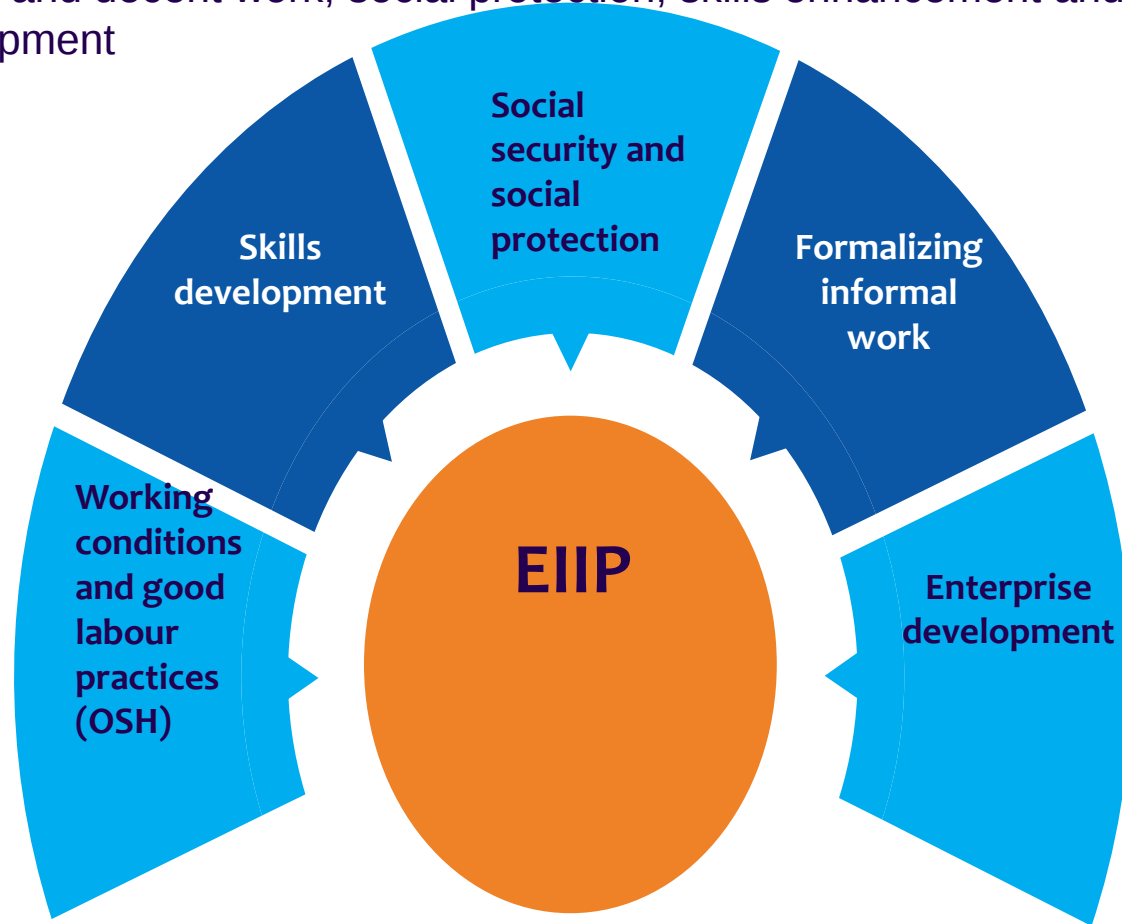
- local labour
- local materials
- local skills and technologies
- local contractors and suppliers
- local communities
- local governments

► **- Avoid negative effects and maximize positive impacts (ESS-OSH)**  
(environment and people)

- Quality, Impact and Sustainability of Assets
- Quality and Productivity of Work (Decent Work and OSH)



EIIP Programmes provide entry points for policy development, introducing good working practices and decent work, social protection, skills enhancement and enterprise development



## Examples from the region

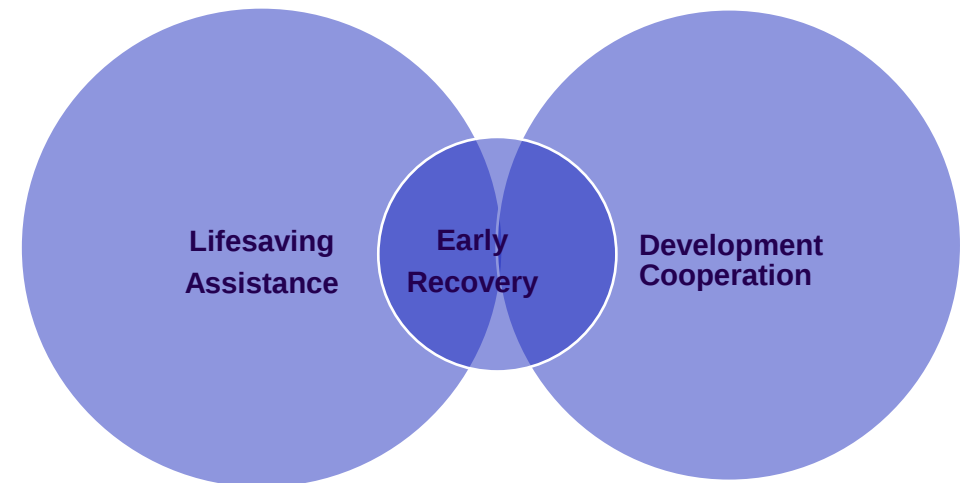
- What are the main challenges in implementing EIIP and CfW programs in fragile or conflict-affected settings, and how can these be overcome? **Tomoki**
- How can EIIP and CfW programs be integrated to ensure a seamless transition from humanitarian aid to sustainable development? **Farah**
- In what ways can these programs be tailored to enhance local capacity building and community resilience and ensure inclusive participation by marginalized groups as part of the HDPN strategy? **Rita**
- What evidence exists that demonstrates the effectiveness or not of EIIP and CfW in contributing to peace and stability in conflict-affected regions? How can partnerships improve/strengthen CfW operations with a DW dimension? How can EIIP and CfW programs be designed to foster local ownership and ensure long-term sustainability beyond the immediate humanitarian needs **Zeina**
- What role do local governments, NGOs, and the private sector play in the successful implementation of EIIP and CfW programs within the HDPN context? **Haitham**
- What are some of the exit strategies that need to be in place to maintain development gains and, where possible, expand on them? How should exit strategies be adapted to account for the unique political, economic, and social challenges in the Arab States region? **Maha**

## ► Syria: Political context where Nexus cannot be discussed

### Parameters and Principles of UN Assistance in Syria (2017-)

Humanitarian Response Plan (HRP):

- *“must remain humanitarian” - NO NEXUS*
- *“UN shall work directly with communities and households” - NO INSTITUTIONS*
- *“Only once there is a genuine and inclusive political transition negotiated by the parties, would the UN be ready to facilitate reconstruction” - NO RECONSTRUCTION*
- *“**Early recovery and resilience building [...]** offer an opportunity to go beyond immediate life-saving assistance and offer minimum living conditions for local affected communities”*



## Syria: Early Recovery & Planning (We need not talk about Nexus)

### Search for common variables

#### ► Humanitarian Response Plan (HRP)

Sectoral approaches (e.g. education, WASH, protection, livelihoods, etc.)

Key indicator: Number of beneficiaries reached

Resilience-building pillar: key for early recovery

#### ► United Nations Strategic Framework (UNSF)

Impact of development cooperation support (theory of change)

Self-sustenance, employment promotion

| HRP                                              | UNSF                                  |
|--------------------------------------------------|---------------------------------------|
| Immediate livelihood means (cash & voucher, C4W) | Employment opportunity (jobs, skills) |
| Number of people reached                         | Theory of change for target group     |
| People in need                                   | Employers & Workers                   |

## Example 1: Legal gaps in C4W in Syria

### Alignment with National Legal Instruments

#### ► Labour Law No. 20 (2010)

*Article 1: “Casual work: work that is not in nature involved in the activity of the employer and does not take more than six months to complete.*

*Article 5: “The provisions of this Law shall not apply to [...] Casual workers.”*

#### ► Social Security Law No. 92 (1959)

*Article 2: “The provisions of this Act [...] shall not apply to [...] workers who are employed in temporary casual work”*

C4W beneficiaries  
are not protected  
by laws

What are the  
minimum  
conditions that  
should be  
applicable?

## Example 2: Contracting SMEs in Syria

### Contract modality matters (Syria Humanitarian Fund / OCHA)

#### ▶ Contracting SMEs

Local contractors (construction companies) to rehabilitate infrastructure

\*Local companies to stay there

#### ▶ Contractor training

Labour-based engineering technologies;

Public procurement bidding;

Decent working conditions;



**Evaluate!**

Nexus Academy is an initiative delivered by the UN-DAC Dialogue Group.  
Common good powered by UNDP SURGE Academy.

## Favorable environment to contract SMEs



**National development framework and policies (National Employment Policy, SMEs Development Policy, etc.)**



**Identification, categorization, registration**



**Governance of the Public Investment Programme**



**Procurement Code**



**Decentralisation and community participation**

## Example 3: An exist strategy for employment in Syria

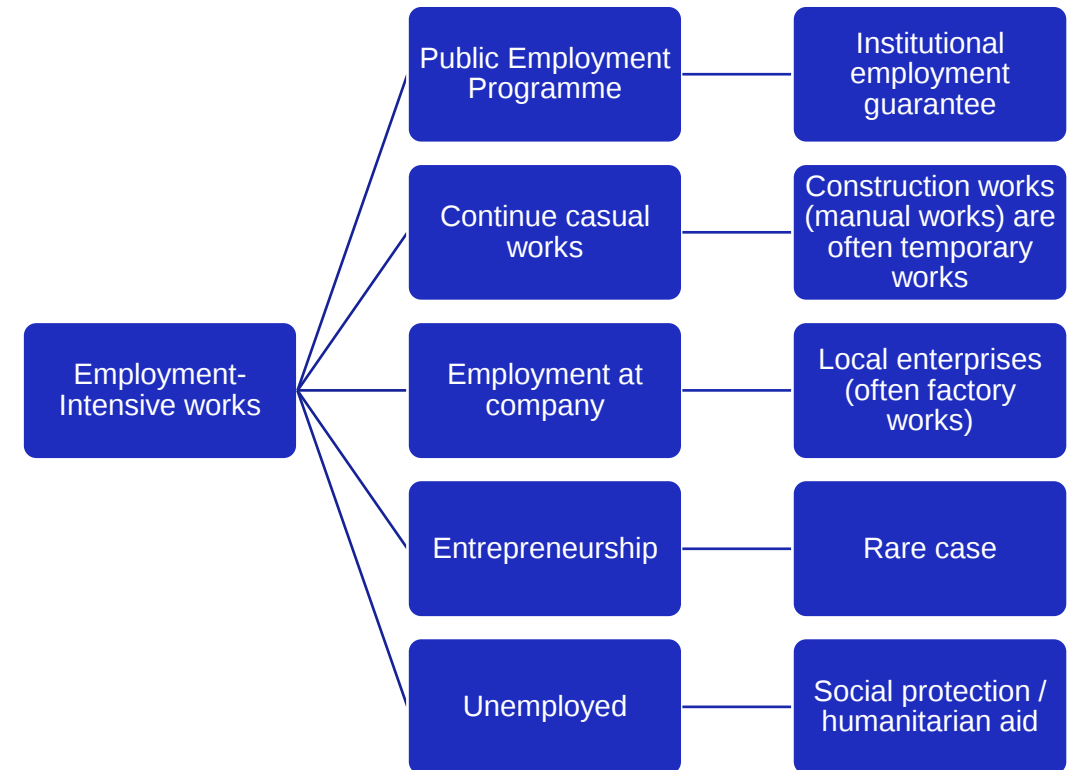
### Job placement, work-based learning

#### ► Transition to employment at local enterprises

1. Profiling skills and aspiration of beneficiaries/workers
2. Mapping labour market demands
3. Connecting with TVET
4. Wage subsidies conditional upon commitment for retainment
5. TVET training and OJT

#### ► Results

1. Only 3 out of 100 infrastructure workers applied (1 month recruitment gap; workers prefer casual work)
2. 23% retention after training, at 16 enterprises



# Jordan- Background



The project has started in 2016 as a response to the Syrian Crisis in Jordan and to help the government of Jordan in overcoming the pressure on the services due to the Syrian influx and to create short term jobs for Syrians and Host Communities.

The project is now in Phase VI and all the previous phases were focusing on Humanitarian Support , now in Phase VI the project is moving from Humanitarian to development.

Crisis  
Response

Emergency  
Relief

Formalisation

Graduation

Policy and  
Institutions

SOPs on Decent Work in  
the CFW sector

Capacity building of  
municipal governments  
and contractors

Programme Support Unit

Regulatory reforms for  
work permits

Extension of labour laws  
to uncovered sectors

Extension of social  
protection and inclusive  
coverage

TVET reform – governance,  
market intelligence mechanisms,  
competency standards and  
competency based curricula

Global tools and methods on  
entrepreneurship

From social assistance to jobs

Direct  
beneficiaries

Cash for work

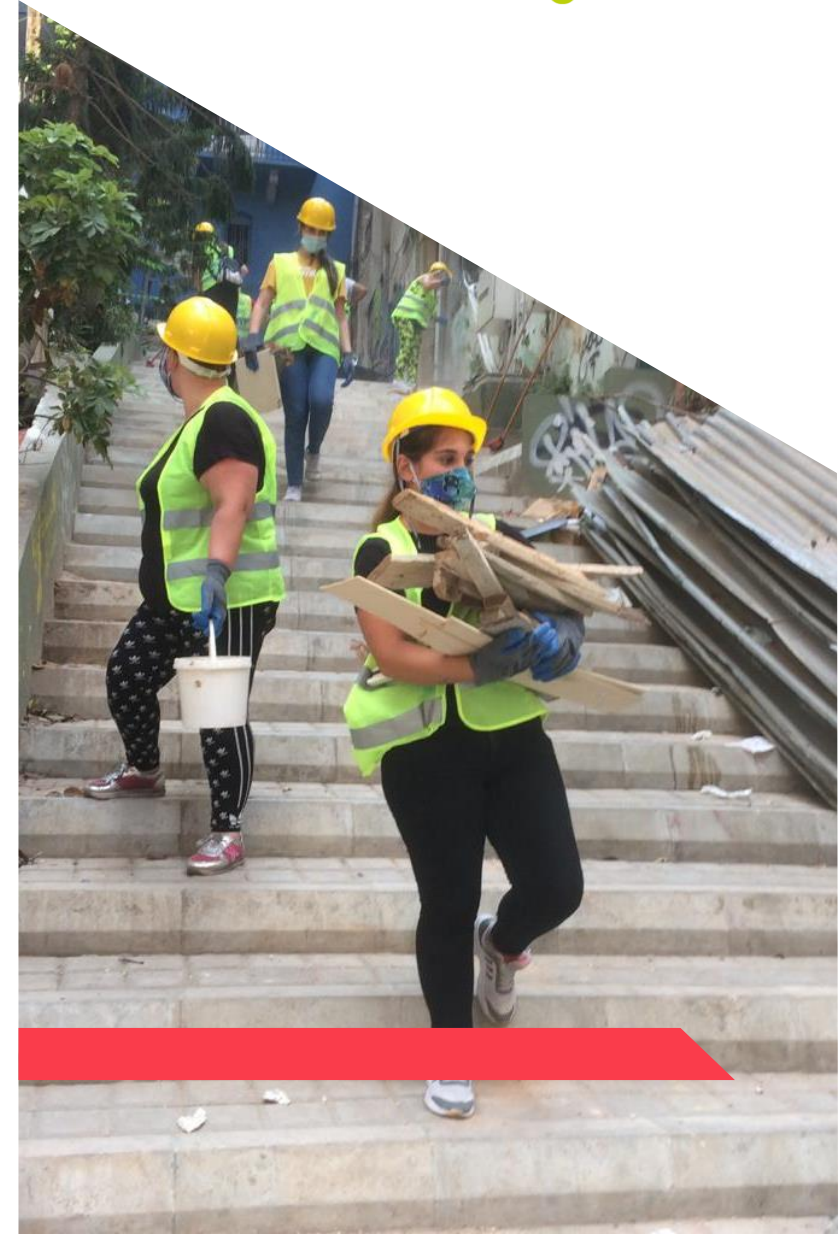
Work permits

TVET and  
entrepreneurship  
programmes

## Lebanon- A Comprehensive Approach is needed



## Private Sector Partners



## Beneficiaries Marginalized Groups (in Construction)

Safe and inclusive  
Outreach

Enhance  
Employability of  
Workers

Awareness on  
Rights at Work

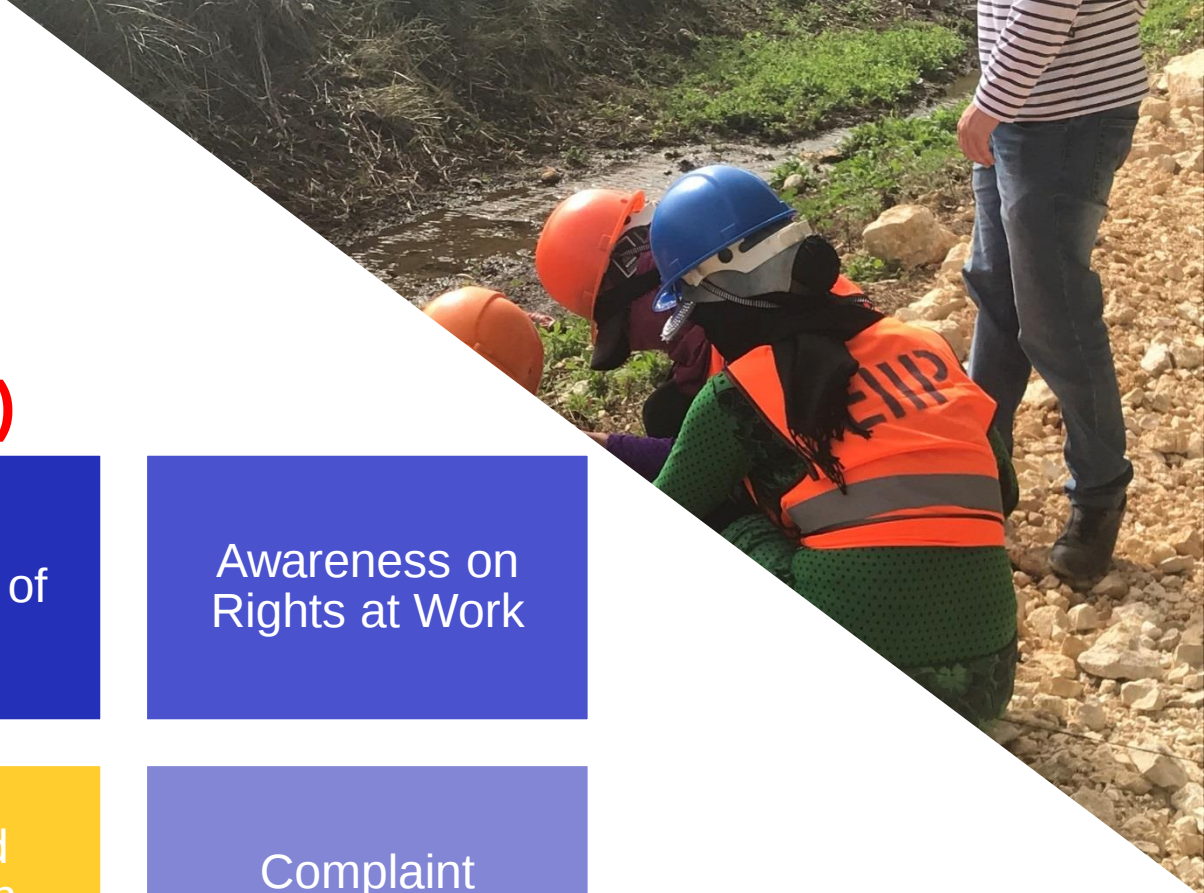
Referrals

Women and  
Persons with  
Disabilities

Complaint  
Mechanism

Connecting  
workers to  
Nationally  
supported Services

Safe Working  
Conditions



# Yemen- Public Works Project (PWP) in Yemen

- Updating PWP's MOP to incorporate with EIIP's SOP requirements.
- Prepared Emergency Employment Program (EEP), the Cash For Work (CFW) Manual, incorporates Employment intensive approach.
- Updated PWP's Environmental and Social Safeguards and Occupational Safety and Health (ESS & OSH) guidelines incorporate EIIP requirements.
- Updated the Community Contractors (CC) Manual, incorporate EIIP requirements.
- Trained and support 52 Women on the updated Community Contractor manual and My First Business (Qualifying Women in Contracting and Entrepreneurship)





Evidences from  
EIP Cases

1

IRAQ



### The Case of EIP Iraq-

How EIP Approaches, Experiences and Lessons, contribute to the Humanitarian Development and Peace Nexus (HDPN) in Iraq

[Published Report](#)

2

YEMEN



### ILO Technical Support to the Social Fund for Development

Through:

- Analysing SFD's operations in relevance to EIP
  - Providing needed support (SOPs, pilot implementation) and achieving readiness for expanding the EIP coverage at the national level
- [ilo.org](https://ilo.org)



Partnership (1) in 2023

“Support the Fund in  
shifting into EIIP  
Approach”

International  
Labour  
Organization

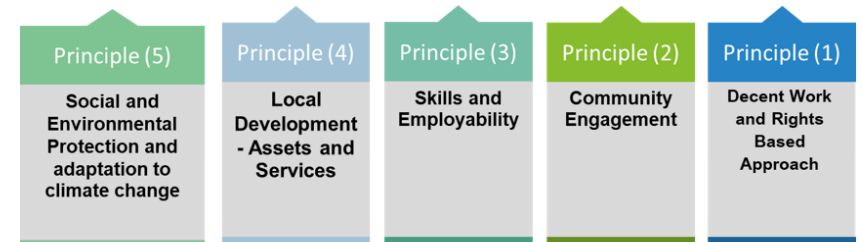
output

## “Developing EIIP Technical Guideline”

- Determining the **general principles for the EIIP approach**, based on ILO standards,
- **Presenting practical ideas** to the Fund on how to implement these standards.



## EIIP Approach Principles





Partnership (2) in 2024

On-going

International  
Labour  
Organization

output

**“Designing a large  
scale EIIP  
programme  
in Yemen”**

that focuses on creating  
decent jobs, enhance  
roads connectivity and  
mitigating the impact of  
climate changes in  
selected local  
communities

SFD/ILO Project Proposal Document:

Promote Decent Employment and Asset  
Creation in support of Recovery and Climate  
Change Adaptation through a Piloted  
Employment Intensive Investment  
Programme in Yemen

August 2024



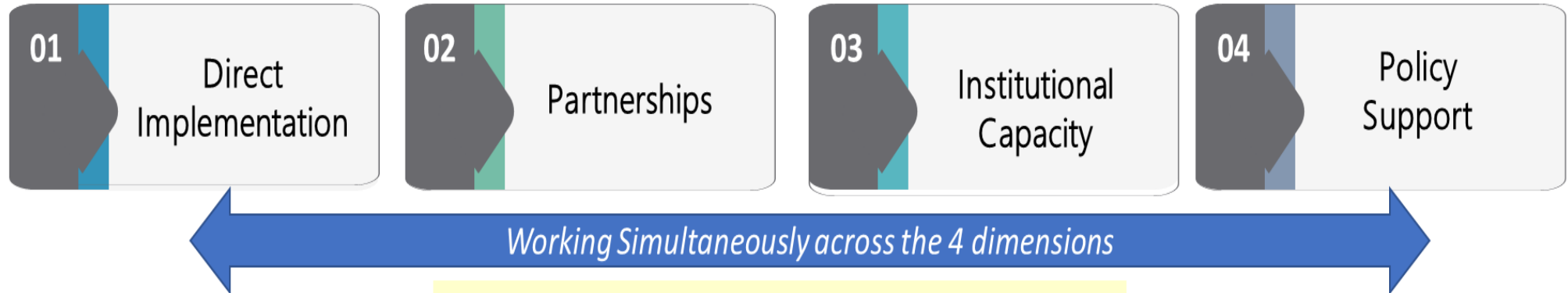
## PROJECT COMPONENTS

| Component (1)                                                                                                                             | Component (2)                                                                                     | Component (3)                                                                                                     | Component (4)                                                                                                |
|-------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| <b>Employment<br/>Creation</b>                                                                                                            | <b>Skills and<br/>Employability</b>                                                               | <b>Institutional<br/>Capacity</b>                                                                                 | <b>Policy</b>                                                                                                |
| Direct employment<br>creation using<br>EIIP, LRBT and DWP<br>approaches to<br>deliver<br>environmentally<br>sustainable<br>infrastructure | Enhancing EIIP<br>workers'<br>employability and<br>awareness<br>regarding their<br>rights at work | Strengthening<br>capacity<br>for job creation<br>and asset<br>management by<br>the national and<br>local partners | Regulatory/Policy<br>Framework<br>for a national<br>Public Employment<br>Program PEP<br>institutionalization |

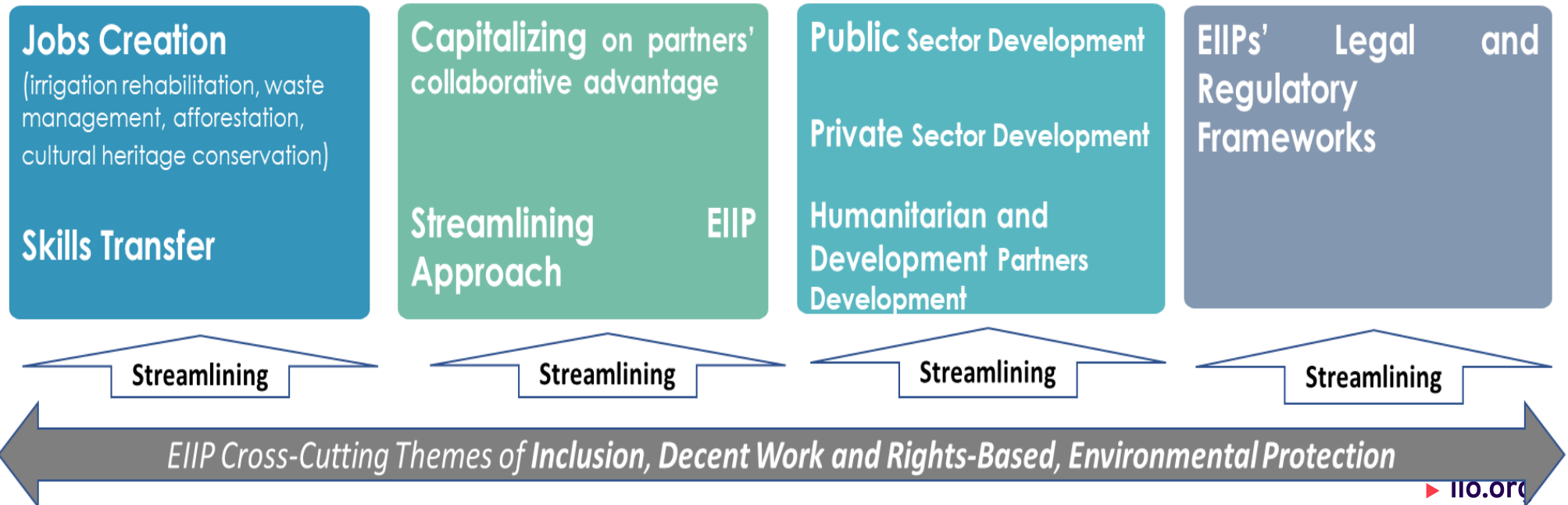


# IRAQ EIIP Model

## EIIP Approach Dimensions



## EIIP Approach Covered Interventions





# IRAQ EIIP Model

## HDPN INTERLINKAGES

### Emergency Impact

### Development Impact

### Peacebuilding Impact

- **Direct and Emergency Employment**  
(Short-term income)

- **Social Protection**  
(Work injury insurance, paid sick leave, paid holiday, social security for workers employed by private contractors)

- **Skills Development**  
(on-the-job training, Certification for workers, technicians, and engineers on EIIP module and CRM)

- **Institutional Capacity Building**  
(on applying EIIP, Trade Union Engagement)

- **Policy Support**  
(SOPs for EI approach, national public works programme support)

- **Creating Employment**  
(that brings people together)
- **Technical Committees**  
(as a platform for social dialogue)
- **Feedback /grievance mechanism**  
(helpline, visits, meetings)
- **Youth Engagement** (in green works, trainings in monitoring skills/EI approach)
- **Capacity Building Activities** (on inclusion of women, rights and responsibilities, decent work )

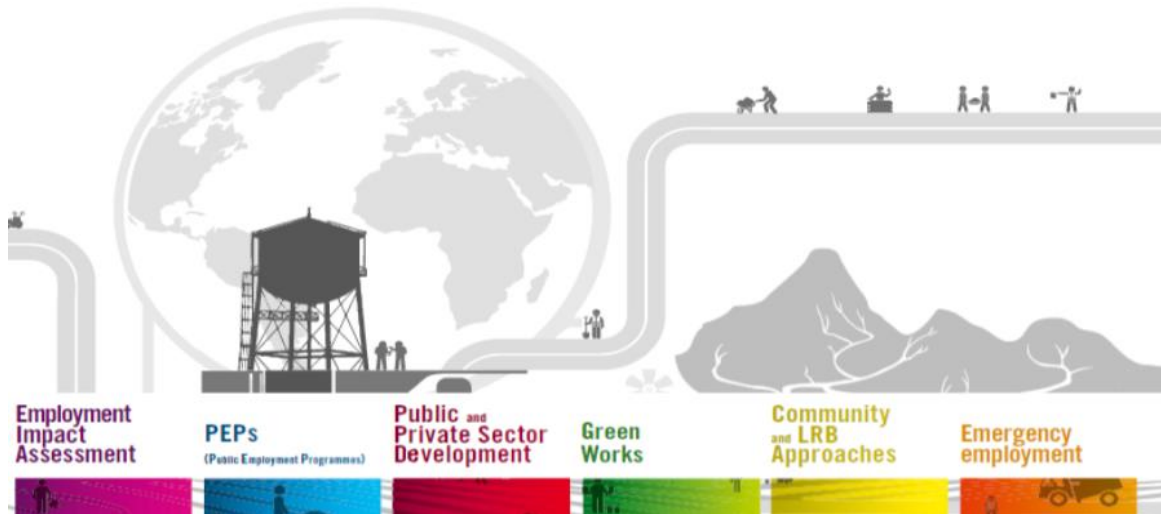
# EIIP



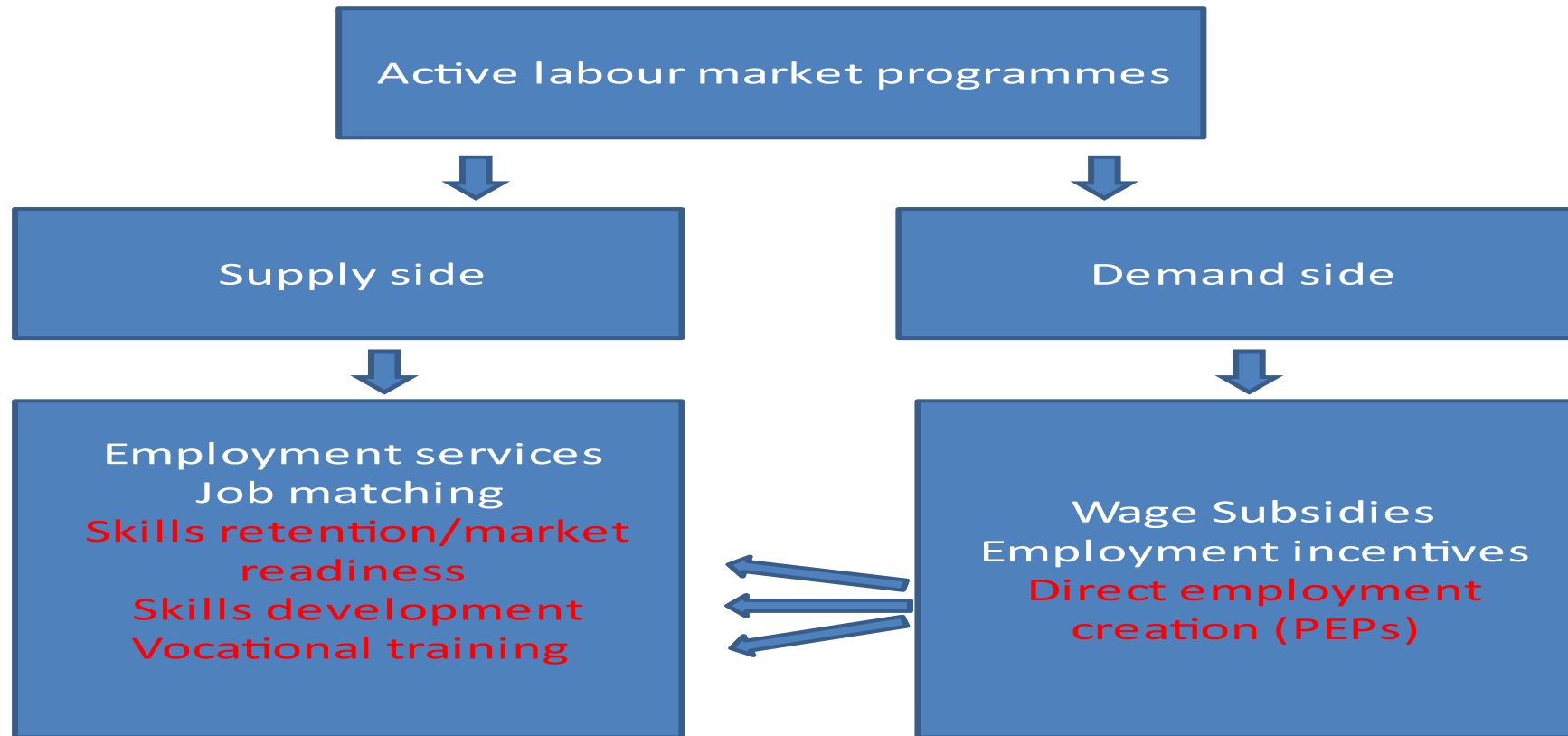
Employment Intensive Investment Programme

**Creating jobs  
through public investment**

## Exit Strategy



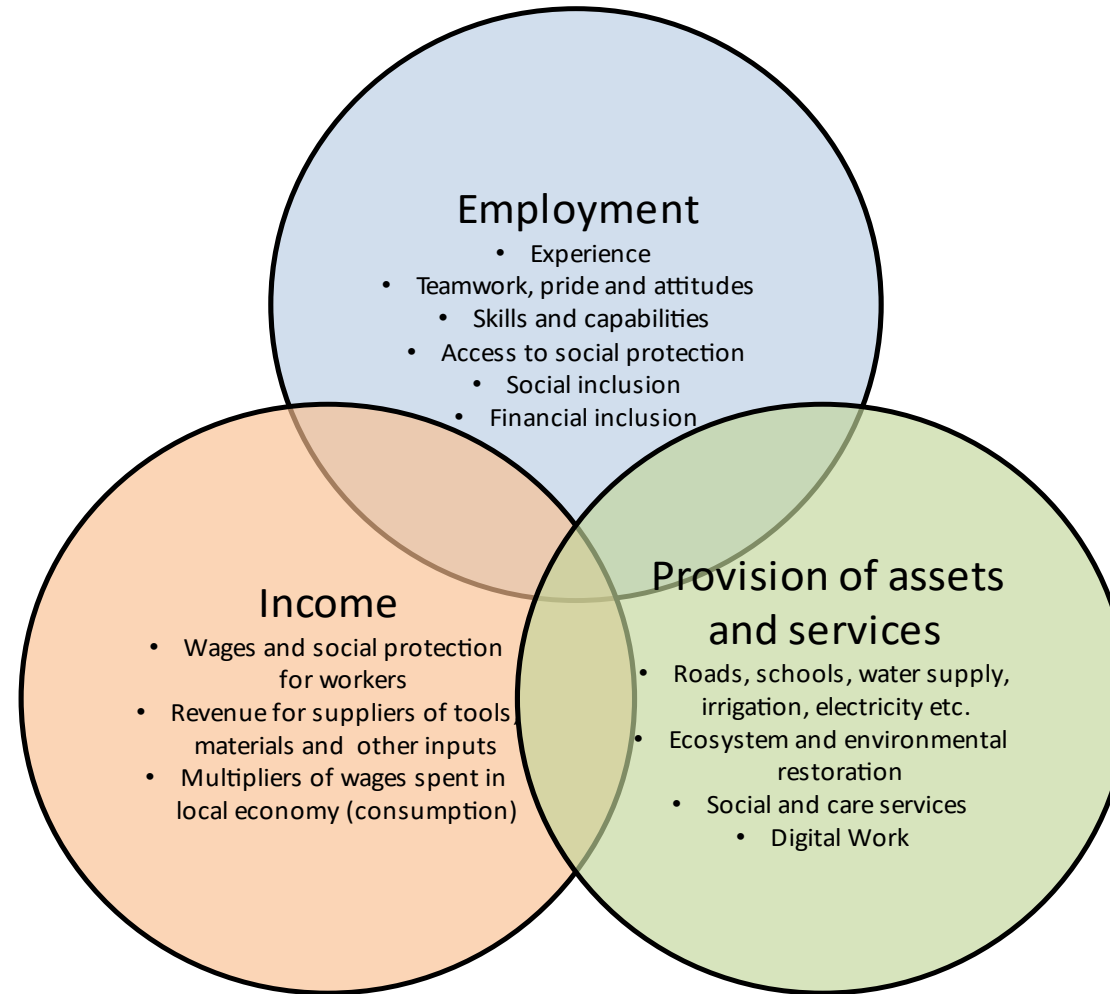
# Public Employment Programmes as Part Active Labour Market Policies (PEP contributions in red)



# Potential impacts of PEPs

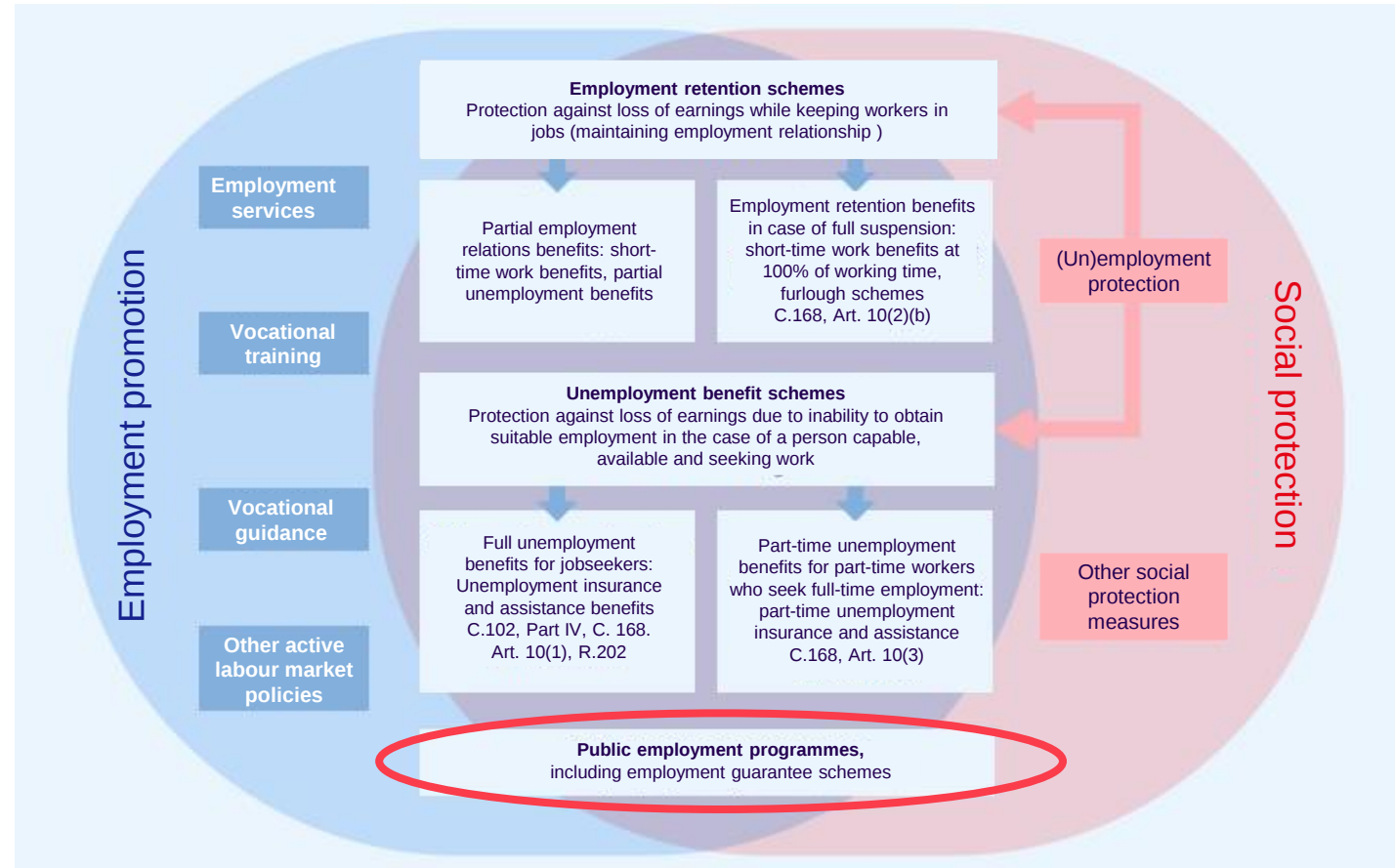
| PEP Impacts                        |                                                        |                                                        |
|------------------------------------|--------------------------------------------------------|--------------------------------------------------------|
| Micro<br>(individual/household)    | Meso (local)                                           | Macro (National)                                       |
| Poverty reduction                  | Poverty reduction                                      | Poverty reduction                                      |
| Dignity and rights                 | Social stabilisation                                   | Social stabilisation                                   |
| Basic income security              | Local economic development                             | National economic development                          |
| Improved labour market performance | Environmental and climate change mitigation/adaptation | Environmental and climate change mitigation/adaptation |
| Enhanced livelihoods               |                                                        | Demand stimulus/macro-economic stabilisation           |

# PEP Goals in Employment Policy



# Exit Strategies

## From EILP to Public Employment Programmes PEPs



Source: McCord, Lieuw-Kie-Song, Behrendt and Tsukamoto. Public employment programmes at the intersection of employment and social protection policies. Forthcoming

## ▶ Video from Yemen

<https://www.ilo.org/resource/other/story-women-contractors-yemen-part-public-works-project-pwp-supported-ilo>



# Q&A



# Thank you

**BREAK** 

 **15:00-15:15**



# ► Social protection Opportunities for Building Trilingualism Principles

Session 2.3

# Objectives of the session

- To discuss entry points for the adoption of HDP nexus approaches in social protection
- Extract lessons learned on potential synergies between each organizations/agencies/office initiatives, including humanitarian, development, and social partners' social protection programming in the region
- Identify how these synergies be maximized capitalizing on the HDP nexus approach in social protection.

# ► Energizer & quick activity

*20 minutes*

How do you define the nexus between social protection and humanitarian assistance in the region?

Let us move around...

# 5 potential answers or more ?!

- ▶ 1- Long-term goal to handover from humanitarian assistance to national social protection systems, after the immediate response to shock is delivered and only during the recovery phase.
- 2- A shift of focus, prioritizing from the beginning of the humanitarian response to a crisis, through identifying linkages with national SP systems and leveraging elements (e.g. social registry, payment modalities, etc..) of existing national systems, however moving in separate and parallel streams.
- 3- 'Tick in the box' exercise: Due to the difficulty of actually operationalizing this approach, it is what can be described as a 'tick in the box' exercise, as too difficult to concretely operationalize, to demonstrate attempts being made that satisfy the requests from regional bureaus and headquarters
- 4- Information-sharing/coordination: Nothing more than information sharing and coordination exercise to avoid unintended duplication and overlaps during the humanitarian response to ensure that the humanitarian and development spaces are respectively protected and maximize resources.
- 5- Collective outcomes based on complementarity: A collective effort to plan and deliver joined-up coherent response through joined-up or harmonized programs, to provide complementary assistance building on the comparative advantages of each actor at all stages of response and recovery and to empower national systems to respond to people's needs and become more resilient to shocks.

► **Feel free to argue why did you stand there?  
Why this answer over another?**

**▶ You heard the discussion, will you stay in the same place or move to another card? If so, why?**

# Time for world café!

**40 minutes**

- We have four stations; Jordan, Yemen, Palestine, Iraq
- Visit a maximum of three. Each visit should be for 10 mins.
- Once you hear the ring, this means the time is over, and your group should move to the next station.
- Agree as a group; which 3 countries you want to visit.
- Ask questions whilst at the stations!



**Ready?**

**Yalla!**

## Plenary discussion with:

- Rana Nassar, Regional Representative - Middle East and North Africa, CALP
- Manal Ramadan, Director of Planning and Aid Management, Ministry of Social Development, Palestine.
- Jane Waite, Head of Social Protection, WFP
- Hashim Zaidi, Regional Social Protection Specialist, UNICEF
- Francesco Tisei, Senior Social Protection Officer, UNHCR
- Luca Pellerano, Senior Social Protection Specialist, ILO

**4 mins to respond**

# Plenary discussion

CALP is committed to promoting the adoption of cash-based solutions in emergency contexts.  
How do you see the adoption of cash measure can be a lever to promote nexus approaches that support strengthening of national systems?

Rana Nassar, Regional Representative - Middle East and North Africa, CALP

# Plenary discussion

What has made the HDP nexus in social protection in Palestine a win-win situation for partners involved? What impact will these new developments have on the experiences of beneficiaries particularly during the ongoing crisis in the Gaza Strip?

Manal Ramadan, Director of Planning and Aid Management, Ministry of Social Development, Palestine.

# Plenary discussion

Building capacities of national social protection systems at times of crisis is key to deliver on the nexus agenda. It requires strategic and medium term vision. What opportunities and constraints are you facing at WFP with the adoption of sustainable solutions in conflict-affected contexts in the region?

Jane Waite, Head of Social Protection, WFP

# Plenary discussion

Based on your experience at UNICEF, what are the drivers for successful nexus alignment and coordination in the social protection sector across the region, and what significant challenges still remain?

Hashim Zaidi, Regional Social Protection Specialist, UNICEF

# Plenary discussion

How is UNHCR addressing access to labor markets and the complementarity between cash assistance and work-related social insurance? Also, how do you envision expanding nexus coordination beyond humanitarian cash programming?

Francesco Tisei, Senior Social Protection Officer, UNHCR

# Plenary discussion

The ILO adopts a normative approach to social protection that is rooted in international social security standards. What is the relevance of this framework for the nexus conversation and what are some of the lessons learnt and recommendations you have gathered from supporting nexus coordination efforts from this particular perspective?

Luca Pellerano, Senior Social Protection Specialist, ILO

## Group work to develop country-based alignment priorities that promote joint work for the SP nexus (35 mins)

### Why and how are we going to do this?

- Each group to identify the 3 most important and realistic priority areas that they envisage to align within the social protection work adopting an HDPN approach.
- Each group will receive a paper with instructions, proposed priorities and assessment matrix.
- Assess the ability, acceptance, and authority of stakeholders around the nexus to enhance alignment priorities between social protection programs of national authorities, social partners, and international development and humanitarian partners.
- You can use a flipchart!

**Each group to briefly present the 3 priorities agreed upon in their country**

## Areas of alignment around the SP nexus can include but not limited to:

- Ensuring data-sharing and data interoperability.
- Conducting joint vulnerability and poverty assessments to redefine programme eligibility.
- Supporting the expansion of referrals across and between all programmes.
- Improving coherence and transparency in selection processes and in their communication
- Developing a joint vision for delivering together on the “day after” across the nexus
- Develop joint complaints and mechanisms
- Conduct joint M&E evaluations
- Joint advocacy to expand financing and financial space

|                                                                                                                                     | <b>Priority 1</b><br><br><i>(e.g., data sharing)</i>    | <b>Priority 2</b> | <b>Priority 3</b> |
|-------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|-------------------|-------------------|
| <b>Authority</b><br><br><i>(authority to push for change, sufficient legal, procedural, informal authority to engage &amp; act)</i> | High/Low<br><br>Brief explanation why it is high or low |                   |                   |
| <b>Ability</b><br><br><i>(sufficient required skills, expertise, capacity, time, resources)</i>                                     |                                                         |                   |                   |
| <b>Acceptance</b><br><br><i>(sufficient interest by HDPN partners, support, motivation)</i>                                         |                                                         |                   |                   |



**Let us hear from the groups!**

► **Thanks for your participation!**